Higher School of Management and Digital Economy

H.S.M.D.E

Dissertation submitted in partial fulfilment of the requirement for a Master's degree

Major: E-Business

Research subject

Evaluation of a Customer Relationship Management system within a service company

Case study: YASSIR SPA

Submitted by:

AZIEZ Marouane

Board of Examiners:

Chairman	Mrs. AMALOU Waffa	Assistant professor B
Supervisor	Dr. ZIANI Imen Hiba	Senior lecturer B
Examiner	Mrs. BOUDJEMIL Djejiga	Assistant professor A

1st Promotion

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Dedication

To my loving parents

Who raised and made me the man that I am right now there's nothing in this world that could express how lucky I am for being your son, thank you so much for everything that you've done for me.

To my dear brothers Imad, Sohayb, Billel and our lovely sister Kawther.

To a very special person that I've met during this year, who's supportive and always has my back, '' Ma Blonde'' I'm really grateful that I had the chance to meet such an amazing person, luv u.

To my friends who went through thick and thin and were with me on my saddest and good days Mohammed, Ouriki, Sadek, Riadh, Amine Lmili, Anis, Taha, MIZAMI, Badis, Amir, Amine sghir and all the others thank you so much for being in my life, it was a pleasure meeting you.

Last but not least, the beautiful family of the Economic Ingenious Club, it was an honour being part of the family may Allah protect you and give you health and happiness.

Acknowledgement

<u>Abstract</u>

Nowadays, the relational phenomenon is one of the variables of companies in different sectors, especially in the service sector, which must take into account the customer as a primary source of revenue and an important element that contributes to the growth of activities in the long term. Relationship marketing is critical for the success of any business today, particularly service organisations since it leverages the capabilities of direct marketing to personalise its message to a diverse set of clients. The goal is to improve customer relationships via marketing initiatives that attract and tie consumers to the brand in a long-term fashion. Customer relationship management is a strategy by which the company aims to understand, anticipate and manage the needs of its current and potential customers, with the aim of creating profitable and lasting relationships with customers and creating a competitive advantage. In this thesis, we will choose to analyse the CRM within a Ride-Hailing service company "YASSIR", and then provide elements of response regarding the contribution of this tool in improving customer loyalty. The results obtained revealed that the CRM tool allows YASSIR to increase its efficiency, thus its market share and to gain the loyalty of its customers in the long term.

<u>Keywords:</u> Customer relationship Management (CRM), Relationship marketing, acquisition, development, retention, services sector.

Résumé

Aujourd'hui, le phénomène relationnel est l'une des variables des entreprises de différents secteurs, notamment dans le secteur des services, qui doivent prendre en compte le client comme une source primaire de revenus et un élément important qui contribue à la croissance des activités à long terme. Le marketing relationnel est aujourd'hui essentiel au succès de toute entreprise, en particulier des organisations de services, car il exploite les capacités du marketing direct pour personnaliser son message à un ensemble diversifié de clients. L'objectif est d'améliorer les relations avec les clients par le biais d'initiatives marketing qui attirent et lient les consommateurs à la marque sur le long terme. La gestion de la relation client est une stratégie par laquelle l'entreprise vise à comprendre, anticiper et gérer les besoins de ses clients actuels et potentiels, dans le but de créer des relations rentables et durables avec les clients et de créer un avantage concurrentiel. Dans cette thèse, nous choisirons d'analyser le CRM au sein d'une entreprise de service de covoiturage " YASSIR SPA ", puis d'apporter des éléments de réponse quant à l'apport de cet outil dans la fidélisation des clients. Les résultats obtenus ont révélé que l'outil CRM permet à YASSIR d'augmenter son efficacité, donc sa part de marché et de fidéliser ses clients sur le long terme.

Mots-clés : Gestion de la relation client (CRM), Marketing relationnel, acquisition, développement, rétention, Secteur des services.

الملخص

في الوقت الحاضر، يعد تسويق العلاقات أحد أهم متغيرات الشركات في مختلف القطاعات، وخاصة في قطاع الخدمات، والتي يجب أن تأخذ في الاعتبار العميل كمصدر أساسي للإيرادات وعنصر مهم يساهم في نمو الأنشطة على المدى الطويل. يعد التسويق بالعلاقات أمرًا بالغ الأهمية لنجاح أي عمل تجاري اليوم، لا سيما المؤسسات الخدمية نظرًا لأنه يعزز قدرات التسويق المباشر لتخصيص رسالته لمجموعة متنوعة من العملاء. الهدف هو تحسين العلاقات مع العملاء من خلال المبادرات التسويقية التي تجذب وتربط المستهلكين بالعلامة التجارية على المدى الطويل. إدارة علاقات العملاء هي استراتيجية تهدف الشركة من خلالها إلى فهم وتوقع وإدارة احتياجات عملائها الحاليين والمحتملين، بهدف إنشاء علاقات مربحة ودائمة مع العملاء وخلق ميزة تنافسية. في هذه الأطروحة، سنختار تحليل CRM داخل شركة الخدمات "يسير"، ثم نقدم عناصر الاستجابة فيما يتعلق بمساهمة هذه الأداة في تحسين ولاء العملاء. أظهرت النتائج التي تم الحصول عليها أن أداة CRM تتيح لـ "يسير" زيادة كفاءتها وبالتالي حصتها في السوق وكسب ولاء عملائها على المدى الطويل.

الكلمات الدالة: إدارة علاقات العملاء (CRM)، تسويق العلاقات، الاستحواذ، التطوير، الاستبقاء، قطاع الخدمات.

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List of abbreviations

AHT: Average Handling Time.

ATM: Automated Teller Machine

B2B: Business-to-Business

BPR: Business Process Reengineering

C2C: Customer-to-Customer

QCI: Quality Competitive Rating

CRM: Customer Relationship Management

CRMs: Customer Relationship Management system

CSS: Customer service and support

E-CRM: Electronic customer relationship management

EDI: Electronic Data Interchange

ERP: Enterprise resource planning

FCR: First Call Resolution.

GDP: Gross Domestic Product

IDC: international data corporation

IDIC Model: Identify Differentiate, Interact, and Customize treatment, Model.

IT: Information technologies.

PR: Public relations

RHs: Ride-Hailing services

RM: Relationship Marketing

S-CRM: Social customer relationship management

SFA: Salesforce automation

SSCs: Strategically Significant Customers

TQM: Total Quality Management

VoIP: Voice over Internet Protocol

Summary

General introduction

The phenomenon of globalisation has turned the business world upside down and has affected all sectors of activity, starting with production companies and passing through the various service-providing institutions, which has pushed the managers of the latter to rethink their vision of the customer and change their perspective in terms of strategy and try to get to know the consumer better to retain him and make his operations regular. All this has been put in place following the arrival of new competitors from the four corners of the world on the international market, bringing behind them strategies that defy all competition.

This has forced companies to reconsider their strategies and adopt a customer-centric approach from a 'product' orientation to a 'customer' orientation. Hence the birth of relationship marketing. One of the primary concerns of companies has become to create and maintain a good relationship with the customer through customer relationship management.

Customer Relationship Management (CRM) tends to be confused with a more traditional business model, tends to be confused with computer software or a loyalty programme. CRM can be defined as a strategy, philosophy or process that aims to optimise organisational profitability and customer satisfaction by focusing on specific customer segments, promoting behaviours that respond to the customer's wishes and applying client-centric processes.

So, to try to meet their requirements as well as possible, to identify them, acquire them and develop their loyalty, companies have moved from a product orientation to customer orientation, a perspective which seems new, which makes it possible to keep an eye on the customer, and in which the service provider will study his behaviour in detail, show his importance, and manage to find a place for him within the company's value chain. This type of marketing has always existed, and it is a practice that increases turnover. We can start with consumer marketing, which for a long time was largely focused on acquiring new customers, unlike B-to-B and service marketing, which is based on building relationships with them.

Indeed, relationship marketing has always been present, ever since man began to exchange. Mass production and communication were born, and relational marketing died out, but not for long, since the 20th century knew how to revive it, with sales force automation software, which aimed to optimise the work of salespeople with customers at first, then after the efficiency was noted, sales and contact management moved towards customer relationship management using large customer databases. In other words, the customer is now at the heart of the company, seen as an objective, which allows him to express with ease the product model that suits him, that will meet his expectations, and also to give an appreciation by giving a grade or by signs of

dissatisfaction, an important evaluation that will guide the company towards readjustments of the offer put on the market.

The objective of this thesis is to understand the impact of customer relationship management on each stage of customer lifecycle management, namely: acquiring new customers, developing customer value and retaining existing customers. This is done by trying to answer the principal question: "How does the company use CRM for a better customer experience?"

This leads to a series of secondary questions:

- Do CRM tools used by YASSIR SPA have a positive impact on the customer experience?

- How does CRM contribute to the customer acquisition process?

- What is the impact of CRM techniques on customer development and retention strategies?

In order to answer these questions, we have formulated the following hypotheses:

H1: The tools used by YASSIR have a direct and positive impact on customer experience.

H2: The use of CRM data improves the customer acquisition process.

H3: The use of CRM techniques improves the effectiveness of customer retention management strategies.

The choice of this topic was not made by chance, the originality of the subject, our great interest in customer relationship management, as well as our desire to go into this subject in greater depth, were the main factors that motivated us to tackle this topic.

To understand the research topic, we opted for a qualitative analytical approach by means of:

- Documentary research: By resorting to books, reports, articles, scientific works and specialised websites.

- A qualitative study: By conducting a semi-directed interview with the Customer Support Manager, and the operation manager.

- A quantitative study: by analysing an internal data from the company to measure the quality of services delivered.

Our work will be divided into three chapters:

In order to introduce this topic, we will address in chapter one the fundamentals of relationship marketing and then the concept of service marketing.

The second chapter is devoted to the theoretical approach to customer relationship management. We will discuss the Customer Relationship Management (CRM) and its specificities, and then we will go through the implementation process for a CRM system within a service company.

The third chapter is devoted to the practical part of this research, where we will present the company targeted by the study and the methodology followed to carry out the research. Then we will evaluate the use of CRM in YASSIR using the two studies that we mentioned above.

Chapter one:

Basics of relationship marketing and Service Marketing

Marketing is a social process linking the company to the needs, desires, and consumer demands. This link will enable the company to reach two main objectives:

The first is to provide a contribution of utility to consumers which will be translated into the satisfaction of their needs, this aspect is the main object of any marketing approach.

The second is to enable the company through consumer satisfaction, to achieve its growth and profitability objectives.

The originality of the marketing approach lies in the way of satisfying the needs of consumers, this is why it is imperative for any company operating in a competitive market to introduce its marketing strategy, to differentiate itself from others and thus satisfy consumers, and achieve its goals.

The service industry has grown to constitute a vital part of the economy. It continues to grow to become the leading supplier sector jobs. Indeed, in the majority of countries, particularly in those that are developed and emerging, service activities are developing further and represent at least half of the Gross Domestic Product (GDP).

Relationship marketing is based on taking into account the individual in all his dimensions and all aspects of his life, depending on the moment and the circumstances. This marketing tries to understand the complexity and relativity of behaviours to build marketing strategies that are more clearly downstream driven.

The customer relationship allows a relatively precise analysis of needs and a treatment differentiated from demand by the implementation of significant IT resources now accessible to a growing number of companies, this democratization of communication technologies process changes both competitive and behavioural data and opportunities for company strategies.

This chapter is made up of two sections:

> ➢ The first section talks about relationship marketing.
> ➢ The second section is about the Service Marketing.

Section one: Fundamentals of relationship marketing

This part will focus on presenting the theoretical components of relationship marketing. We'll start by defining relationship marketing, its evolution, and the concepts that come with it, which can be confusing at times. Relationship marketing did not happen by accident, as evidenced by our history.

1. The evolution of relationship marketing

Over time, marketing management has evolved into a multifaceted and all-encompassing science. The 4Ps are no longer used in marketing research. Markets, geographies, and consumer groups have all evolved, resulting in multi-tiered, complicated networks and relationships.

Marketing Managers of today are no longer following the same rules of the game that they followed two decades ago. Technology has changed the rules of the game and competition has become more intense. Instead of concentrating on selling the product, the marketing effort is now directed to expanding the customer base and relationships. By widening the customer base as well as expanding the depth of the customer base using relationship marketing, they see the possibility to lengthen the revenue lines. Therefore, Marketing professionals to be will benefit greatly by understanding more about Relationship Marketing as well as direct marketing, service marketing, CRM, etc.[1]

Trading has been based on relationships built on trust, loyalty, and previous transaction history from the dawn of time, including when trade was conducted via the silk route. However, the post-industrial age accelerated the emergence of Relationship Marketing as a discipline and practice. Until this time, products and services were always produced in smaller quantities in areas where supplies were scarce and sold locally. Industrialization resulted in mass manufacturing and product and service standardization.

The company's attitude seems to have evolved away from profitability and products and prioritizes customer service. From product design to production to marketing, everything started to revolve around the customer's wants, needs, comfort, and happiness. Customer focus and relationships became the organizational focus, resulting in a slew of new manufacturing methods, the most notable of which is TQM, or Total Quality Management.

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[1] https://www.managementstudyguide.com/evolution-of-relationship-marketing.htm Prachi Juneja (visited 08/05/2022 at 1.20 pm)

2. From the transactional approach to the relational approach[1]

As marketing enters the twenty-first century, there is a substantial shift in how businesses communicate with clients. The old view of marketing as a straightforward exchange process, a concept known as transaction-based marketing is giving way to a more long-term approach.

Transactional marketing tactics aim to attract customers. The goal was to identify prospects, convert them to customers, and recognize that, while vital, obtaining new consumers is a true intermediate step in the marketing process. Marketing initiatives must prioritize the establishment and maintenance of mutually beneficial relationships with existing clients. Suppliers and staff must be included in these initiatives.

Relationship marketing refers to the formation, growth, and maintenance of long-term, cost-effective exchange relationships for mutual benefit with individual customers, suppliers, employees, and other partners. The scope of external marketing partnerships is expanded to encompass suppliers, customers, and referral sources. The term "customer" takes on new meaning in relationship marketing. Employees serve customers both within and outside of an organization; individual employees and departments are both customers and suppliers to one another. Inter-departmental connections must be held to the same high standards of customer satisfaction as external customer relationships. Internal marketing is crucial to the success of external marketing initiatives, according to relationship marketing. Programs that improve customer service within a company also increase productivity and employee morale, resulting in stronger customer connections outside of the organization.

Relationship marketing provides a company with new opportunities to gain a competitive advantage by moving customers up a loyalty hierarchy from new customers to regular purchasers, then to loyal supporters of the company and its goods and services, and finally to advocates who not only buy but also recommend the company's goods and services.

For a better understanding of the differences between both transactional and relationship marketing we share with you a table that puts the two terms side to side for comparison:

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[1] ADRIAN (P) and PENNIE (F), '' Strategic customer management: integrating relationship marketing and CRM'', MPG Books Group, 2013, p 11.

Table 1.1: The difference between transactional and relationship marketing

characteristic	Transaction-based marketing	Relationship marketing
Time orientation	Short term	Long term
Organizational goal	Make the sale	Emphasis on customer retention
Customer service priority	Relatively low	Key component
Customer contact	Low to moderate	frequent
Degree of customer commitment	low	High
The basis for seller-customer interactions	Conflict manipulation	Cooperation; trust
Source of quality	Primarily from production	Companywide commitment

Source: Adapted by Payne, Christopher, Clark and Peck, (1996).

3. Definition of Relationship marketing

There are various ideas in the marketing sector that attempt to explain the concept of "relationship marketing." Many studies have shown a shift in marketing from transactional to relationship marketing during the last two decades.

The table below shows different definitions of RM from different authors' perspectives:

Table 1.2: Different definitions of RM

Source	Definition
Berry (1983, p. 25)	'Relationship marketing is attracting, maintaining and – in multi-service organizations – enhancing customer relationships. '
Jackson (1985a, p. 165)	'Relationship marketing is marketing to win, build and maintain strong lasting relationships with industrial customers. '
Morgan and Hunt (1994, p. 22)	'Relationship marketing refers to all marketing activities directed to establishing, developing, and maintaining successful relational exchanges. '
Grönroos (2007, p. 29)	marketing is to identify and establish, maintain and enhance, and when necessary, terminate relationships with customers (and other parties) so that the objectives regarding economic and other variables of all parties are met. This is achieved through mutual exchange and fulfilment of promises. '
Ballantyne (1994, p. 3)	'An emergent disciplinary framework for creating, developing and sustaining exchanges of value, between the parties involved, whereby exchange relationships evolve to provide continuous and stable links in the supply chain'.
Porter (1993, p. 14)	'Relationship marketing is the process whereby both parties – the buyer and provider – establish an effective, efficient, enjoyable, enthusiastic and ethical relationship: one that is personally, professionally and profitably rewarding to both parties.'
Lusch and Vargo (2006a, pp. xvii–xviii)	'Marketing is the process in society and organizations that facilitate voluntary exchange through collaborative relationships that create reciprocal value through the application of complementary resources.'

Source: Evert Gummesson, *''Total Relationship Marketing''*, Elsevier Ltd, Third edition 2008, p 329.

Long-term consumer connections are the goal of relationship marketing. Relationship marketing aims to develop client loyalty by offering exceptional goods and services, rather than attempting to drive a one-time transaction. This is in contrast to most traditional advertising, which focuses on a single transaction: view ad A and then purchase product B. Relationship marketing, on the other hand, isn't generally tied to a specific product or service. It entails a corporation enhancing its business practices in order to increase the value of the customer connection.

Relationship marketing is mostly concerned with improving internal processes. Many clients leave a firm because they are dissatisfied with the customer service, not because they dislike the product. Customers will be satisfied even if there are product difficulties if a company streamlines its internal procedures to meet all of its service needs. While organizations combine elements of both relationship and transactional marketing, customer relationship marketing is starting to play a more important role for many companies.[1]

4. Types of Relationship marketing

The combined efforts of its components make relationship marketing effective. Customer service, email marketing, content marketing, word of mouth, and social media are all examples of these. All of these are covered in depth in the following sections[2]:

4.1. Customer service

It is an important component of marketing and sales. Relationship marketing focuses on how firms' service departments operate. These service departments are responsible for resolving client issues and providing improved service. Relationship marketing aims to improve a company's internal operations to give better customer service. If customers are not well serviced, they are unlikely to return to a brand.

4.2. Email marketing

Email marketing is an effective method for businesses to reach out to their target audiences. Customers' made IDs receive a promotional message including information about the products or services being marketed. Companies must guarantee that the appropriate information is

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[1] What is Relationship Marketing? - Definition from WhatIs.com (techtarget.com) (visited 08/05/2022 at 2.40pm)

[2] Relationship Marketing: Meaning, Types, Levels, Importance and Example (commercemates.com) (visited 08/05/2022 at 4.00 pm)

communicated at the appropriate time and with the appropriate people. People will be interested in a brand if they receive relevant promotions related to their interests.

4.3. Social media

It is a popular marketing medium for relationship marketing. It shares valuable material with clients using social media platforms such as Facebook, Instagram, Google, and Twitter. People are approached directly to acquire insight into their lifestyles.

4.4. Word-of-mouth marketing

It is a sort of promotion launched by a customer among his or her friends about a brand's products. It is a sort of free advertising generated by consumer experiences accumulated throughout their long-term engagement with the firm. This sort of marketing is one of the most effective since it encourages more people to purchase brand products because people trust their friends.

4.5. Content marketing

It refers to all information about a product's features, advertisements, and offers that are meant to attract potential buyers. Content marketing refers to the free distribution of all of this material before generating sales, which leads to the development of desired customer relationships. Customers will find this information useful in their journey with the company as they make purchasing decisions.

4.6. Customer education and awareness

This entails educating customers by providing them with information about products and services. Customers' relationships are being strengthened by making them aware of market information. It is one of the most successful techniques of gaining a deeper understanding of your customers by providing them with useful information rather than simply trying to sell them your items.

5. Levels of Relationship marketing

Relationship marketing levels indicate distinct stages of the process. Kotler and Ndubisi had different approaches to defining these levels:[1]

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[1] SHAHRAM (G) and others, *'' Relationship Marketing: A New Approach to Marketing in the Third Millennium''* Australian Journal of Basic and Applied Sciences, 5(5): 787-799, 2011

5.1. Kotler's five-level model of RM

Kotler presented this five-level model according to the reaction of companies toward their customers after the buying process:

5.1.1. Elementary level

Gain customers and assist them through the sales process without making any first contact after the purchase.

5.1.2. Passive level

It is the second step in the sales process, where the company receives feedback from clients.

5.1.3. Responsiveness level

This level is more advanced than the passive level. In this case, the firm seeks to contact clients in order to solicit their feedback, which helps companies improve their overall experience.

5.1.4. Effective level

Companies try to enhance the quality of their goods and services. Client's ideas are taken into account by businesses in order to deliver the best possible service.

5.1.5. Participatory level

In order to enhance the consumer experience and their services, firms continuously keeping contact with their customers, and at the same time, they try to partner with other companies.

Figure 1.1: Kotler's five-level model of RM
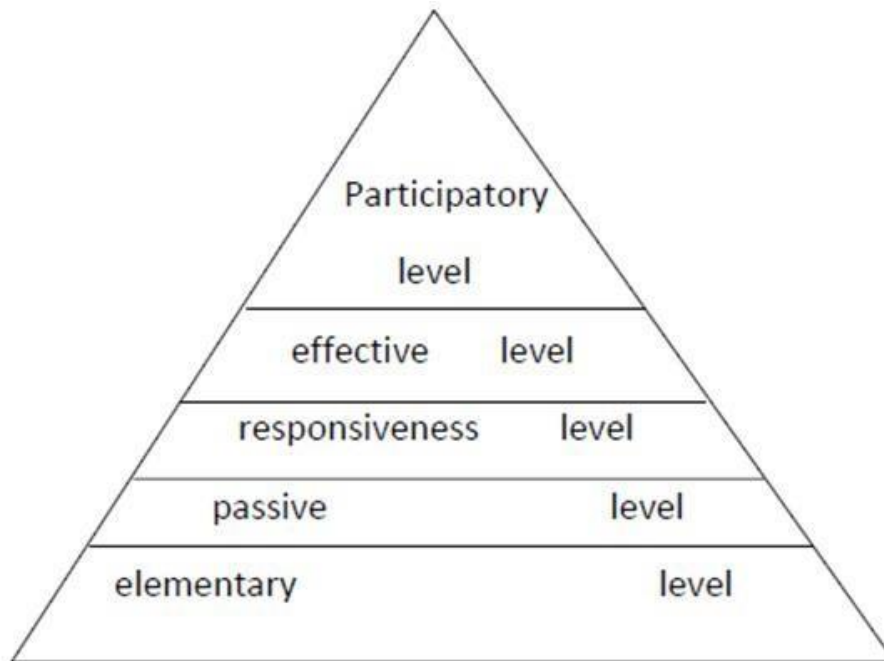
**Source:** Adapted by REZAEI, (A.H) and ELAHI RAD (J), 2007.

5.2. Ndubisi Model (Underpinnings of Relationship Marketing)

Ndubisi proposed a relationship marketing model. He looked at RM through the lens of four pillars: trust, commitment, communication, and conflict handling. They, he feels, have an impact on client loyalty.[1]

Figure 1.2: Ndubisi Model (Underpinnings of Relationship Marketing).
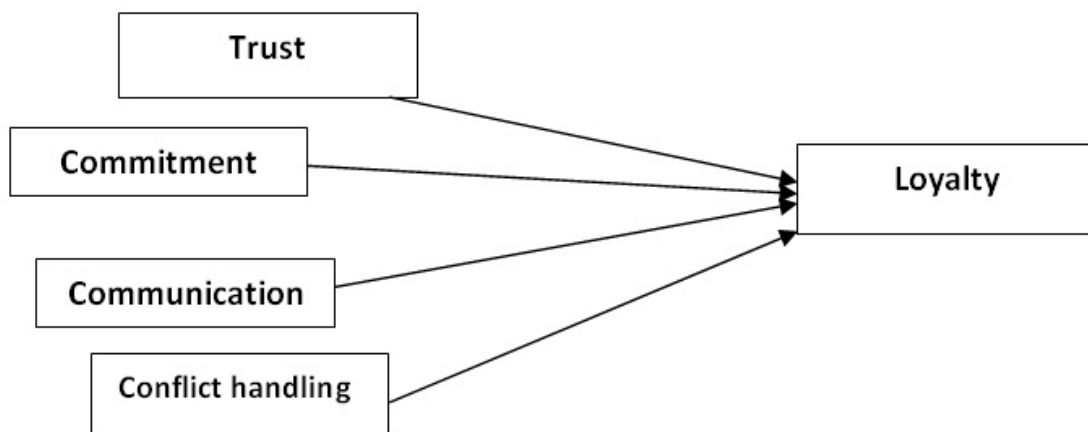
Source: Adapted by Ranjbaryan, B & M. Barari, 2009

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[1] Ranjbaryan, B & M. Barari, 2009." the impact of relationship marketing on customer loyalty: Comparing public and private banks", Journal of Business management, 1(2): 83-100.

5.2.1. Trust

Trust has been regarded as the willingness to rely on an exchange partner in whom one has faith; a breach of this trust by the supplier or service provider may result in disloyalty. It entails accepting mutually agreed-upon statements as fact and lowering one's expectation of either party acting adaptively. In the context of relationship marketing, trust is defined as the dimension of a commercial relationship that influences how much each side believes they can trust the other's promise to be true. It has been viewed as an important component in relationship marketing modelling.

5.2.2. Commitment

Another key factor of the strength of a marketing connection is commitment, which may be used to forecast future repeat purchases and measure the probability of client loyalty. Research on calculative and affective commitment, for example, has shown that customers base their commitment on estimates of changing risks along with loyalty feelings.

5.2.3. Communication

Communication means the ability to give accurate and timely information. Nowadays, communications are viewed as an ongoing dialogue between a firm and its clients that occurs during the pre-selling, selling, consuming, and post-consuming phases. In relationship marketing, communication entails staying in contact with valuable clients, delivering timely and trustworthy information about service and service modifications, and responding proactively if a delivery problem arises. In the initial phases, the communicator's job is to raise consciousness, create customer preference (by highlighting value, performance, and other attributes), persuade prospective buyers, and urge them to make a purchasing choice.

5.2.4. Conflict Handling

Conflict is defined as the level of disagreement between both parties acting in an exchange which can be perceived in a relationship. It reduces the possibility of creating and maintaining a long-term relationship. It can also be defined as a supplier's ability to evade possible disputes, resolve evident disagreements before they cause difficulties, and openly express alternatives when problems do occur.

5.2.5. Loyalty

Loyalty is a firmly held commitment to repurchase or re-patronize a favoured product or service in the future, notwithstanding the possibility of situational impact and marketing attempts causing switching behaviour.

6. Three Relationship Marketing Success Factors

Three major aspects influence the success of relationship marketing. You'll notice that many criteria are internal, as relationship marketing is a company-wide effort to communicate with customers:[1]

6.1. Market knowledge

If you don't understand the market reality, you won't be able to meet client expectations. Only by closely studying the market can one deduce the wants and wishes of customers. Many companies now provide accessories for mobile phones and laptop computers. This is because these businesses were the first to notice that the accessories that come with smartphones and laptops do not meet the needs of customers. Instead, the buyer is looking for accessories that are unique to him. This resulted in a boom in the accessories industry, with numerous players from around the world engaging. As a result, market knowledge is critical for a company focused on relationship marketing.

6.2. Training programs

Relationships are built by people. And people are prone to make manual errors. Thus, how do we ensure that the relationship marketing effort is coming along as we want it? Train them through researched and positively resulting in training programs.

6.3. Empowering employees

The worst-case scenario is when a customer is angry with a firm, and the company's employee (who is the brand's face in front of the customer) is unable to make judgments because he is not in the correct position to do so. Customers become more enraged and frustrated when decisions are delayed. While training is vital, the success of relationship marketing also depends on your employees' empowerment, which allows them to make quick judgments and satisfy customers. Even if he is enabled, a lone individual will frequently be unable to assist the

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[1] https://www.marketing91.com/relationship-marketing Hitesh Bhasin (visited 11/05/2022 at 11.53am)

consumer. Teamwork, in addition to empowerment, is required for the success of relationship marketing.

7. Importance of relationship marketing

7.1. Long-term customer retention

Relationship marketing allows businesses to retain customers for the long term by serving them efficiently. Rather than focusing solely on customer acquisition, it seeks to improve client satisfaction. When customers get exactly what they want, their overall experience with the brand improves, and they are more likely to stay for a longer period. Customer relationship marketing assists businesses in accomplishing all of this.

7.2. Reduces marketing and advertising costs

Relationship marketing allows businesses to lower their customer acquisition costs. It costs a lot of money to run large-scale advertising campaigns to get new customers. This type of marketing can keep customers for a long time by providing them with high-quality services. Businesses are not required to make additional efforts to acquire more customers, which reduces their advertising costs.

7.3. Increase sales volume

It enables businesses to increase overall sales volumes by improving customer experience. Companies find it much easier to up-sell and cross-sell to satisfied customers. Loyal customers believe in brand products and question their quality. They even recommend the brand's products to their friends and family, which leads to an increase in sales volume.

7.4. Provides valuable feedback

Relationship marketing is effective at providing valuable feedback to businesses. Customers' feedback and suggestions help brands improve their quality level. Customers who have strong relationships with their brands and are satisfied with their purchases make an effort to provide valuable feedback about the firm's products and services. They even communicate vital market information to them, which aids in the design of appropriate products in response to consumer demand.

7.5. Provides a competitive advantage

Relationship marketing is the most effective method for acquiring a competitive advantage over other market participants. It guarantees that all information is provided to clients honestly to build solid connections. Efforts are made to provide higher-quality services that improve the client experience overall. Brands may quickly build a distinct image in the market this way.

7.6. Provide sustainability

It ensures the long-term viability of the business by facilitating constant sales. Relationship management allows a firm to control its profitability by keeping clients for extended periods. It emphasizes providing a more personal touch to customers. which leads to improved understanding. Customers buy from their favourite brands regularly and do not switch brands frequently.[1]

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[1] https://commercemates.com/relationship-marketing (visited 09/05/2022 at 00.23am)

Section two: Service Marketing

There is a continuum between products and services in the sense that offers are generally mixes of goods and services. Goods are increasingly accompanied by associated services: advice from sellers, financial services, after-sales services, consumer services, etc.

1. Defenition of service

Services are the non-physical, intangible parts of our economy, as opposed to goods, which we can touch or handle. The majority of the economies of rich countries are based on services such as banking, education, medical treatment, and transportation. They also constitute the majority of emerging economies. Manufacturing and agriculture declined as a percentage of total economic activity over the twentieth century.[1]

2. Types of services

There are three categories of services:[2]

2.1. Business services

Business services are the first form of service. The most basic description would be services that support a business's daily operations and activities but are not commodities. Consider information technology services. Every firm in today's world requires a technical setup. People that give IT support to a company are delivering a service in exchange for money.

2.2. Personal services

They are economic operations supplied to people based on their unique requirements. The client service is personalized here. As a result, there can be no consistency in the services. The service provider will tailor his services to each customer's specific requirements. Catering, hotel and lodging, medicine, and any form of artistic endeavour are examples of personal services (like painting, sculpting, etc). As you can see, all of these services cater to the consumers' demands.

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[1] Christopher (L)), ''Principles of Service Marketing and Management'', Upper Saddle River, N.J.: Prentice-Hall, 1999, p 6.

[2] Nature and Types of Services: Features of Services with Solved Examples (toppr.com) (visited 11/05/2022 at 5.00 pm)

2.3. Social services

When it comes to service types, we come to social services. These are critical government services. They are made available by the government or other non-profit organizations. These services strive to establish social equity in society by offering the assistance that the underprivileged require. The service is offered for a social reason rather than for profit. Education, sanitation, medical facilities, and housing are all examples of social services.

3. Classification of services[1]

3.1. Based on the degree of involvement of the customer

- **People processing:** To experience or consume the service, the customer must be present at the delivery location.

- **Possession processing:** Although the customer's presence is not necessary, he must deposit his actual possessions or goods to receive service.

- **Mental stimulus processing:** To enjoy the service, the customer's mental concentration is required.

- **Information processing:** Dates, knowledge, and information are acquired and analysed in this instance for the benefit of clients.

3.2. Based on service tangibility

- **Pure tangibles:** There is no service or intangibles associated with a rented cell phone.

- **Major tangible with minor intangibles:** Goods and services that are tangible.

- **Minor tangibles with major intangibles:** A small good is accompanied by major services.

- **Pure services:** The offer is merely a service in this case.

3.3. Based on skills of service providers

- **Professional (high skill) services:** Doctors, attorneys, pilots, and other professionals with advanced degrees and training are examples.

- **Non-professional (low skill) services:** Do not require any specific expertise like babysitting

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[1] WOODRUFF (H), ''Services Marketing'', Macmillan India Limited, New Delhi, 1999.p28 29.

3.4. Based on the business orientation of the service provider

- Government sector
- Business sector
- Internal/Professional services
- Non-profit organization

3.5. Based on a market segment of the end-user

- **C2C or end consumer services:** Individual customers acquire these services for their use, such as medical, fitness, and therapy.

- **B2B or business consumer services:** These services are paid for by businesses. For example, a company might hire another for market research.

3.6. Based on the degree of regulation

- **Highly regulated:** banking, insurance, hospitals

- **Limited regulated:** catering, fast food

- **Non-regulated:** computer, lawn care, painting

3.7. Based on the degree of labour inventiveness

- **Equipment-based:** ATM vending machines are examples of automated machines. Taxi and dry-cleaning services, for example, are run by unskilled workers. Excavation, airline computing, and time-sharing are examples of experienced operators.

- **People-based:** Lawn care, security, and cleaning services are examples of unskilled labour. Professional labour, such as appliance repair.

4. The characteristics of services

Characteristics that define the nature of service are mentioned as follows:[1]

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[1] Zeithaml, V.A, Parasuraman, A. and Berry, L.L., "Problems and Strategies in Services Marketing," Journal of Marketing, Vol. 49, No. 2, 1985, pp. 33-46

Figure 1.3: characteristics of services
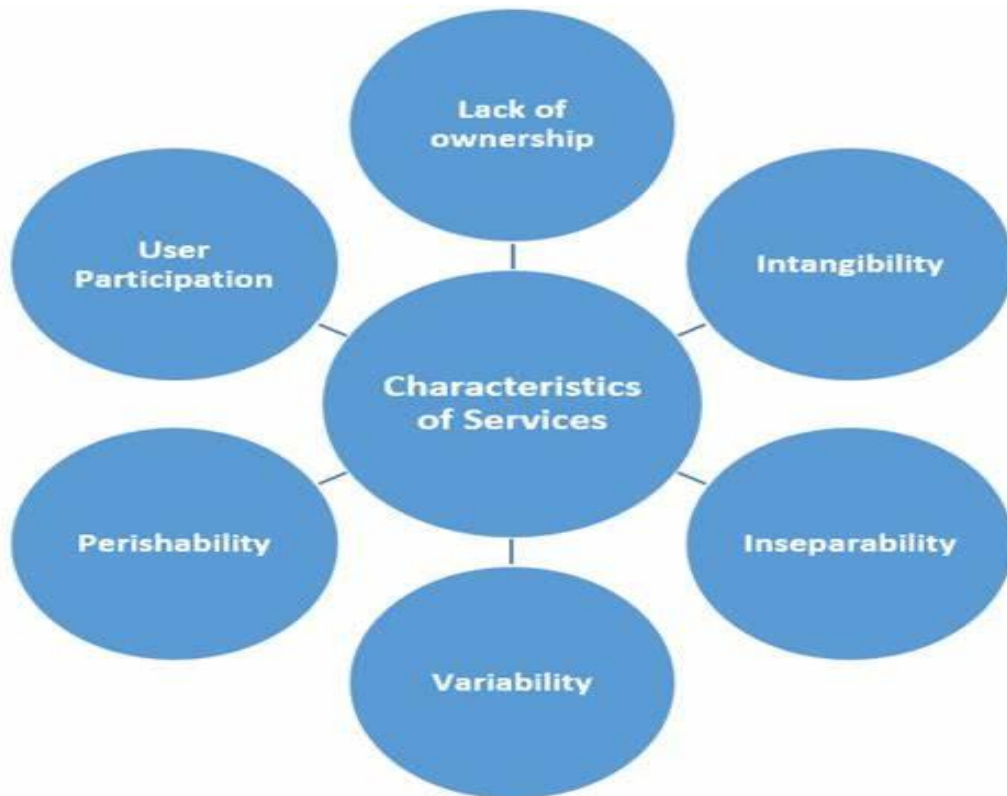
Source: Marketing Journal: Services and Services Marketing (nitikagulati15.blogspot.com)

4.1. Service Intangibility

It means that the service cannot be experienced before it is purchased, so vendors must provide evidence of its quality to make the service tangible. The proprietor of a prominent Italian restaurant in Los Angeles has hung signed images of celebrities who frequent the establishment. The impression of superior taste and high standards is therefore projected. The same may be said with Maggi. Maggi's affiliation with Amitabh Bachchan speaks volumes about the company's high standards and impeccable taste.

4.2. Service Inseparability (indivisibility)

It implies that the buyer and the supplier are inextricably linked and that both must be present for the service to be given. The user interface, mechanical moving parts, and soda transfer are all connected in a soda pop machine to deliver the product to the client after they drop the coin into the slot. Soda cannot be obtained without a machine.

4.3. Service Variability (heterogeneity)

The specific entity or circumstances around the service determine it. Consider a shoe shiner stationed near the casino restrooms in a Las Vegas hotel resort. The shiner may be an elderly gentleman with a wealth of personal experience who can shine the shoes while also telling a terrific narrative. As a result, the entertainment value of the shoe shiner is increased.

4.4. Service Perishability

Service perishability refers to the fact that services must be provided immediately and cannot be stored for later use. For example, if you order a taxi to come to pick you up and drive you to the airport, you must be present to get into the cab and ride to the airport.

4.5. Service Simultaneity

Services are both produced and used at the same time. When a service customer requests a service (delivery), the service must be created from the ground up as fast as possible. The service user uses the rendered benefits immediately to satisfy his desires. As a result, service production and consumption are constantly concurrent.

4.6. Services ownership

In the case of services, no ownership is established. The service provider does not own the service when it is created or delivered. He simply owns the physical infrastructure that the service requires. The service customer does not own the service at the time of consumption or afterwards. He merely uses the service.

5. The difference between goods and services

Both goods and services are economic concepts. Both of them must be paid for. Things like pens, books, television, and so on are beneficial. However, services are activities such as going to the movies, flying, and so on. The table below illustrates the distinction between these two terms:

Table 1.3: The difference between goods and services

Goods	Services
A physical commodity	A process or activity
Tangible	Intangible
Homogenous	Heterogeneous
Production and distribution are separated from their consumption	Production, distribution, and consumption are simultaneous processes
Can be stored	Cannot be stored
Transfer of ownership is possible	Transfer of ownership is not possible

Source: Services Marketing - Definition and Characteristics (managementstudyguide.com) (visited 11/05/2022 at 4.20 pm)

6. Service Marketing

6.1. Defenition

Service Marketing is considered as an integrated structure of corporate practices that plan, price, advertise, and distribute relevant services for the benefit of existing and new customers in order to fulfil organisational goals. The perspective of Service Marketing is that it is concerned with offering services in the greatest advantage of the clients.[1]

Simply put, Service marketing is the marketing of services as opposed to tangible products. As previously stated, services are inherently intangible, are consumed concurrently at the time of production, cannot be stored, saved, or resold once used, and service offerings are unique and cannot be exactly repeated even by the same service provider.

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[1] Jha. S.M, *''Services Marketing''*, Himalaya Publishing House, Mumbai,2000, p.10.

6.2. The 7 Ps of Service Marketing

The traditional marketing mix's first four parts are the same as the Service Marketing mix. However, because of the distinct nature of services, the implications of these are slightly different:[1]

Figure 1.4: The 7ps of service marketing

6.2.1. Product

The product of services is intangible, heterogeneous, and perishable. Furthermore, its production and consumption are inextricably linked. As a result, there is room for tailoring the

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[1] Christopher (L)), *''Principles of Service Marketing and Management''*, Upper Saddle River, N.J.: Prentice-Hall, 1999, p 14.

offering to meet the needs of the customer, and the actual customer experience becomes even more important. However, excessive customization would jeopardize the service's standard delivery and negatively impact its quality. As a result, special care must be taken in designing the service offering.

6.2.2. Price

Pricing services is more difficult than pricing goods. While the latter can be easily priced by factoring in raw material costs, in the case of services, attendant costs such as labour and overhead must also be considered. As a result, a restaurant must charge not only for the cost of the food served but also for the ambience provided. The final price for the service is then determined by including a profit margin markup.

6.2.3. Place

Because service delivery occurs concurrently with production and cannot be stored or transported, the location of the service product is critical. Service providers must think carefully about where they will provide their services. As a result, a fine dining establishment is better located in a busy, upscale market rather than on the outskirts of a city. Similarly, a vacation resort is better located in the countryside, away from the hustle and bustle of a city.

6.2.4. Promotion

Because a service offering can be easily reproduced, promotion becomes critical in differentiating it in the minds of consumers. As a result, service providers that provide similar services, such as airlines, banks, and insurance firms, engage substantially in advertising. This is critical in attracting customers in a market where service providers' offerings are practically identical.

Now we'll look at the three new aspects of the Service Marketing mix: people, procedure, and tangible proof, all of which are unique to service marketing.

6.2.5. Process

The service delivery method is critical because it ensures that clients receive the same level of service every time. As a result, most businesses have a service blueprint that lays out the specifics of the service delivery process, including the service script and greeting phrases to be used by service personnel.

6.2.6. People

Because a service is inextricably linked to the person who provides it, people are a defining aspect of the delivery process. As a result, a restaurant is known for both its food and its staff's service. Banks and department stores are no exception. As a result, customer service training for employees is now a primary focus for many businesses.

6.2.7. Physical evidence

Because services are intangible, most service providers attempt to include tangible elements in their offerings to improve the consumer experience. As a result, several hair salons feature well-designed waiting spaces with magazines and comfortable chairs where customers may read and relax while waiting for their appointment. Similarly, restaurants spend a lot of money on their interior design and décor to provide their customers with a memorable and distinctive experience.

6.3. The service marketing triangle

The Service Marketing Triangle (or Services Triangle) depicts the important players in service marketing. It also depicts the major marketing interactions that take place between those parties. Before we look at the model, it's vital to remember that we're only interested in service marketing. Products are not included in the model. These criteria are used to define services: [1]

- **Company:** refers to the company's executive management team.
- **Employees:** refers to all corporate personnel, including subcontractors that provide service.
- **Customers:** refers to all of the company's current and potential customers.

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[1] What is Service Marketing? Definition, Paradigm, Characteristics, Triangle - The Investors Book (visited 12/05/2022 at 4.00 pm)

Figure 1.5: Service marketing triangle
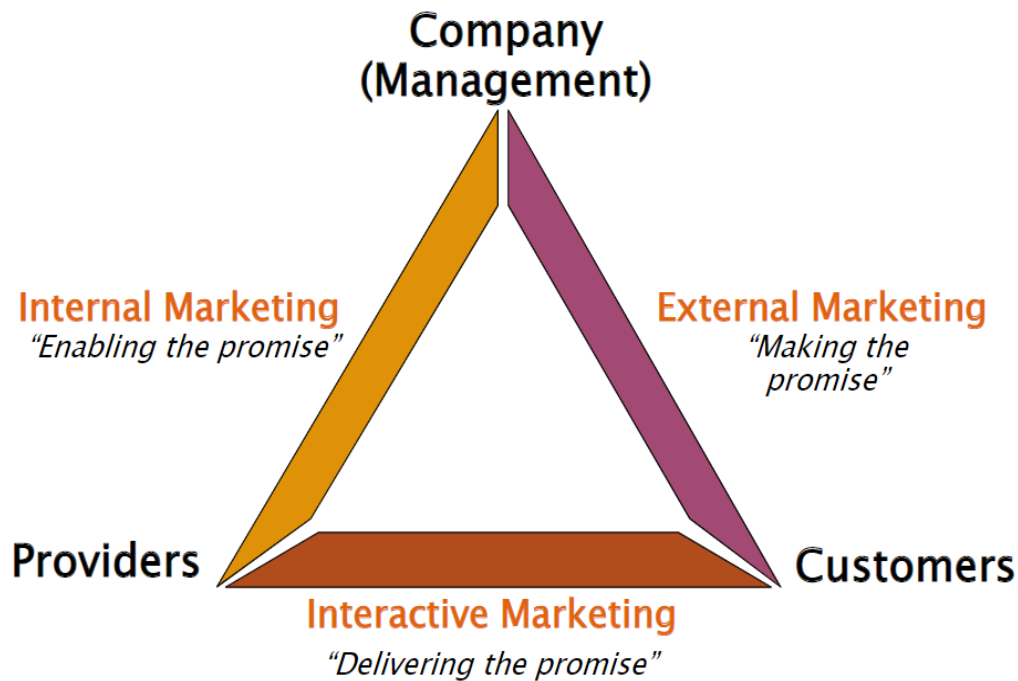
Source: Adapted from Mary Jo Bitner, Christian Grönroos, and Philip Kotler

6.3.1. External marketing

Customers are promised by companies through external marketing. Any communication with clients (or potential customers) that occurs before service delivery begins is referred to as external marketing.[1]

External marketing can take the following forms:

- Advertising
- Personal selling
- Public relations (PR)
- Direct marketing

6.3.2. Internal marketing

Internal marketing entails encouraging staff to work together to satisfy clients. This is especially true for customer care agents. It applies to all employees equally. As a result, everyone at all levels of the company is empowered to provide excellent customer service.[2]

Internal marketing includes the following elements:

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[1] Bitner (M), "Building Service Relationships'', It's All About Promises", Journal of the Academy of Marketing Science, 1995, 23(4): pp.246-251.
[2] Ibid

- Motivating employees
- Teaching customer satisfaction techniques
- Communicating company goals regularly
- Management of change
- Training staff on how to use the company's services

6.3.3. Interactive marketing

Employees and customers interact in interactive marketing. It is here that workers or subcontractors either keep or break promises established during external marketing.

A service encounter is any important engagement between an employee and a customer. Interactive marketing is crucial because it ensures both short- and long-term satisfaction. In other words, if a consumer is happy with the service they received in the short term, they are more likely to be happy in the long run.[1]

6.4. The importance of service marketing

Given the intangibility of services, marketing has become a particularly difficult yet crucial responsibility.[2]

6.4.1. A key differentiator

The attendant services given are emerging as a crucial to differentiate in the minds of consumers as product offers become increasingly homogeneous. For example, in the instance of two fast-food franchises selling the same product (Pizza Hut and Domino's), the service quality distinguishes the two companies more than the product. As a result, marketers can use the service offering to set themselves apart from the competitors and attract customers.

6.4.2. Importance of relationships

When it comes to the Service Marketing, relationships are crucial. Because the product is intangible, the degree to which the customer trusts the seller will influence his purchasing choice. As a result, it's critical to pay attention to the customer's demands, meet them with the proper service offering, and establish a long-term relationship that leads to repeat sales and positive word of mouth.

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[1] Ibid
[2] Services Marketing - Definition and its Importance (managementstudyguide.com) (visited 11/05/2022 at 7.00 pm)

6.4.3. Customer Retention

In today's highly competitive environment, when several providers compete for a small pool of clients, customer retention is more crucial than obtaining new ones. Because services are frequently created and consumed at the same time, they effectively involve the consumer in the service delivery process by taking into account his needs and input. As a result, they provide more customization options based on consumer needs, resulting in higher customer satisfaction and retention.

Conclusion

Nowadays, the performance of every service organization is determined by its capacity to satisfy the consumer, hence the priority placed on service quality. The latter is seen as the cornerstone of client loyalty and the company's success. That explains everything. Without a doubt, the impacts of corporate investment in this sector.

Relationship marketing is now a critical component for organizations, thus targeting, acquiring, and maintaining consumers, particularly good customers, is a critical role in the success of many businesses.

The goal of relational marketing is to influence supplier decisions and increase customer loyalty by the attribution of specific benefits (utilitarian or hedonic) based on repurchase.

Chapter two:
Customer Relationship Management and its implementation

In recent years, the world has gotten more competitive, requiring business leaders to assess the impact that businesses will face and the need to strengthen their core activities. One of these functions is the client relationship, which was once regarded as a cost to the corporation but is now regarded as a big issue.

To capitalize on the customer connection, the organization must enhance how it manages its relationship with its customers. Every business unit focuses on cultivating long-term relationships with clients to ensure balance in today's market. Customers' expectations have evolved to include not only receiving the greatest products and services, but also a face-to-face business in which they expect to obtain exactly what they require and promptly.

This chapter will be divided into two sections as well:

➢ Section one: Customer Relationship Management (CRM)
➢ Section two: The implementation of a CRM system in a service company

Section one: Basics of Customer Relationship Management (CRM)

By devoting themselves to improving their products and internal operations, companies today have turned their attention back to the customer.

In this section, we will discuss the history of customer relationship management and present some definitions and objectives of CRM, as well as what it is based on, its functions, features and its valuable importance.

1. Evolution of CRM[1]

This section outlines the phases of CRM development from the 1990s to the present. It has progressed from a tactical marketing tool to a strategic component of all marketing choices. The expansion of the Internet has also improved the pace of CRM adoption in several sectors.

1.1. First Generation (Functional CRM)

The combination of activities that subsequently became known as CRM began as two separate product offerings:

- **Salesforce automation (SFA):** These solutions covered presales tasks such as prospect and customer data management, telemarketing, lead generation, preparing sales quotations, and placing sales orders.

- **Customer service and support (CSS):** This position was primarily concerned with post-sales operations such as help desks, contact and call centres, and field service assistance. CSS databases often dealt with specialised client information that was segregated from other systems. Despite being fragmented and poorly linked with the back office, early SFA/CSS solutions delivered on the promise of improved sales and service, despite their combined market niche being modest. Instead, the market for enterprise resource planning (ERP)—a technology aimed to combine all business departments and operations inside a single computer system that serviced the demands of each department—was expanding.

1.2. Second Generation (Customer-Facing Front-End Approach)

CRM innovations paralleled ERP innovations in the 1990s, including the merging of several separate subsystems into a single package. CRM technology was supposed to bridge

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[1] V. Kumar and Werner Reinartz, ''Customer relationship management'', John Wiley & Sons inc, Third Edition 2006, p12-14

the gaps left by ERP capabilities and fulfil the business demands of the company's front-end customer service.

The objective was to generate a unified picture of all client contacts, regardless of the purpose or mode of contact (e.g., pre-sales, sales transaction, post-sales support) (e.g., telephone, e-mail, Internet). This aim was mostly not met throughout the 1990s, resulting in growing disenchantment with CRM technology and deployments. During this time, customer expectations considerably outstripped the advantages of CRM technology. CRM's downfall was predicted by industry experts. Even as the Internet created new expectations, it became evident that technological revenue gains were impossible to deploy, materialise, and assess without a better strategic grasp of the process.

1.3. Third Generation (Strategic Approach)

The CRM industry had begun to take up by the end of 2002, and the gap between consumers' perceived value and value achieved was decreasing. Organizations learnt from their inability to deploy previous versions of CRM. The greatest firms started to concentrate on connecting front-end systems for customers with back-end systems, as well as systems used by partners and suppliers. CRM was aided by the use of Internet technologies. Many firms understood that adopting a strategic CRM strategy rather than employing technology-based solutions would benefit them. Companies realised CRM's ultimate goal: to increase revenue rather than merely reduce expenses.

1.4. Fourth Generation (Agile and Flexible Strategic CRM)

After the first decade of the twenty-first century, the fourth generation of CRM will be launched. Strategic CRM is generally regarded and established as a key component of marketing strategy, and a rising number of small and medium-sized businesses use this management tool and its associated technology to drive their company. The importance of agility, flexibility and minimal fixed costs cannot be overstated.

Customer empowerment is a new subject, thanks to the rise of social media and more self-service, as well as the rising popularity of web-based services. CRM technology, in particular, may offer on-demand capabilities on a pay-per-use basis.

1.5. Fifth Generation (Social CRM)

The fifth generation of CRM was born as a result of new technological breakthroughs and the enormous reach of social media. S-CRM is distinguished by customer involvement through

the integration of web 2.0 and social media, as well as the utilisation of data-driven insights to enhance the entire customer experience. Companies promote active client interaction online while tracking real-time social data using software apps. Companies may use this data to provide relevant content and customised messages to particular consumers, as well as to enhance the customer experience at each touchpoint throughout the customer journey. Furthermore, the convergence of data from various social media platforms enables businesses to estimate customer value not only based on profitability but also on their online behaviour in terms of referrals, information dissemination, and influence over other members of the social media community.

Figure 2.1: timeline of customer relationship management
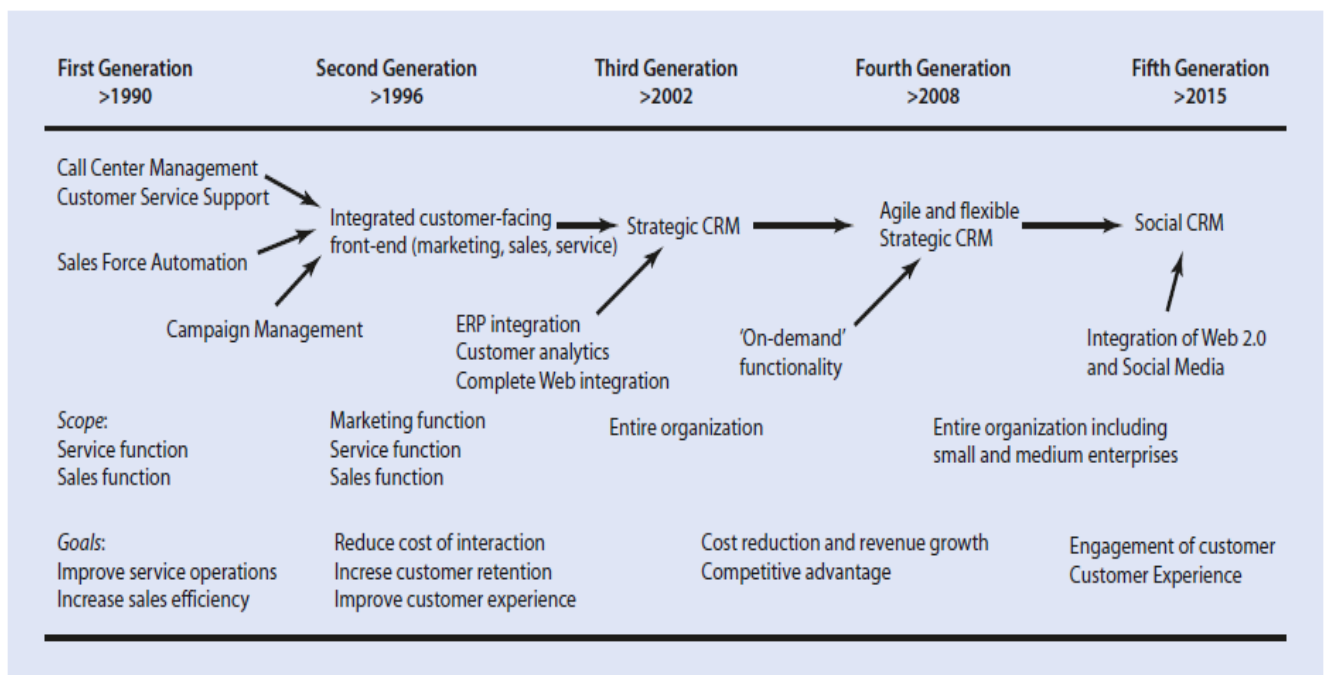
Source: V. Kumar and Werner Reinartz, ''Customer relationship management'', John Wiley & Sons Inc., Third Edition 2006, p13

2. Definition of CRM

CRM stands for customer relationship management. CRM is a comprehensive system that helps you manage your customers more effectively. It helps with customer relationship management and development. According to ADRIAN (P) and PENNIE (F), CRM can be defined as follows:

''CRM is a cross-functional strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer

segments. It typically involves identifying appropriate business and customer strategies, the acquisition and diffusion of customer knowledge, deciding appropriate segment granularity, managing the co-creation of customer value, developing integrated channel strategies and the intelligent use of data and technology solutions to create superior customer experiences.''[1]

The company owner may also specify user access credentials for changing and viewing the customer's journey.[2]

The CRM system offers a well-defined platform for all business divisions to communicate with their customers, successfully meet all of their requirements and wants, and develop long-term relationships.

3. Types of CRM Systems

The focus of international markets has changed from sellers to customers over the last two decades. When it comes to market driving variables, customers are now much more powerful than sellers. We have several sorts of CRM based on changes in client portfolios, business speed, the need to handle massive data, and the need to share information, resources, and efforts cooperatively.[3]

CRM systems are classified according to their main qualities. CRM systems are divided into three main categories:[4]

- Operational CRM
- Analytical CRM
- Collaborative CRM

The varieties of CRM and their characteristics are shown in the table below:

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[1] ADRIAN (P) and PENNIE (F), *'' Strategic customer management: integrating relationship marketing and CRM''*, MPG Books Group, 2013, p 26.

[2] BUTTLE (F), *''Customer relationship management: concepts and tools''*, Elsevier Verlag, 2006, p.15

[3] CRM - Types (tutorialspoint.com) (visited 14/05/2022 at 1.30 pm)

[4] Types of CRM | Oracle (visited 14/05/2022 at 1.40 pm)

Table 2.1: The types of CRM and their characteristic features.

Type	Characteristic
Operational CRM	Based on customer-oriented processes such as selling, marketing, and customer service.
Analytical CRM	Based on the intelligent mining of the customer data and using it tactically for future strategies.
Collaborative CRM	Based on the application of technology across organizational boundaries to optimize the organization and customers.

Source: CRM - Types (tutorialspoint.com) (visited 14/05/2022 at 1.30 pm)

3.1. Operational CRM

The core business procedures of a corporation are streamlined and simplified by an operational CRM. It helps firms create leads and turn those prospects into contacts by spanning marketing, sales, and customer care. It also offers the infrastructure for customer care that is required to excite and keep consumers. An operational CRM consists of three key components.[1]

Figure 2.2: Operational CRM components

Operational CRM

| Sales Force automation (SFA) | Marketing automation (MA) | Services automation (SA) |
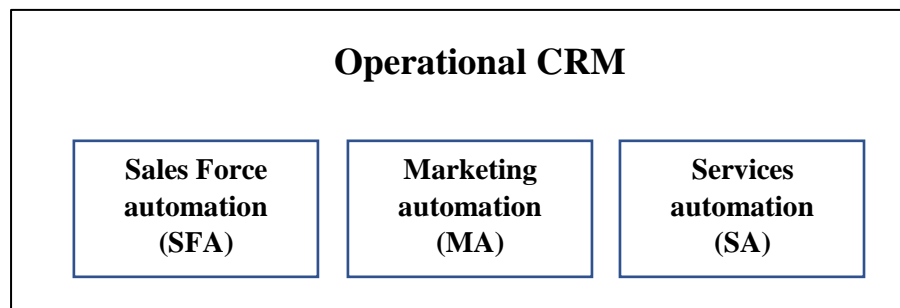
Source: CRM - Types (tutorialspoint.com) (visited 14/05/2022 at 1.30 pm)

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[1] PUSHMANN, (T): successful practices in customer relationship marketing, international conference on system science, 37th edition, Hawaii, 2004, P.06.

3.1.1. Automated marketing

Marketing automation is a technology that automates a variety of marketing operations in multichannel digital marketing campaigns. Email marketing, live chats, website monitoring, and lead management are all examples of this.

3.1.2. Automated sales

At its most basic level, sales automation automates the various time-consuming, manual operations that occur throughout the sales process.

3.1.3. Customer support

Customer service software that automates and speeds up procedures like contact centre routing and information management, as well as providing a variety of customer self-help choices including chatbots, policy/compliance management, automation tools, and knowledgebases.

3.2. Analytical CRM

Customer-related data is captured, interpreted, separated, stored, modified, processed, and reported in analytical CRM. It also includes internal company-wide data such as Sales Data (items, volume, and buying history), Finance Data (purchase history, credit score), and Marketing Data (response to campaign figures, customer loyalty schemes data). Analytical CRM is one example. It offers personalized reports and thorough insights.

Business intelligence enterprises that offer customers' demographics and lifestyle records throughout a huge geographic region scrutinise inner records with a purpose to gain greater unique records like "Who are the maximum treasured customers" and "Which customers replied undoubtedly to the remaining marketing campaign and converted.

Distinct selling tactics for different client categories may be configured using analytical CRM. Distinct consumer groups may also get different content and style. Analytic CRM provides personalized and rapid responses to challenges for clients. It increases revenue and customer acquisition and retention opportunities for the company.[1]

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[1] PUSHMANN, (T): Op.cit. p.07.

3.3. Collaborative CRM

It is the coordination of resources and tactics across different enterprises to locate, acquire, grow, keep, and sustain important consumers. It's used in a B2B situation when many companies collaborate on product development, market research, and marketing.

Collaborative CRM facilitates company communication and transactions. While classic communication methods like airmail, telephone, and fax are still utilized, collaborative CRM uses contemporary communication platforms including chat rooms, online forums, Voice over Internet Protocol (VoIP), and Electronic Data Interchange (EDI).[1]

4. The key features of CRM

Customer Relationship Management (CRM) is a strategy developed by a company to efficiently manage and administer its customers and suppliers to achieve business success. It is mainly concerned with the following characteristics:[2]

4.1. Customer's Needs

A company can never know what a customer wants. As a result, it is critical to interview a consumer about all of their likes and dislikes to determine and prioritize their true demands. It is difficult to properly service the consumer and establish a long-term relationship without adjusting their genuine demands.

4.2. Customer Response

Customer answer is the organization's response to the customer's questions and actions. Small misconceptions might lead to different views, therefore dealing with these questions effectively is crucial. Understanding and interpreting these questions is critical to success, as is figuring out how to deliver the best reply. If the provider is successful in satisfying the consumer by appropriately addressing his questions, he is successful in establishing a professional and emotional connection with him.

4.3. Customer satisfaction

It is a metric for how well requirements and replies are coordinated and provided to meet or exceed customer expectations. Customer happiness is a crucial performance indicator and a

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[1] BUTTLE, (F): Customer relationship management, concept and technologies, Butterworth-Heinemann, an imprint of Elsevier, Burlington USA, 2nd edition, 2009, P.11.
[2] Features of CRM (managementstudyguide.com) (visited 14/05/2022 at 3.20 pm)

fundamental differentiator of corporate strategy in today's competitive business environment. As a result, the higher the client's happiness, the higher the company and customer connection

4.4. Customer Loyalty

Customer loyalty refers to a customer's willingness to do business with a certain provider and purchase items frequently. This is often evident when a consumer is particularly content with a supplier and returns to the organization for business negotiations, or when that supplier tends to repurchase a certain product or brand over time. Client happiness is the most crucial factor a firm should work on to maintain customer loyalty. As a result, client loyalty is an important part of CRM and is always important for company success.

4.5. Customer Retention

This is a strategic method for keeping or retaining current customers and preventing them from defecting to other suppliers or organizations for business. A devoted consumer will usually remain to a certain brand or product as long as his fundamental demands are met. He is not willing to take a chance on a new product. The greater the likelihood of client retention, the greater the likelihood of net company growth.

4.6. Client Complaints

Dealing with customer complaints has always been a difficulty for providers. In most cases, filing a complaint reflects the customer's discontent. A client may file a complaint about a variety of reasons. A true basis for the customer's dissatisfaction may exist, but occasionally complaints are filed as a result of a misunderstanding in assessing and interpreting the terms of the supplier's arrangement about any product or service. Handling these complaints to the customer's ultimate satisfaction is critical for any business, thus they must have an established set of processes in CRM to handle these complaints and effectively address them promptly.

4.7. Customer service

It provides information and services to customers about all goods and brands in a business. Customer happiness is determined by the supplier's level of service. Not only must the company describe and clarify the nature of the services to be offered to the consumer, but it must also adhere to the requirements. The corporation is expected to do well with clients if the quality and the trend of service exceed their expectations.

5. Typical functions of CRM

The following is a quick rundown of CRM's most common functions:[1]

- **Customer management:** Keep all of a customer's fundamental information, such as purchase and response history, in one location.

- **Customer analysis:** Analyse sales trends and acquire new customers

- **inquiry management:** Identify typical questions and build forms automatically

- **Email distribution:** Send email newsletters, product information, and other information automatically.

- **Getting people to attend seminars and events:** Selecting possible participants and preparing lists automatically.

While CRM's impacts and functions are becoming more well understood, it is still unclear why it leads to greater sales and why it will become more important in the future.

6. The importance of CRM[2]

Customer Relationship Management (CRM) is a strategy for managing customer relationships. It is a method of establishing and developing customer-business relationships. These strategies are now being used by businesses to recruit and keep consumers.

Businesses employ a variety of CRM software to implement customer relationship management techniques. This program gathers all necessary information from various consumers. The acquired data is combined and saved in a single CRM database. Businesses then utilize these databases to collect information.

6.1. Proper Customer Understanding

Customer Relationship Management (CRM) is a customer-focused strategy. CRM techniques are mostly focused on business customers. It assists organizations in obtaining all necessary client information. This data is then saved and utilized to better understand client behaviour. After gaining a thorough grasp of its clients, a company can better serve them. CRM aids organizations in providing better customer service.

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[1] BROWN. (S), « CRM: Customer relation management », edition village Mondial, Paris, 2006, p3
[2] Importance of Customer Relationship Management (commercemates.com) (visited 14/05/2022 at 4.30 pm)

6.2. Expand your clientele

It doesn't only concentrate on servicing and understanding current consumers. CRM seeks to help firms acquire more and more consumers. Its goal is to grow the client base and keep them for a long time. CRM creates a communication link between customers and enterprises.

Customers' information is collected in this manner by corporations. Customers are encouraged to provide comments and ideas. It assists firms in gaining a clear understanding of what consumers want. As a result, companies create procedures for recruiting new consumers.

6.3. Reduce costs

Cost-effectiveness is one of the benefits of CRM for businesses. It aids in the reduction of process costs in a variety of ways. To begin with, it decreases the amount of paperwork required in various operations. The database stores all of the data digitally. It also reduces the amount of physical labour required in enterprises. This reduces the number of people needed for physical labour. CRM assists firms in reducing costs.

6.4. Increases Productivity and Saves Time

In terms of performance, the CRM approach is fairly smooth. When compared to the old manner, it improves company performance. Data is saved in a database that is centrally located. The database's data may be viewed at any time and from any location. This reduces the time spent looking for and obtaining essential information. When information is readily accessible, it is easier to respond fast. Businesses' productivity will rise as a result of this.

6.5. Controls Customer Defection Rate

Customer retention is one of the most difficult tasks that every company faces. Customers are switching from one product to another more often in today's competitive market. CRM aids firms in retaining and sustaining long-term client connections. CRM equips businesses with all market information. Customers' demands and market expectations are thoroughly investigated. This will aid in better servicing them. Customers grow loyal to a brand when they are treated well.

6.6. Assists in the development of a corporate image

Every company wishes to have a positive market image. Reputable firms benefit from several advantages in the marketplace. Customers are easily drawn to certain brands. A positive corporate image also aids in the acquisition of funding from the market. Customers shape the

image of a firm. Customers that are appropriately handled and happy will undoubtedly spread the word about the company. This will improve the company's market image. CRM allows organizations to better serve their customers.

6.7. Increase Business Growth

CRM plays an important part in enhancing a company's earnings and turnover. Businesses may improve their return on investment by using it. CRM aids in the long-term acquisition of more and more loyal consumers. These devoted clients make repeat purchases, increasing the company's income. Large revenue collections aid in the expansion of enterprises. CRM aids in enhancing shareholder value in this manner.

7. Objectives of Customer Relationship Management

To gain the most from Customer Relationship Management, you have to have a defined set of CRM objectives and targets. The followings are the key objectives of CRM:[1]

- Improve Customer Satisfaction
- Improve The Efficiency of Your Business
- Expand Your Customer Base
- Enhance Your Sales and Support Teams

7.1. Improve Customer Satisfaction

Happy clients are loyal consumers and they also give fantastic word-of-mouth advertising, which may be important. Making customer pleasure the main aim of your CRM strategy is the surest approach to enhancing your bottom line. This may be done by cultivating higher client involvement through social networking sites and different mobile platforms. You might consider incorporating surveys or building an interactive blog. Actively requesting feedback from your customers can help you understand which actions and activities will make them more pleased with the services or goods they are getting. One of the biggest advantages of sketching out your CRM strategy with enhanced customer satisfaction as your primary aim is the fact that all other goals and objectives will inevitably complement this endeavour. In this sense, each technique that you employ or measure that you take will have a symbiotic connection with the others. As a consequence, all of your investments in CRM will be supporting your objectives in a balanced and seamless approach.

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[1] KALKOTA, (R), ROBINSON, (M): the goal of the CRM business framework, E-Business 2.0 Road Map for Success, Addison-Wesley, Boston USA, 2001, MA, p.119.

7.2. Improve The Efficiency of Your Business

CRM may help you avoid redundancy in your marketing activities by enabling you to predict where each returning consumer is in the purchase process. You may send marketing materials that are tailored to individual interests and buying capacities rather than broadcasting generic messages that are considerably less likely to get the desired level of attention.

A competent CRM platform will gather and manage a large amount of data on individual and group customer profiles. Another aspect of these efforts might be developing and using knowledge management systems that speed up the response time to client inquiries and issue resolution. Higher levels of efficiency will also result in higher levels of customer satisfaction. This is also a highly proactive kind of reputation management, both online and offline, and is, therefore, a valuable objective to pursue.

As a bonus, some of the most inventive initiatives to increase your company's overall efficiency may also help with branding. Showing that you are transparent, simple to connect with, and ready to give quick assistance and services can help you establish a compelling brand image. Given that branding is one of the most expensive and time-consuming components of growing your organisation and gaining more attention for it, improving overall efficiency in a manner that will promote a stronger reputation is an important addition to your top CRM aims and goals.

7.3. Expand your customer base

It is critical to understand that CRM is not simply for managing existing customers. A CRM software connected to a high-quality knowledge management platform will enable you to keep in touch with prospects who have yet to convert. It will also help you to find similarities and connections among your current customers, allowing you to focus and optimise your future outreach efforts.

A broader client base will allow for more profit consistency even in a seasonal sector. Including objectives like this one in your CRM strategy is also a terrific approach to creating a financially self-sufficient system. You may save expenses in a variety of areas while improving earnings by simplifying your marketing efforts for quicker and higher conversions. Furthermore, all of your recent converts may be instantly routed into a system that enables you to stay in contact and keep your services and goods fresh in their thoughts. This guarantees that your CRM budget is never depleted.

7.4. Enhance your sales and support teams

Improving your team is one of the most significant CRM goals to consider. You may become more skilled at selecting the proper personnel to deliver these services by better understanding the requirements of the individuals you serve. CRM may help you replace undesired team members or provide a foundation for improving the customer service capabilities of current staff. More crucially, CRM will provide you with a framework for any professional development programmes you desire to establish and make obligatory for all workers.

The data collected by your CRM system might be utilised in employee evaluations and staff rewards or incentive programmes. Tracking client feedback regarding the employees who provided customer service will assist you to make well-informed recruiting, firing, and promotion choices.

Many businesses rely largely on cloud-based and linked technology. With information sharing solutions, you can get the most out of every part of these activities. Best of all, since this system is built around objectives that promote and support one another, each of your CRM investments is sure to deliver tremendous returns. After you've set your CRM objectives and goals, you'll need to start exploring the correct tools and resources to help you achieve them.

8. CRM's advantages and disadvantages

Nothing in this world is flawless, and CRM is no exception. We'll go through the pros and drawbacks that come with this process:[1]

8.1. CRM advantages

Several benefits of CRM are defined in marketing and among its advantages, we can mention

- It allows for the consolidation of customer data and the basis for deep insights.
- It speeds up the sales conversion process.
- It increases staff productivity, lowering time-cost.
- It allows geographically dispersed teams to collaborate effectively.

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[1] Vijay Pal Dhaka and Pooja Nahar: <<Benefits and Critical Factors of Customer Relationship Management>>, in review Advanced Networking and Applications, vol 6, No1, 2014, pp 2191-2194.

- Improves customer experience by allowing personalisation and improved query resolution.

8.2. CRM disadvantages

CRM activities can have a negative impact on customer trust and loyalty, leading to a weakening of the customer relationship. Some of the disadvantages of this are:

- Customer experience may worsen due to staff over-reliance on the system.
- Security and data protection issues with centralised data.
- The excess initial time and productivity cost at the implementation.
- CRM may not suit all businesses.

Section two: The implementation of a CRM system in a service company

The purpose of a CRM strategy is to gather as much information as possible about customers to utilise this information to maximise the connection between enterprises and customers, and to increase the customer lifetime value (CLV) for the organisation.

Companies must combine automated solutions in numerous areas of CRM marketing tasks to better manage all components of customer relationship management for a successful strategy. Data analysis, sales force management (SFA), call centres, and so on.

Throughout this section, we will present the approach and process of CRM implementation in the service sector, as well as its tools, as well as the steps used for an effective CRM project, the habits to succeed in this project, as well as the perspectives of executives in the field from various companies.

1. The CRM approach

There are numerous CRM implementation models and tactics; nevertheless, businesses pick their approach based on five factors: market, customers, product, distribution channels, and organisation size. We will discuss briefly three of the most popular CRM implementations:

1.1. IDIC model

The IDIC methodology was developed and proposed by Peppers & Rogers, the two most famous CRM theorists:[1]

1.1.1. Identity

This step involves identifying customers in as much detail as possible. It is not just about names and addresses or aggregating turnover and visits, but about customer habits, preferences and behaviour. and visits, but it is about identifying the habits, preferences and behaviour of the customers. It is necessary to know the most profitable customers before considering a one-to-one approach.

1.1.2. Differentiate

Customers are different in two ways, their values for the company and their expectations. The degree and type of differentiation should help to decide which one to one strategy is most

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[1] PEPPER, (D) and ROGERS, (M): Managing customer relationship, strategic framework, John Wiley & Sons, Acid-free paper, New Jersey USA, 2004, p.33.

appropriate. Once the database has been built up, it is necessary to exploit it in a relational sense. The principle of this second step, customer differentiation, is to attract and develop relationships with the most profitable customers.

1.1.3. Interact

Relationship marketing is defined as the use of a set of media to interact with a customer whose profit is entered in a database. The company must ensure the efficiency of this interaction by accompanying customers and prospects to achieve the objectives defined by the differentiation policy while respecting the value of each customer. To improve the quality of the interaction, information must be gathered and processed to identify the customer "s value and needs. To implement the appropriate commercial, communication and personalisation actions.

1.1.4. Customise

Personalise the relationship according to the customer's needs and values. To create a loyal relationship with the customer, the company must adapt its behaviour to avoid falling into an anonymous relationship-based either on products or on the logic of a massive campaign. It must adapt to produce personalised goods better adapted to standard costs (mass customisation), but also change elements of the customer "s value chain: invoice, packaging, handbook.

1.2. QCI model

The Quality Competitive Rating concept is divided into three parts: acquisition, retention, and penetration. It begins with the customers' external environment pain points, business objectives, and other elements, which will influence if they are ready to purchase or engage with the firm's sales staff, which will affect the consumer experience. Client proposal (what the firm gives the customer) and customer management activities are then influenced by the customer experience.

The QCI model also takes into account the people and technology needed in maintaining this whole system running. Even though QCI has replaced the term "relationship" in CRM, this model still begins and ends with people.[1]

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[1] https://www.lucidchart.com/blog/crm-models (visited 20/05/2022 4.45 pm)

1.3.   CRM value Chain model

A value chain is a high-level model devised by Michael Porter; it describes the processes that a company utilises to generate a final product or service for the consumer. The purpose of the value chain model is to identify and prioritise the most useful operations to the organisation and optimise processes to achieve a competitive advantage. This CRM model monitors all the phases and actions to create a connection with a client.[1]

These actions are separated into two steps: primary and support.

The primary stage: this basic stage of CRM comprises five major procedures that support the strategy:

- **Customer portfolio analysis:** Similar to the IDIC model, the first phase of the value chain model is to examine the customers via identifying the SSCs (strategically significant customers) who are the clients who produce the greatest value for the organisation. This analytical stage helps firms identify their consumers to better address their needs and expectations and build plans to enhance their overall value.

- **Customer intimacy:** The next phase is to interact with the customer and expand on the initial database of information. At each touch-point, firms should be gathering data about the encounter to better understand and serve their consumer. The more they know their consumers and tailor their service properly, the more likely they are to maintain their business over the long term.

- **Network development:** A business's network encompasses all individuals and organisations engaged in the value chain, including partners, suppliers, customer service, investors, etc. The objective is to leverage the customer data to inform the operations at each level of the company's network so that the whole system works together to maximise the customer's experience.

- **Value proposition development:** Armed with your customer knowledge and interaction data, each organisation may generate value for its target consumers. The objective is to move the emphasis from the product to the service and to cut process expenses to generate greater value for the client.

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[1] https://www.lucidchart.com/blog/crm-models (visited 20/05/2022 4.45 pm)

- **Relationship management:** The final step of the value chain model is to manage the customer lifetime. This process comprises assessing the company processes and organisational structure to manage acquisition, retention, and customer development.

The support stage: There are five supporting factors essential to properly execute the strategic procedures of the primary stage:

- Leadership and culture
- Procurement processes
- HR management processes
- IT/data management processes
- Organization design

Creating and developing these underlying conditions will assist a successful CRM value chain implementation

2. CRM process steps in the service sector

Customers and businesses are not all the same. Companies must go through five phases, each of which deals with a different consumer:[1]

2.1. The innovation phase

Typically, the initial step is to create an address file. In addition to his or her normal obligations, a marketing manager does this in his or her leisure time with little devoted resources.

2.2. The specialisation phase

The first stage's accomplishments warrant more investment in database administration. A distinct functional unit is formed. Staff members improve their ability to prepare analyses. The quantity of data gathered grows, yet managers often lack a clear understanding of the marketing studies that may be performed and the consumer profiles that can be created. The current developments indicate that those engaged are on the verge of a catastrophe.

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[1] JALLAT (Frédéric), PEELEN (Ed), STEVENS (Eric) et VOLLE (Pierre) : Gestion de la relation client, Ed PEARSON 2014, France, p.114-115

2.3. The multifunctional stages

Investments in this department of database specialists do not produce the desired return and become a matter of discussion. A period of review takes place, during which the organisation of database management is changed. It is realised that there must be teamwork between the marketing people, the database specialists and the front office which is in contact with the customers. The marketing people have to be more involved in the management of the database. They need to discover the possibilities of the database and guide the data collection and analysis efforts. Customer-facing staff also need to experience the benefits of data in their work and if they do, they will be willing to put in extra effort to record contact history.

The cross-functional teams formed in this way will be accountable for the results they achieve with customers. Database management is no longer a cost centre but part of a profit centre. Data and information are evaluated on how well they are used to support marketing actions.

The business unit set up in step 2 can continue to exist, as part of a larger team. This development centre then takes responsibility for pointing out the way forward in developing customer insight, with some distance from the day-to-day business of the company. What do we need to know about the customer? what sources can be consulted to obtain this data? how do we ensure that this data is used, especially by the Front Office?

2.4. System integration

A business allows prospects and customers to contact it via several communication channels (call centre, website, agency, etc.). Employees used to examine customer information internally. Errors were kept internal and could be rectified without the client knowing. Data that was difficult to obtain was nonetheless "taken out of the system" and disseminated by a skilled database manager's tactics. However, in a multi-channel environment, data must be recorded in "real-time" and accessible not only to front-office staff - who must be immediately aware of a discussion between the customer and the company via another channel - but also to the customer, who wishes to be provided with a solution via the internet. Without human interaction, the system must give personalised service whenever and wherever the consumer demands it. They are harmful and bothersome to workers, particularly those on the front lines, and must be enforced immediately.

2.5. One-to-one communication

Finally, a multi-channel environment is connected to client data and back-office procedures (such as order entry, delivery... etc.) People may now work more slowly and incrementally towards the goal of one-to-one communication independent of time and location, communication between customers, and other sorts of incoming and outgoing connections. Companies are unable to cope with the complexity and lack the knowledge required to deliver appropriate responses to their consumers' inquiries.

3. CRM implementation tools [1]

These tools are associated with CRM kinds or levels, and they are frequently utilised at every step of CRM implementation:

3.1. Tools of operational CRM

3.1.1. Call centre

It is a huge workplace where staff deliver information and sell or market products and services over the phone. It links automated telephone systems' voice switches with agent software, permitting automatic call routing agents, auto presentation of pertinent client data, and predictive dialling.

3.1.2. Salesforce automation (SFA)

A collection of technologies that automate the sales cycle, monitor, and manage contacts, and boost efficiency.

3.1.3. Enterprise Resource Planning (ERP)

A software group that covers the basic and required capabilities for managing the flows of several internal departments such as logistics, human resources, and finance.

3.1.4. Clubs

A customer network that identifies the most loyal and valued customers.

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[1] Asma LARBI, *'' The role of customer relationship management in enhancing customer satisfaction'',* Master's dissertation, Defended at EHEC Alger, September 2020, 343 pages

3.1.5. Loyalty programmes

A series of rewards programmes provided by the firm to encourage the most frequent and valued consumers via the use of particular instruments such as loyalty cards.

3.2. Tools of analytical CRM

3.2.1. Customers' database

It is a collection of relevant customer information that has been obtained, chosen, classed, and updated for the goal of maintaining effective customer interactions.

3.2.2. Information system

A collection of application software and people who work together to process data. In addition to a communication network for sharing information with other corporate members and external partners.

3.2.3. Data warehouse

The data warehouse is a large database where information on customers is aggregated from partial databases within the company, whose source is varied: production system (transactions, accounting, logistics, etc.), customer contact points (call centres, Internet, points of sale, etc.) or external sources (INSEE, mega databases, surveys, etc.).

This information is extracted, cleaned, transformed and integrated into the central database. The input can be automated (Internet interactions, integration with the accounting information system, etc.) or manual (the salesperson or the switchboard operator filling in a form, etc.).

In summary, a data warehouse is a collection of structured data consolidating information from different operational systems and dedicated to decision support.

3.2.4. Datamart

Are subsets of the data warehouse specialised in a given market, which contain only the information necessary for certain business functions (direct marketing application, analysis of commercial results, call centre, segmentation, etc.).

3.2.5. Workflow

It is an automated set of actions that involve process streamlining and eventually result in cost reduction. Workflow automation saves time and energy by relieving employees of superfluous activities.

- Automatically collect consumer information
- Analyse data, implement the outcomes and measure them to forecast consumer behaviour.
- According to the stored information, repeat the same task at each operation without wasting time or resources.

3.2.6. Data mining

A process of discovering correlations, relationships and trends by processing large amounts of data using statistical and mathematical methods i.e., statistical analysis software that makes the results accessible to all customer interaction channels.

3.3. Tools of collaborative CRM

Integrates all communication channels (e-mail, telephone, etc.) with the customer or with all partners concerning the customer. These exchanges are essentially intended to improve profitability and customer loyalty

3.3.1. Mailing

Mailing/emailing systems enable businesses to send out periodic newsletters to a large number of consumers and prospects.

3.3.2. Telephone

It is the most effective instrument for gathering consumer information; also, it is a more personalised approach to contacting clients one by one and getting comments.

3.3.3. Web

Because of the speed of the internet, contacting clients online is the ideal way to develop a long-term connection with them; it allows you to reach a large number of customers in less time than any other instrument.

4. Challenges of CRM implementation

Thousands of businesses have faced several hurdles in their implementation projects during the past few decades. They have adopted customer relationship management, often for large gains. Unfortunately, as shown by several industry analyst studies, many CRM programmes have also failed to provide the desired results.

4.1. The disconnection of CRM vision and execution

Many organizations did not do enough research and did not have appropriate planning before implementing CRM. One of them could be that the system does not have enough flexibility. Often, these CRM projects focus on the technical rather than a business strategy that is to increase the value of the customer relationship. The other factor is these projects do not have enough commitment and support from top management. Finally, project executions often failed or suffer from a lack of senior management support, poor project management, or insufficient skills to complete the project.[1]

4.2. The raising standards of CRM excellence

The rapid development of new technology allows every organisation to adjust their strategy to the changing market conditions. In addition to enhancing their performance by the high standards and powerful completion. On the other hand, because of technology, consumers can understand enough about a company's history, quality of its products, the perception of other customers for that company, and the products of competing companies; as a result, the customer becomes more informed, more demanding, and more volatile.

As a result, the procedures and technology that corporations employed to acquire a competitive edge are becoming outdated over time. As a result, organisations are obligated to pursue all technical advances to survive in the market, which is one of the most difficult problems, particularly for older businesses.[2]

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[1] SHERIF, (J. S) and NEWBY, (M): "*strategies for successful CRM implementation*", information management and computer security, Vol.15, N°02, 2007, pp.102-115, p.112.
[2] *Idem*

5. Implementing a CRM project[1]

Figure 2.3: CRM implementation model
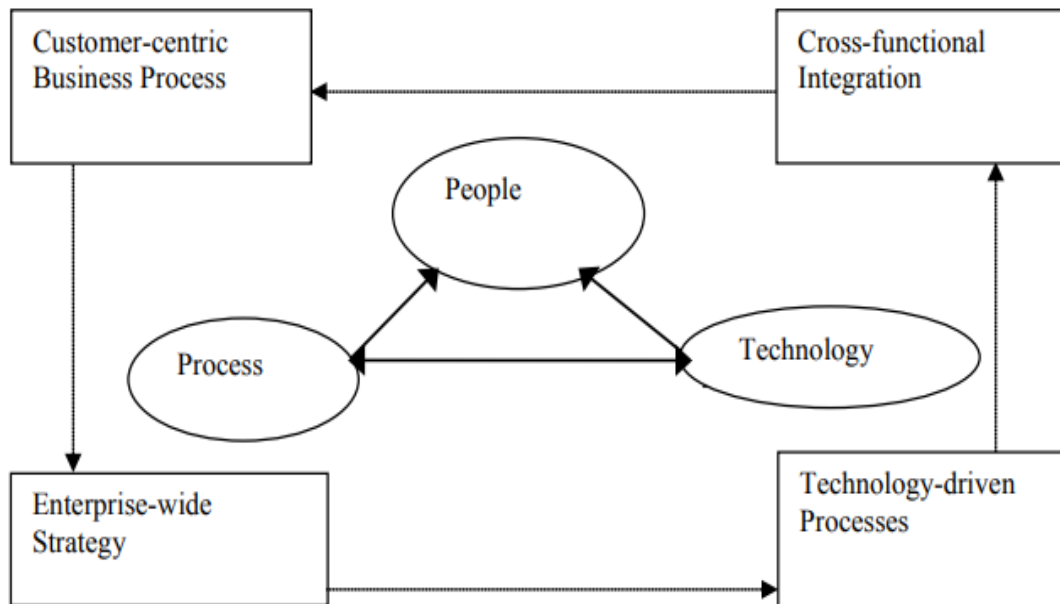
- **Process:** It attempts to concentrate on individual customers and uses Business Process Reengineering (BPR) to transform the direction of a company's operations from product-centric to customer-centric. Marketing, Sales, and Services are the primary business operations that must be handled throughout CRM deployment. As a result, a new marketing strategy should be implemented that prioritises the demands of consumers. The client-salesperson contact should be more face-to-face, and the long-term quality of customer service should be prioritised.

- **Technology:** Technology gathers and analyses consumer data, interprets customer behaviour, and creates predictive models. It provides prompt replies, effectively tailored communications, and personalised goods and services to each consumer. 10

- **People:** This encompasses organisational preparation and employee cooperation, both of which are required for effective CRM deployment. CRM requires new procedures,

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[1] Translated from BROWN, (S): la Gestion de la relation client, Edition VILLAGE MONDIALE, Paris, 2001, P 41-43.

the value of which must be understood and appreciated by the whole business, and employees must be engaged in the plan and driven to achieve the goals.[1]

Effective implementation of a CRM programme requires five elements: strategy, segmentation, technology, process and organisational structure.

5.1. Strategy

A CRM programme has six strategies: distribution, segmentation, pricing, marketing, branding, and advertising. The first three have the most influence. The distribution strategy involves selecting the channel via which the offer will be delivered to the client. Segmentation specifies how the consumer base, and hence the marketing organisation, should be organised.

The most crucial distinguishing feature is the pricing plan. Which is more important, goods or services? Today, it is simply comparative; it determines more than half of the worth of an offer. It is critical to revisit each of these methods regularly. Any issues encountered when carrying out a campaign or analysing its outcomes often signal a need for adjustment.

5.2. Segmentation

Segmentation used to be restricted to a certain product or market, but in recent years, businesses have begun utilising it to determine the value they can gain from their consumers. Some businesses are even taking a 'third generation' approach, categorising their clients based on their requirements and marketing appropriately. This is a basic concept, but obtaining an accurate picture of these demands may be tricky. To accomplish efficient segmentation, a collection of formulae (algorithm) must be discovered that will represent client behaviour.

The categories that the corporation begins to establish are sometimes ambiguous; it may even be impossible to categorise its consumers. This is because behavioural projections or psychographics are overemphasised. To guarantee that prospects are appropriately classified, the algorithms must be rigorously tested.

5.3. Technology

The CRM process is built on computerised data. The technical part of the CRM process is critical: the development of an integrated, logical, and operational database. Consider the software used for database administration, data mining, decision assistance, campaign

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[1] RAHIMI, (R): "Customer Relationship Management (People, Process and Technology) and Organizational Culture in Hotels: Which traits matter?" in International Journal of Contemporary Hospitality Management, N°0617, October 2015, pp.04-05.

management, hardware, and software. Contact the call centre. While database administration, decision support, and hardware applications are widely utilised in the communications industry, tools for data mining, campaign management, and contact centres are less well recognised.

The building of a company's database is the most difficult technical challenge. Most of the time, they set up the database for basic storage operations, making it hard to alter it for order input or invoicing. Many businesses maintain many distinct databases to aid in data mining, campaign management, and contact centre operations. This strategy is not only expensive and time-consuming, but it often results in accounting issues.

5.4. Process

Identifying the procedures required to develop a CRM programme is not a difficult task in and of itself. The challenge is securing business buy-in, measuring the efficacy of newly established procedures, and deploying technology to support and promote their usage. The CRM process is the sequence and technique of carrying out direct marketing activity.

It is not complex, but it does need a few specifics. As a result, most process re-engineering projects try to reduce the time required to accomplish a particular marketing activity, decrease interdependencies, or perhaps eliminate all marketing duties. Because of the focus on time, it is worth noting that most issues stem from a failure to assess or analyse the process itself. Companies are so focused on projecting the "acceptability rate" of their goods or services that they overlook the need to continually improve the process.

A fundamental issue is the inability to acquire and assess all available data, whether favourable or negative. Therefore, companies that concentrate on closed decision support are the most effective in attaining such changes; by attaching a conclusion to an action, and that action to a follow-up mechanism, they can analyse and adjust the whole decision-making process.

5.5. Organisational structure

The most often overlooked component in the execution of a Customer Relationship Management programme is the organisational structure. As previously said, corporate marketing is often reliant on the media.

This is why the switch to direct marketing presents challenges, particularly when it coincides with the implementation of needs-based segmentation. The formation of segmented

interdisciplinary teams is only useful if these groups are developed to study and practise new campaigning tactics.

Each team should focus on the many categories we've defined: recovery, retention, supply expansion/improvement, and prospecting. Selected members of each team should understand how to expedite knowledge transfer and encourage their colleagues in doing so. It is not good to launch a campaign in the most lucrative sector of the company unless it is intended to re-engage previous clients.

6. Success factors for CRM system

Before beginning any CRM project, it is critical to understand and identify the many aspects that drive CRM system success. To create and deploy a successful CRM system, the following important success characteristics must be met:[1]

6.1. Exclusive sponsorship

Because a CRM project is a significant expenditure, it should be made to support the company's aims and objectives. It all begins with the question, "What is the goal of this implementation?" From the top-down, this thinking must be conveyed to everyone concerned. The remainder of the company must grasp the implementation's purpose and be confident that the project has the full support of the leadership team.

6.2. Implementation Approach

Companies must guarantee that they consider the whole life cycle of the project and the growth of the system by utilising:

- Project schedule/plan: a thorough description of the individual action stages necessary for project execution.
- Management support: Ability to offer the required power resources.

6.3. The Data Factor

Any CRM project needs fresh data regularly; nevertheless, the labour necessary to acquire it properly and realise its actual worth is often underestimated. If data is seen as a machine, then

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[1] https://www.qgate.co.uk/blog/crm/the-five-critical-success-factors-of-crm/ (visited 20/05/2022 7.30 pm)

its selection, installation, and ongoing maintenance must be more carefully examined, since it will be an asset to the firm.

6.4. The Right Partner

Finding the right partner to fit the firm's objectives and transactions are critical at all levels, both within and outside the organisation, including:

- Client consultation: contact and conversation with customers, as well as active listening to all project components.
- Personal: it comprises all personnel involved in the recruitment, selection, and training of new members of the personal team.
- Client approval: how the act is performed is more significant than the act itself, and client acceptance is the project's ultimate goal.

6.5. The proper technology

The "greatest" technology will not ensure the success of a CRM project. The foundational elements must be in place. In general, when investing in CRM technology, the three primary alternatives are considered first:

- CRM platform and customisation in general.
- A specialised CRM industry.
- Creating it throughout the firm.

Including the three "Cs" in the planning process to tailor a solution to your specific needs:

- Setup: making the most use of basic configuration choices.
- Customisation: Use customization when you need to add tools like tables, fields, and forms.
- Coding: by minimising the latter two phases to a minimum and avoiding difficulties caused by upgrades, for example.

<u>Conclusion</u>

Customer relationship management, or CRM, is the practice of relationship marketing toward customers. We began this chapter by learning about the principles of CRM and its three pillars: analytical, operational, and collaborative. CRM is fraught with misconceptions. Some individuals, for example, mistake CRM for loyalty programmes, while others see CRM as an IT issue. Although CRM is widely accepted as a corporate technique.

CRM is a broad area, and by presenting a portion of it, we can see what kind of influence it has on the efficiency of any business. It is no longer an optional tool; depending on the company's size, domain, and clients, it is becoming more vital to have a CRM system. Firms who do not invest in CRM tools and IT systems will go away quicker than those that do.

Chapter three: Evaluation of the CRMs within YASSIR

This chapter presents the practical part of our work and is composed of two sections, as follows:

Firstly, we will present the host organisation of our internship carried out at the Yassir company, its market, its structure, its background and the different services offered by the brand.

Then, the second section will be devoted to the methodological approach of our study The findings will then be presented and interpreted, followed by a synthesis and our recommendations.

Our objective in this last step is to show how the company Yassir can use CRM for better management of the customer relationship.

Section one: Presentation of the company 'YASSIR'

In this section we will present the host organisation, starting with a presentation of the Ride-Hailing market, a presentation of the company YASSIR and its mission, the different departments of the company, the history of the launch and the ambitions of the founders, and finally the different services of Yassir.

1. Description of the Ride-Hailing Service

1.1. Ride-Hailing definition

"Ride-Hailing is a transportation service that allows passengers to request a ride in real-time via smartphone applications that link passengers to nearby drivers with a transportation network company (T.N.C.) such as Uber or Lyft."[1]. These services were originally introduced to the market in 2009 by Uber and in 2012 by Lyft, which provided an app that connected drivers and clients. Most applications include numerous enhancements over traditional taxicabs, such as electronic dispatch, a means for drivers and customers to grade each other, and dynamic pricing functions to incentivize drivers to fulfil peak demand for rides. Many words are used to characterise this developing mode of transportation, including ride-sourcing, Ride-Hailing, e-hailing, and app-based on-demand service.

Figure 3.1: Uber as a Ride-Hailing Application
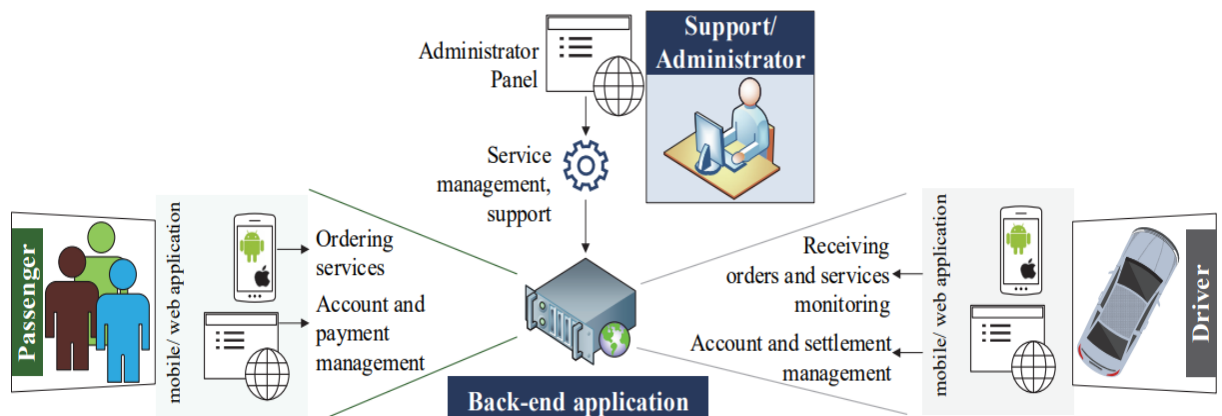
Source: HUNAITI (Ziad): The Ride-Hailing Mobile Application for Personalized Travelling. Modern Applied Science, October 2018, p.244

Ride-hailing companies offer the same services as taxis, but there are some differences between them:

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[1] RAYLE (L) et al.: « Just a better taxi? A survey-based comparison of taxis, transit, and ride-sourcing services in San Francisco ». Transp policy 45, San Francisco, 2016, p.169-171.

Table 3.1: The difference between ride-hailing and taxis

Uber	Taxi
Uber is an app-based Ride-Hailing platform that allows you to book your trip via app.	Taxis are a vehicle for hires usually by a single or a group of passengers.
It uses a dynamic pricing system and the fare is determined by a distance-by-time algorithm.	It generally follows a consistent pricing system regardless of occasion or time.
Drivers are allowed to ride immediately as soon as the vehicle is inspected within 15 days.	Vehicle inspection is carried out by the city before service on an annual base.
It has a two-way rating system that allows both riders and drivers to rate each other on a scale of 1 to 5 based on their trip experience.	Taxis have no specific rating system. Riders can flag one down and still get in.
Uber is more convenient to book but drivers are not so experienced.	Taxi drivers are more experienced than Uber drivers.

Source: http://www.differencebetween.net/business/difference-between-taxi-and-uber/ (visited 22/05/2022 at 5.30 pm)

1.2. Evolution of the Ride-Hailing market

The Ride-Hailing service sector has been developing and expanding over the last decade, with new and creative services and options. As a result, cities have both exciting prospects and unexpected obstacles in ensuring mobility, equity, access, and reliability throughout their systems. By far the most significant new entrant in this industry is "Ride-Hailing services," also known as "transportation network companies" (T.N.C.s), with Uber and Lyft being the most extensive examples in the United States.[1]

In recent years, passenger preferences for using Ride-Hailing services have expanded in emerging nations such as India, North Africa, Vietnam, and developed regions like the United States, China, and Europe. As a result, to maintain their respective market shares in a highly

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[1] NACTO: Ride-Hailing services*: «opportunities & Challenges for cities»* New York, June 2016, p.4-5.

competitive market, the corporations upgrade their alternatives and expand their operations to be given via mobile apps.

The increased need for personal mobility as a result of expanding urbanisation and a decline in automobile ownership are two significant drivers of this industry. Furthermore, rising Internet and smartphone penetration is fuelling a rapid expansion in the Ride-Hailing business. On the other side, market restraints include pushback from traditional transportation providers and complex transportation policies of many nations.

The worldwide Ride-Hailing industry has shrunk from \$60.5 billion in 2019 to \$42.25 billion in 2020, representing a -13.88 per cent compound annual growth rate (CAGR). The reduction is mostly due to the COVID-19 epidemic, resulting in a nationwide lockdown and containment measures[1].

The market is predicted to increase at a compound annual growth rate (CAGR) of 34.6 per cent to \$56.87 billion in 2021. The increase is mostly due to enterprises resuming operations and adapting to the new normal while recovering from the COVID-19 impact, which resulted in stringent confinement measures involving social separation, remote working, and operational issues with commercial activities' shutdown. The market is estimated to reach \$108.15 billion by 2025, with a 17 per cent CAGR.[2]

Ride-Hailing applications have come to meet very important market demand, taking advantage of technological development and the emergence of social networks, they have been able to develop and promote their concept and easily reach their target.

1.3. Ride-Hailing market in Algeria

Algeria might be regarded as a good market for the Ride-Hailing sector for a variety of reasons; we attempted to highlight some of them in the three points below:

- **weakness of the transport offer:** In the country's major cities, transport provision is weak in terms of quality and quantity. It is not uncommon to wait several tens of minutes or even hours to see the bus or train arrive. In addition, there is no fixed timetable for public transport.

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[1] https://www.researchandmarkets.com/reports/5314994/ (visited 22/05/2022 at 6.30 pm)
[2] Ibid

In Algiers, which is the capital of the country, only the eastern and southern outskirts of the capital are served by train. At the same time, only one metro line is functional, and the same goes for the tramway.

- **Getting around by car is a pain:** Driving your car in the city is not easy. Traffic jams on the one hand and the difficulty of parking on the other discourage the most reckless.

- **Taxis:** Taxis in Algeria do not have the best image. They do not systematically accept to take you to your destination if it is outside the busiest roads. If by chance they do accept, it will be for a price much higher than the one their meter would indicate. On the other hand, taxis are not hostile to uber applications, unlike in many other countries (Morocco, France ...). On the contrary, many companies are working with these Ride-Hailing applications to avoid empty rides and optimise their revenues.

1.4. The main R-H actors in Algeria

There are many actors in this market (Yassir, Heetch, Creem, Coursa, Temtem, Amir…), and we can see that there is high competition between them. In the next figure, we will be showing the number of downloads of each application in play store.

Figure 3.2: Number of downloads for each app in play store
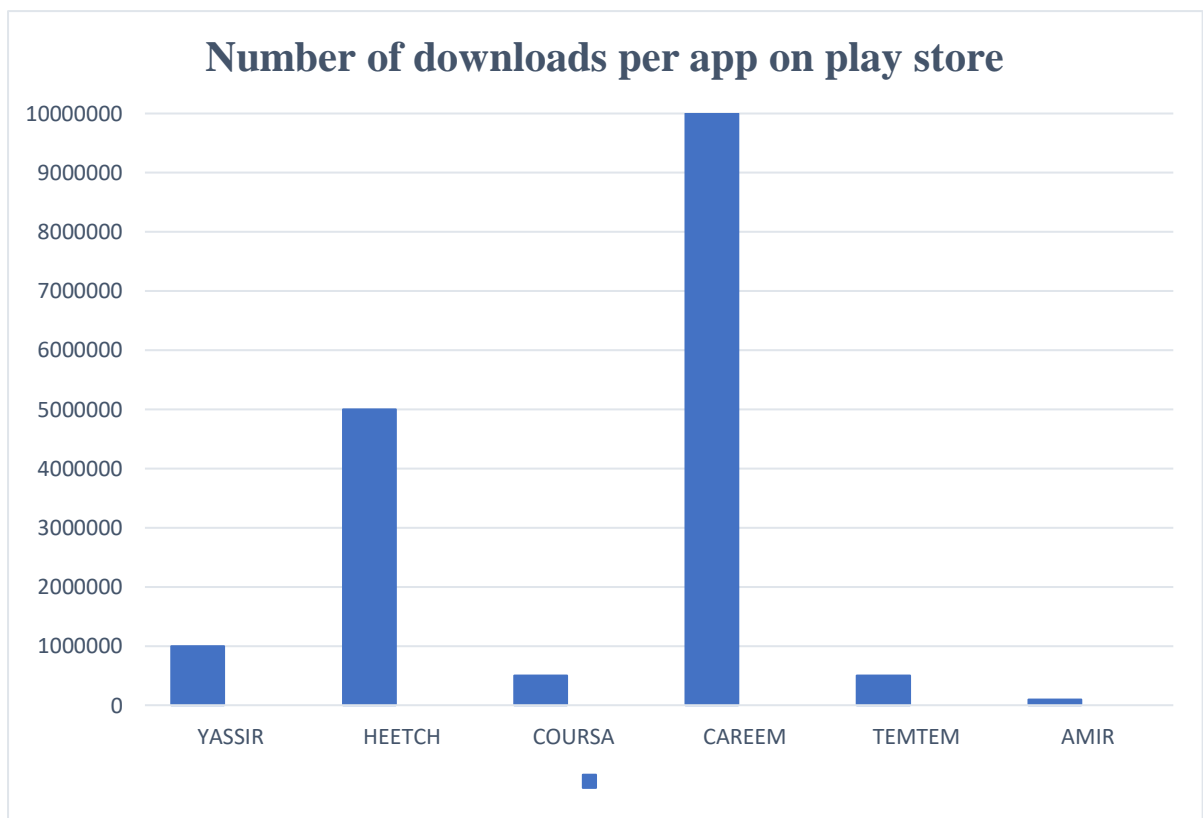
Source: Our own conception.

1.5.The characteristics of R-H actors on the Algerian market

Table 3.2: Characteristics of Algerian Ride-Hailing market actors

Ride-Hailing companies	Features
YASSIR	The first Application established in Algeria. Currently present in 24 cities in Algeria, Tunisia, Morocco, Canada and France. It now has over 2 million users and 40,000 partners. It differentiates itself with the launch of the "YASSIR Express" service, which is dedicated to the delivery of mail, parcels and online purchases.
HEETCH	A multinational company that was born in France in 2013; it is set up in Algeria in September 2019. It is currently available in three wilayas: Algiers, Boumerdes and Blida. It differentiates itself by its competitive offers such as: ensuring passengers travel at a lower cost.
COURSA	It was launched in 2018 in Algiers. It is present in 4wilayas in Algeria. It differentiates itself from other competitors by its competitive prices.
TEMTEM	It was launched in 2018 after YASSIR. It has another service "TEMTEM ONE" which was launched in 2020.

CAREEM	A key VTC player in the MENA region and acquired by UBER at the end of 2019 but still operating under the name "Careem". Based in Dubai, it is available in 53 cities in the Middle East, Asia and Africa
AMIR	Launched in Oran first and extended to other wilayas, notably Algiers The application offers a discounted "ECO" offer for students.

Source: Our own conception.

1.6. The challenges of VTC in Algeria

The economic environment in Algeria is a big obstacle to the growth and development of start-ups. To develop further, R-H companies need to raise funds. This can only be done by attracting foreign investors, who are not very interested in the Algerian market. These development difficulties are due to the disadvantageous regulations.[1]

As a result, RH operators in Algeria confront significant challenges:

- Defining a distinctive corporate culture;
- Selecting drivers capable of adhering to the corporate culture;
- To manage to operate as real brands in the modern sense.

2. The host organisation YASSIR SPA

2.1. YASSIR SPA

Yassir SPA., also known as Y.A. Technologies, is an Algerian start-up based in Palo Alto, Silicon Valley, that creates mobile applications that connect customers with drivers that provide transportation services. It was founded in 2017 by two PhD students, El Mehdi Yettou and

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[1] http://cherif-amokrane.com/les-vtc-en-algerie-face-a-limperatif-de-lexperience-client/ (visited 23/05/2022 at 11.30 am)

Noureddine, both of whom graduated from the Polytechnic School of Algiers and have extensive research experience at the Canadian University of Sherbrooke and the American University Stanford.

Figure 3.3: Yassir's slogan

2.2. The targeted service: transport

- High-density metropolises with poor infrastructure and transport facilities.
- Waiting time for a taxi or transport: 15-60 minutes (especially for long journeys).
- Heavy traffic in most cities makes it difficult.

2.3. Biography of the founders of YASSIR

After the Polytechnic School of Algiers, the two entrepreneurs decided to explore other horizons. After a year of study in France, he joined the University of Sherbrooke in Canada where he did his doctorate. He then became a teacher and researcher in various Canadian centres and universities before returning to Algeria and starting the Yassir adventure.

The second founder, Noureddine Taibi, followed a similar path. several masters and a doctorate in the United States. He then created his own new technology start-up in California, a project that has been very successful since the start-up has become a "fairly important" company.

Having kept in touch since their student days at the Polytechnic School of Algiers, the two Algerians met in the same city in March 2016 and decided "to do something".Mehdi Yettou explains that the idea was to "*prove that the model of start-ups that are growing rapidly and making an economic and social impact in their environment is also possible in Algeria, and despite the risk, and the internet not being good enough, it was necessary to start and create something because there was a need for transport to be filled*".

2.4. History of Yassir[1]

It is presented as follows:

Birth of an idea (2016): To create a company that offers a multitude of services to the citizen in a simple, easy, fast and available at any time, integrating digital technologies.

Start of work (2017):

- Founding team.
- Development of the prototype.
- The official launch of the 1st ride-hailing platform in Algeria.
- Service offered only in Algiers with less than 300 drivers, 10 staff and 1000 users.

Growth and scalability (2018) :

- Recruitment of staff (Marketing and Operation).
- Internal process improvement.
- Launch of the service in 12 Algerian cities.
- Launch of marketing and communication campaigns.

2.5. Yassir's ambitions

- Growth of the business (over 40,000 drivers, over 180 employees and over 1,800,000 users).
- Launch of new services (YASSIR Food and YASSIR Business).
- In the beginning, it was Algiers, then Algerian, now we are Maghrebian and later it will be African.

From the beginning, the two founders had this "ambition" to become an African start-up. Launched exclusively in Algiers, the application subsequently spread to twelve of the country's wilayas on a national scale, then to Morocco and Tunisia on a Maghrebian scale. The two founders state that they had this ambition to be an African application from the beginning, and the company is currently working to expand its offerings to other countries on the African continent.

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[1] Translated fom: https://www.algerie360.com/les-fondateurs-de-yassir-au-debut-cetait-algerois-ensuite-algerien-la-on-est-maghrebins-plus-tard-ca-sera-africain/?fbclid=IwAR2vHuOOTFb6xBvfXkQ_smSQz2xX_ZsqXZ6DlH2lh2lU77U20O3waFvnE4Q (visited 23/05/2022 at 1.30 pm)

2.6. Yassir team

With an average age of 28 years, the firm employs more than 180 people in Algeria and another 30 in four other countries. Seventy per cent of the executive team left a huge international corporation to join Yassir. The following are the members of the team:

Table 3.3: Profiles of YASSIR staff

Profiles	
Engineering	50
Design	15
Data science	5
Product management	4
Marketing	17
Sales (corporate)	6
Operations	50
Finances	5
RH	5
Legal	4

Source: Internal document

2.7. The services of Yassir

2.7.1. Yassir GO

The two founders picked the transportation industry to launch their business's first and major product, "Yassir Go," which is a Ride-Hailing service that provides consumers with a personal driver in one click and enables them to go from one location to another with convenience and comfort. This service is delivered through a mobile application, a customer online platform, and a mobile application. Log in with your phone number, then choose the pickup location, destination, and kind of vehicle the customer wants from a list of options (Classic, Comfort, Premium, etc.) and order your driver with one click. Yassir Go debuted in Algiers in September 2017, and it has continued to expand since then with additional features and services. Yassir

Go is currently accessible in 25 wilayas in Algeria, as well as 11 cities across four countries. Since its inception, the app has accumulated over 10 million downloads, over 15 million kilometres travelled, over 2 million riders, and 40,000 drivers around the country. Yassir Go has also established itself in Tunisia and Morocco, as well as France and Canada, in September 2019 and 2020, respectively.[1]

2.7.2. YASSIR Express

The experience started with the Yassir Go service, but the developers did not stop there. YASSIR introduced the YASSIR Food app on November 16, 2019, which delivers meals from various eateries. On April 13, 2020, to fulfil market demands, Yassir Food rebranded as Yassir Express, particularly during the coronavirus pandemic quarantine phase. This service is a mobile application-based delivery service that delivers everyday supplies to the customer's desired location seven days a week. Furthermore, the programme includes a variety of merchants selling various sorts of things.[2]

- **Available store categories:** Restaurant, butcher, convenience store, cosmetics, parapharmacy, wholesale, bakery, fruits and vegetables, and pet shop.
- **Delivery categories:** On foot, by bicycle, by motorcycle and by car.

Figure 3.4: ''Yassir go and express'' implementation in Algeria

Yassir Express
Yassir G.O. (Ride-Hailing)

Source: Internal document

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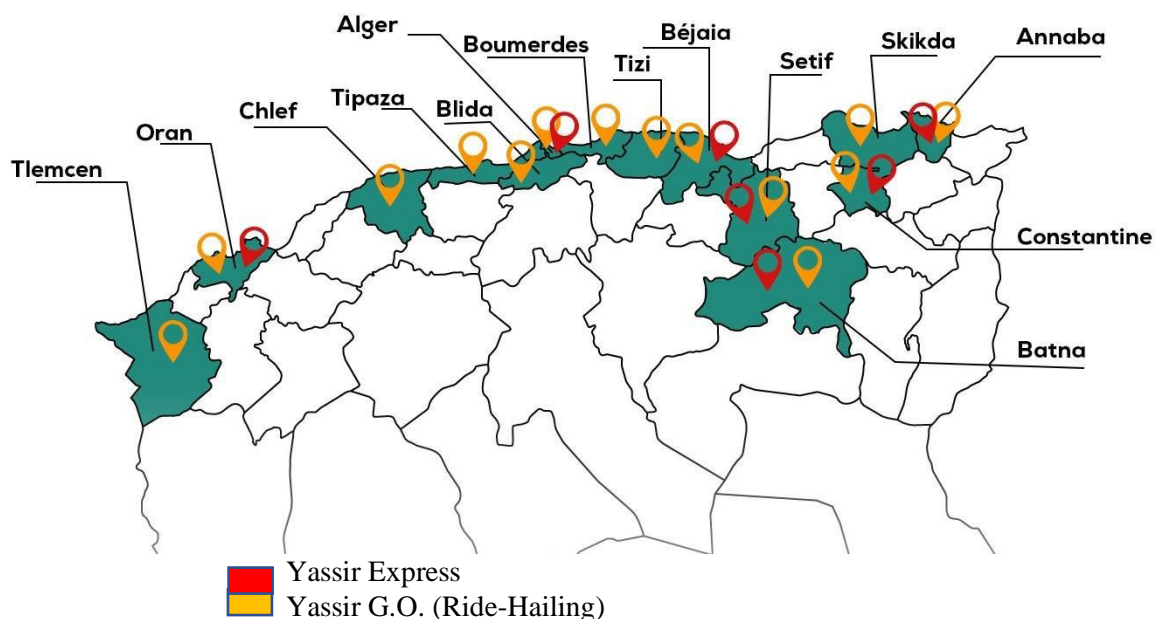
[1] https://yassir.com/en/rider/ (visited 23/05/2022 at 2.00 pm)
[2] https://express.yassir.io/ (visited 23/05/2022 at 2.30 pm)

2.7.3. Yassir Market

Yassir has created a new e-market under Yassir Market, a new "e-commerce" platform that brings together e-suppliers and e-buyers to contract sales, purchases, and services online. The consumer may pay upon delivery or by card Edahabia, C.I.B., Visa and Mastercard, and must specify the country of delivery.[1]

2.7.4. Yassir Business

YASSIR Business is an application designed for all businesses to provide a solution for their workers' travel at a cheaper cost and with less effort. This solution for experts seeks to assist all businesses in optimising their organisational and financial resources without requiring any budgetary investment. Yassir Business offers several benefits to businesses:[2]

- **Dematerialize transportation:** There is no need to maintain a fleet of automobiles to handle staff travel.

- **Better cash management:** With the Business offer, you may remove the need for cash for staff travel.

- **Analysis and monitoring:** Improve the monitoring and analysis of staff transportation expenditures.

- **Security and total control:** Transportation management under control. All travels must be approved by the firm.

2.7.5. Teleconsultation

Faced with the Covid-19 epidemic and working with a group of volunteer physicians. Yassir provides its customers with professionals who will address any queries or concerns they may have online. Furthermore, to alleviate congestion in hospitals and doctors' offices, which contributes to the virus spread, arrange meetings among doctors who want to volunteer to answer fellow citizens' and patients' needs, concerns, or questions online (zoom, google-meeting).[3]

2.8. Steps to becoming a driver-partner

The steps are presented as follows:[4]

2.8.1. Download the YASSIR Chauffeur application

The future drivers will have to register their details, following which the Yassir team will contact them to set up an appointment for the file deposit and training.

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[1] https://market.yassir.com/ (visited 23/05/2022 at 2.40 pm)
[2] https://yassir.com/business/ (visited 23/05/2022 at 2.45 pm)
[3] https://yassir.com/en/telemedicine/ (visited 23/05/2022 at 3.00 pm)
[4] https://yassir.com/partenaire/ (visited 23/05/2022 at 3.00 pm)

2.8.2. Prepare the documents to be provided

Once the application has been validated, you must go to the nearest Yassir office with several documents to be provided:

- Vehicle registration document.
- Technical inspection.
- Vehicle insurance.
- Driving licence.
- Criminal record.
- Residence.
- Certificate of good health.

2.8.3. Vehicle verification

The vehicle used will be verified by one of the Yassir experts and validated according to certain criterias:

- Double airbag.
- A 4-door car.
- Recent vehicle (less than 10 years old).
- Clean vehicle and in good condition.

2.8.4. Attend the training

The training aims to familiarize future drivers with the YASSIR driver application and answer their questions.

Section two: Methodological approach and results of the research

In this section, we will demonstrate and discuss the technique we used to complete our case study. To conduct our case study, the major goal of which is to explore how the organisation may use CRM for improving their relationships with their customers, we began by establishing the study's objective and then presenting the research tools employed.

1. Objective of the study

Our research aims to demonstrate how the organisation uses CRM to improve client experience with the firm. We constructed the following sub-questions to get an answer to this problem:

- Which CRM tools are used by YASSIR SPA?
- How does CRM contribute to the customer acquisition process?
- What is the impact of CRM techniques on customer development and retention strategies?

Given the type of questions asked, we used a qualitative and quantitative analysis.

2. The qualitative study

We intend to determine the CRM tools implemented by the company YASSIR, that is, how they claim to be in long-term relationships with their customers, and to answer their waitings, as well as to have an outline of the results obtained through the use of these tools, and to be able to evaluate and test their consistency.

2.1. Methodology of the survey

To better understand the application of the CRM tool at YASSIR we carry out a survey of the company's managers using an interview as an instrument.

2.1.1. The interview

The interview consists of a questioning session addressed to a person or to several persons chosen by means that will allow collecting information to confirm or refute the research hypotheses. Thus, the interview makes it possible to collect information on a given subject or the personality, mentality or conduct of the interviewee, and the interviewee requires direct contact with the interviewer.

Interviews vary according to the purpose, the profile of the interviewee, and the depth of information desired:

- **Non-directive interviews:** These are interviews where the interviewer begins by presenting the subject in a general way and then lets the interviewee subject and then

allows the interviewee to express himself freely. This type of interview is used in this type of interview is used when we do not know much about the subject.

- **Semi-structured interview:** This type of interview is characterised by a smaller degree of freedom than non-directive interviews. The interviewee must answer specific questions without deviating from the framework of the questions. Semi-structured interviews are used to find out more about a topic and to verify certain hypotheses. This type of interview, therefore, requires an interview guide showing the topics and issues to be discussed.

- **The directive interview:** This type of interview is used when the interviewer is looking for specific information. Of all the types of interviews, this is the most restricted in terms of freedom of interviewee because the questions are planned. The aim here is to verify points and go into more detail on a subject. to verify points and go into more detail on a subject.

The interview must be considered in the context of the problem and the hypotheses. The interviews are designed to gather the information that will enable the hypotheses to be answered. The interviewees chosen for questioning are selected based on their usefulness and their relationship with the subject of the study.

We interviewed two employees, the customer support manager, and the supervisor of the call center team.

The methodological procedure of our survey will go through the following steps:
- Preparing questions.
- Scheduling interviews.
- Gathering information and answers.
- SWOT analysis.

2.1.2. Purpose of the interview

The main objective of our qualitative study is to better understand the internal aspect of CRM at the level of YASSIR, and to determine the contribution of CRM in the improvement of the relationship with its customers, thanks to more precise answers to verify our hypotheses and answer our problematic.

2.2. Presentation of the interview guide and the interviewed population

In our case, we opted for a Semi-structured interview in which the respondent will have to answer specific questions, and the aim is to inform himself, but at the same time to verify particular points linked to certain pre-established hypotheses. For this purpose, we have developed an interview guide.

Our interview guide consists of three parts:

Table 3.4: The focus of the interview and its objectives.

Parts	Objectives
Part 1: Description and identification of the interviewee's profile	For us to obtain general information about the organisation and the interviewee.
Part 2: Customer relationship management at YASSIR, tools and information sources	Know on the one hand the CRM approach within YASSIR, and the tools used to ensure the feedback of information and complaints they receive from its customers. And on the other hand, to know how it manages a bad experience for its customers.
Part 3: CRM and loyalty programme	To verify the effectiveness of the CRM tools and the loyalty programme implemented by the company YASSIR for the loyalty and satisfaction of its customers.

Source: Our own conception.

The interview is written according to the purpose of the interview and should allow the respondent to express him/herself freely.

In our case, we opted for a semi-structured interview where the respondent will have to answer precise questions, and the aim is to inform himself, but at the same time to verify, with the help of questions, particular points linked to certain pre-established hypotheses.

The interviewees were selected for specific reasons, we have chosen two managers from different departments, a customer support manager, and an operations manager. The most important being their experience and knowledge of customer relations issues.

2.2.1. Interpretation of the results

2.2.1.1. Definitions of the profiles interviewed

Table 3.5: Interview schedule

The interviewee	Mission	Date and time
Customer support manager	• Manage the care service. • Create weekly reports. • Analyse figures and data to manage customer relations. • Respond to emails, phone calls and also comments and private messages on social networks.	20/03/2022 At 10 am
Team leader	• Acquisition, and retention of drivers • Ensure the smooth running of the YASSIR Platform • Continuous improvement in driver recruitment performance	20/03/2022 At 12 am

The company's interviewees have crucial roles. Their experience has enabled them to rapidly integrate into their jobs and complete their tasks.

They are a very youthful, dynamic team that is continuously listening to their customers and partners, that puts the client at the centre of their concerns, and, above all, has a complementary

strategic dimension that is always adjusting to the growth of information technology. This shows they are knowledgeable and qualified.

For these, the company employs a relational approach with the goal of improving the quality of YASSIR's services and being close to its consumers to better react to their needs, as well as developing a relationship of trust and credibility about the mark.

2.2.1.2.Customer relationship management at YASSIR, tools and information sources

The questions we asked the employees are on the one hand about the customer relationship at YASSIR, the complaints they receive, and on the other hand the different tools used to collect and record customer data.

Interview with: Nardjess AMRAOUI, Customer support Manager at Yassir Algeria.

Date of interview: 20/03/2022

Type of interview: Semi-structured

- **Tell us about your work**

   Manage the customer support team, and ensure that Yassir's clients receive the assistance needed from different aspects like guidance, solving issues between drivers and clients…etc.

- **What are the known tasks of your CRM strategy?**
  - Prospecting.
  - Segmentation
  - Commercial proposal.
  - E-mailing.
  - Customer satisfaction feedback.

- **Do you think that the use of CRM is a good thing for your company? If so, what can it be used for?**

   Yes of course it is an excellent tool. It can be used to perfectly define the needs of our customers by studying all of their data and their order history in order to propose offers that will satisfy them. A satisfied customer is very often a loyal customer.

   In addition, by structuring our sales process in an optimised way thanks to CRM and by carrying out commercial actions, we are seeing a significant improvement in our sales and thus the evolution of our company.

- **What customer information is available at your level, is it relevant and up to date?**

    Name, first name, date of birth, location, trips history. Yes, they are relevant and up to date.

- **Do you treat your customers differently depending on their position in the customer life cycle?**

    Yes, you can't treat a former customer with regular use the same as one with occasional use.

- **How does the use of CRM enable your company to acquire new customers?**

    Analysing the behaviour of our customers and profiling them allows us to predict the future behaviour of prospects who are similar to these profiles and then offers that are likely to convert them into customers.

    Also, promotions made to retain existing customers create a kind of buzz that, usually makes new customers want to join the wave.

- **How does the use of CRM contribute to the improvement of the customer development strategy?**

    Thanks to the regular segmentation of our clients, we can identify our most important and profitable customers that we need to retain and implement more targeted marketing actions, which increases the effectiveness of the latter. In addition, emailing, customer service and push notifications* allow us to maintain and nurture our relationship with the customer

    *A push notification is a message that appears on a mobile device. Application publishers can send them at any time; users do not need to be in the application or use their application or use their devices to receive them.

- **How has the use of CRM enabled your company to reduce the rate of customer loss?**

    Segmentation also allows us to identify our customers at risk of defection, through the call centre and complaint management, we can listen to them and explore their sources of dissatisfaction. And thanks to recurring campaigns via email, SMS and push notifications, we manage to win them back.

- **What are your recommendations for better customer service management at Yassir?**

    Two points are essential:

- Knowing these customers well and treating each customer differently from the others.

- Stay as close as possible to the customer through the different communication channels.

Interview with: Ayoub LAOUFI, Team leader at Yassir Algeria.

Date of interview: 20/03/2022

Type of interview: Semi-structured

- **How do you find YASSIR's customer relationship management?**

  Customer relationship management at YASSIR is well structured

- **What channels do you use to track your customers/prospects?**

  Because the company is digital, the channels employed are not direct (face to face), we can track our customers through Phoning (call centre), online support via the YASSIR application which allows us to collect feedback from passengers following their journeys, social networks (Facebook, Instagram).

- **What tools are used to record and store your customers' multiple information?**

  We use an internal database as a tool to store and record information on customers, it gathers all that is exchanged Emails, social networks, and even passenger requests from the FAQ (options in the application).

- **Do you receive complaints from your customers?**

  Yes, we do receive complaints from our clients whether it's a rider or a driver.

- **How do you handle their complaints?**

  We have a qualified call centre team; they are responsible for answering questions as well as recording customer complaints. The company attaches great importance to complaints, which are an opportunity to gather positive criticism but above all to listen to points of dissatisfaction in order to remedy them.

- **In the event of a customer complaint, do you have any problems with the processing of the data collected?**

  Following a clear path for each complaint, managers responsible for handling customer complaints receive and use procedures and processes to ensure that they are responsive to our customers.

- **Have you ever lost a customer due to poor management?**

    We have lost customers before but due to bad experiences that happened between drivers and riders.

- **How do you handle a bad customer experience?**

    Thanks to the sharing of information within the company, which provides our employees with a customer history that is accessible to all. We are able to get closer to our customers and adapt to their demands.

2.3. SWOT analysis

Following the collection of data, we will conduct a SWOT analysis to identify Yassir's strengths, weaknesses, opportunities, and threats, and to:

- know the flaws in the current CRM system of YASSIR.
- Check whether the company is planning to develop its CRM and whether it has a chance of success.

Table 3.6: SWOT analysis of CRM in YASSIR.

STRENGTHS	WEAKNESSES
• YASSIR has a rich database of information on all its customers, prospects and even its partners (drivers). • The commitment of the company to the improvement and development of the current CRM. • Follow-up of dashboards to improve service quality and the achievement of objectives. • Efficient customer complaint management is based on active listening; therefore, all complaints are handled and no complaint is ignored. • Speed in handling customer complaints and claims.	• The use of ICT is limited to the exchange of email, and telephone calls. • A loyalty programme is limited. • Weak implementation of staff in carrying out tasks related to improving customer relations.
OPPORTUNITIES	**THREATS**
• Strongly growing national and international VTC market. • Very attractive price positioning compared to other competitors in the Algerian VTC market. • Flexible working hours for drivers.	• Competition on the national and international networks. • The modernity of the competitor's offers. • Unclear legal framework.

Source: Developed by the student based on the results of the analysis.

Following the SWOT analysis, we can conclude that YASSIR's customer relationship management is still in a phase of improvement and correction, this can be explained by the insufficiency of the staff in charge of the tasks related to the improvement of the customer relationship.

Concerning the organisation of the current CRM system, it is well structured but it is necessary that they provide more efforts to develop and optimise its CRM, and consequently to develop its loyalty programme.

3. The quantitative study

3.1. Evolution of the finished booking trips

Figure 3.5: Number of finished booking trips
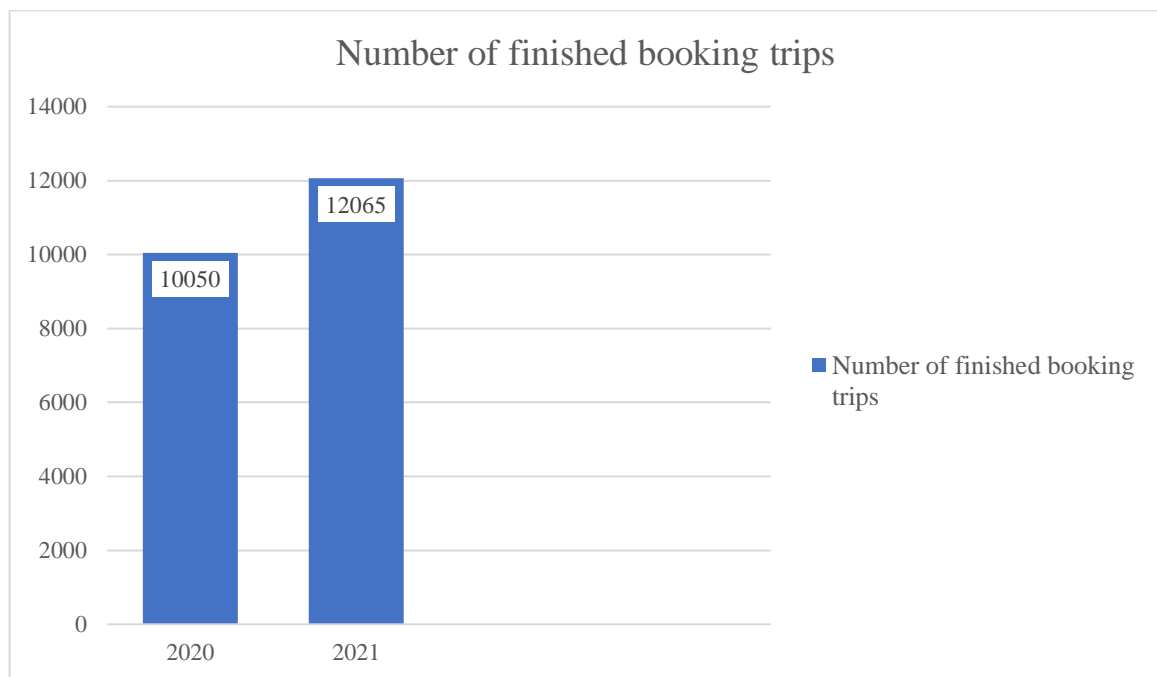
Source: Developed by ourselves through data provided by the company.

Comment:

We can see that there's a growth in the trips completed in 2021 compared to 2020, which is due to the increase in the number of drivers and riders.

3.2. Evolution of customer complaints

YASSIR's customer service involves the handling of customer requests and complaints via telephone, email, and comment via the YASSIR application.

In order to know the level of dissatisfaction and discontent of the customers, we will analyse the evolution of the treatment of these complaints from the number of complaints collected.

Table 3.7: Evolution of customer complaints.

	2020	2021
Low	1266	1200
Medium	1666	2113
High	350	3200
Total	3282	6513

Source: internal document

Figure 3.6: Evolution of customer complaints
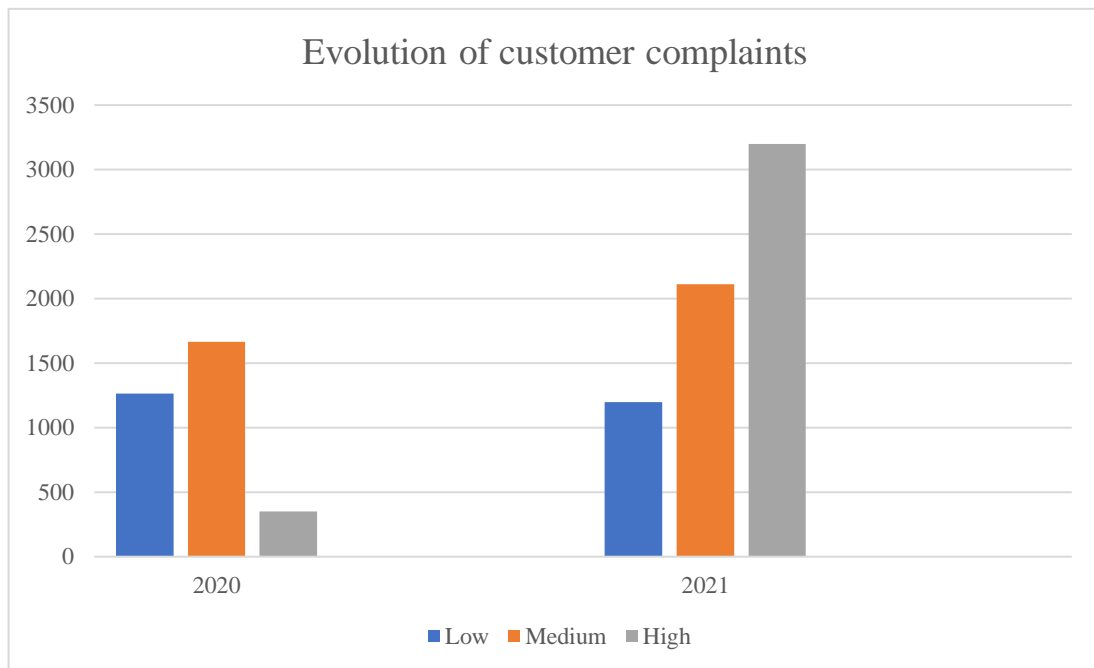
Source: Developed by ourselves through data provided by the company.

Comment:

From the results obtained, it can be seen that:

- In 2020 and with a total of 3282 complaints with an average of 8 complaints a day, Yassir is doing its best for trying to keep the customer experience better than before.
- On the other hand, in 2021 the number of complaints increased by double to 6513 with an average of 18 complaints a day, according to the data we have we can state some reasons for this progression:

- More customers are travelling with Yassir.
- Extending Yassir's services to different areas across the country automatically leads to more partners (drivers).

In a conclusion, the expansion of Yassir in different places lead to the attraction of new customers as well as new partners to the company, but this action went back negatively on the firm by a progressive number of complaints.

3.3. Evolution of completed and missed calls

Table 3.8: Completed and missed calls in 2020 and 2021.

Type of calls	Year	
	2020	**2021**
Completed	60824 / 82.4%	82350 / 80.5%
Missed	13012 / 16.4%	20012 / 19.5%
Total	73836 / 100%	102362 / 100%

Source: Internal document.

Figure 3.7: Completed and missed calls in 2020 and 2021.
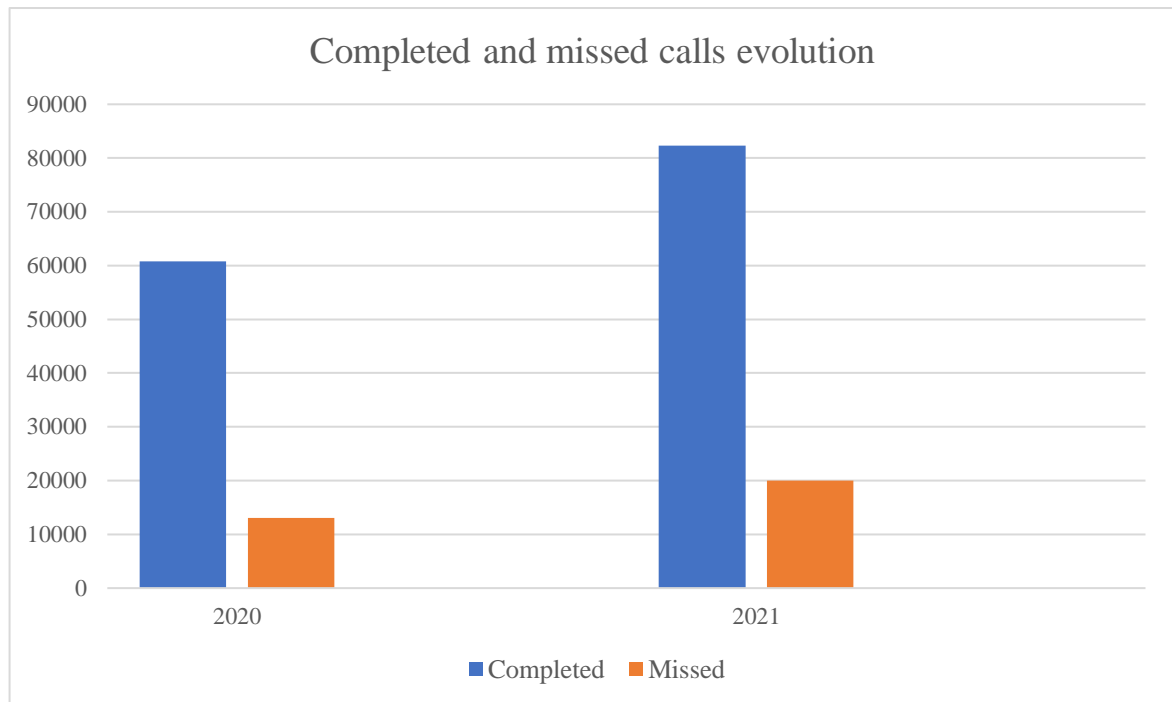
Comment:

Yassir has an 80% as an objective for completing calls, according to the table above, the company is doing its best for keeping the completed calls more than the set target, however, 2021 was a bit challenging for attaining the objective.

3.4. Quality of service analysis

A customer service department is also subject to performance objectives in terms of customer satisfaction and responsiveness in handling requests.

Therefore, we will analyse two important indicators (FCR and DMC) between the years 2020 and 2021 to understand the impact of service quality on customer satisfaction and the overall business performance of the company

This table represents the different indicators that can be used to evaluate call centre performance in order to measure the quality of service.

Table 3.9: The evolution of performance indicators that measure service quality.

Years	Indicators	
	FCR	**AHT**
2020	76%	02,32
2021	80%	01,45

Source: Developed by ourselves through data provided by the company.

➢ **First call resolution (FCR)**

Definition of the FCR indicator: First Call Resolution (FCR) is a metric that measures a call centre's performance for resolving customer interactions on the first call or contact, eliminating the need for follow-up contacts. The FCR metric is essential for monitoring a call centre's operating cost efficiency and customer service delivery effectiveness. As a result, FCR is one of the most-watched call centre industry metrics and is considered the most important call centre metric.[1]

- **FCR:** This indicator shows the percentage of support requests that can be resolved directly with the customer's first contact attempt (first call resolution)
- To calculate first call resolution, use this formula: [(Resolved calls on first contact/ Total calls) *100].

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[1] https://www.zendesk.com/blog/first-contact-resolution-friend-foe-frenemy/ (visited 07/06/2022 at 3.00 pm)

Figure 3.8: First call resolution (FCR) evolution in 2020 and 2021.
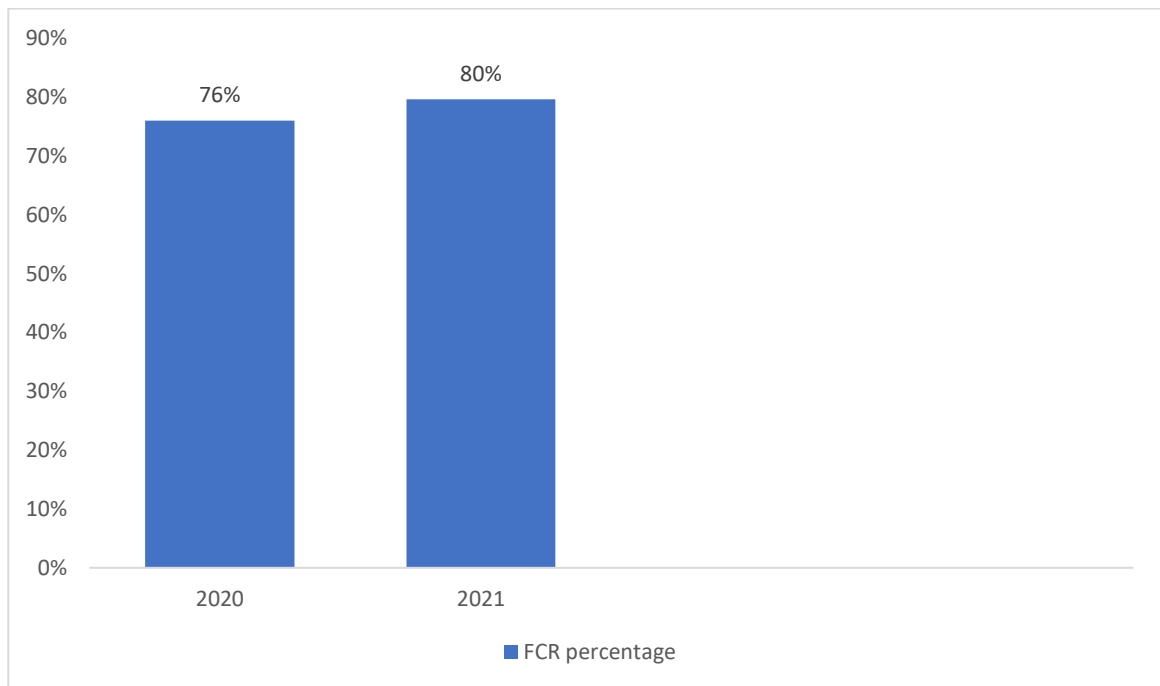
Source: Developed by ourselves through data provided by the company.

Comment:

- In 2020: The FCR indicator reached 76% which is a bit low.
- In 2021: By reaching 80% for first call resolution is an acceptable percentage to work with.

We can conclude from the result above that Yassir is continuously trying to improve its customer service as well as training employees daily for better performance.

➢ **Average handling time (AHT)**

Definition of AHT indicator: Average handling time is a metric that is often used as a key performance indicator (KPI) for call centers. It measures the average length of contact for a customer on a call. It can be an effective metric for establishing benchmarks or new customer service goals.[1]

- **AHT:** It is used to assess the efficiency of agents and the customer service organization.

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[1] https://www.zendesk.com/blog/average-handle-time/ (visited 07/06/2022 at 3.10 pm)

- To calculate average handle time, use this formula: [Talk + hold + follow up] / calls = AHT (calculated in minutes or seconds)].

Figure 3.9: Average handling time in 2020 and 2021.

Comment:

- In 2020: The AHT indicator reached the objective of 2 minutes.
- In 2021: The indicator was reduced to 1 minute and 45 seconds which is great so the target was reached this year, bearing in mind that some procedures take longer than others.

The short processing time is testimony to the hard work and productivity of the customer service team.

4. Summary of results and recommendations

4.1. Summary of results

➢ **From the interview:**

- The known tasks of Yassir's CRM strategy are prospecting, management of marketing campaigns, e-mailing, customer satisfaction feedback and the commercial proposal.
- CRM allows Yassir to propose more targeted offers to their customers, which will increase their conversion rate and build loyalty.

- The customer data available to Yassir concerning personal information and the customer data available at Yassir regarding personal information and trips history is relevant, up to date and exploited at a very advanced level.

- The types of marketing actions applied to the clients are mainly promotions according to their needs and financial capacities.

- The analysis of customer behaviour and the profiling of the latter enables Yassir to predict the future behaviour of prospects that are similar to these profiles and then propose offers likely to convert them into customers. Also, promotions made to retain existing customers create a kind of buzz, which usually makes new customers want to join the wave. Therefore, improving the customer acquisition process.

- The collaborative and operational CRM (emailing, call centre, complaint management, SMS and push notification) allows a better understanding of the customer's needs and improves the quality of the customer experience.

- Knowing your customers well, treating each segment differently from others and staying as close as possible to them through the different communication channels allow Yassir company to better management of the customer life cycle.

➢ **From the quantitate study**

- The Ride-Hailing market in Algeria is experiencing a strong dynamic, and competition between them is raging, indeed Yassir still remains the leader of the market.

- The number of trips done by customers through Yassir's app is in continuous progress which tells us that the strategies elaborated within the company for retaining as many clients as possible and attracting new ones are on a good path.

- According to the analysis of the dashboard and the quality-of-service indicators, they were both at the level of the set target and this has not prevented an improvement in the quality of service which was observed in 2021.

- The number of complaints marked in 2021 is doubtable so Yassir must find a way to justify and create a solution in order to satisfy its customers.

- Finally, Yassir's efforts are going in the right direction and it is obvious that they are always working to improve their services so that the customer has the best and most successful experience possible.

4.2. Suggestions and recommendations

- **Concerning the quality of service**

First of all, we underline that YASSIR is making efforts day by day to improve its quality of service but in order to maintain this continuous improvement, we propose motivating and educating the staff through quality training in order to improve the performance of the call centre and guarantee a better quality of service, as the customer always expects to be in contact with competent operators who can provide a rapid response to their request.

- **Concerning the CRM system**

To make the current CRM system more efficient and effective, it is advantageous to exploit and enrich the database by integrating new information flows from different sources and on different online media because it is not enough to have a customer database, it is important to update it constantly and to know how to use it for a better understanding of the customers.

- **Regarding the YASSIR strategy**

At the heart of relationship marketing, there is the management of the customer relationship, which allows the service to be personalised and the customer to be more loyal. This is why YASSIR has to put in place a real relationship marketing framework, as well as develop satisfaction studies to detect possible dissatisfied customers to give them a suitable treatment, because dissatisfied customers are often a source of information for the company, so sensors that detect faults and provide a detailed report of the problems faced each time, this reduces the work for the company and can solve the problems quickly and make the right decisions.

- **Concerning communication**

It must ensure continuous communication to increase its reputation and its brand image, we suggest interacting with its customers through the creation of quality content on social networks that will generate positive feedback that it can use for future actions.

In addition to its communication strategy through partnerships and influencers, it is suggested to be more active and animate its social networks to show its visions and values, to be closer to its customers.

Conclusion

Implementing CRM requires awareness-raising work. It is not enough to create a database, means of access and launch studies to make CRM a success. It is necessary to bring value to the customer and to the company.

After knowing the results of our study, we tried to understand how the company can use the CRM for a better relationship with its customers, collecting the necessary information that allowed us to conclude that the use of CRM techniques at Yassir contributes positively to the improvement of the acquisition process and the effectiveness of developing management strategies for customer retention.

General
conclusion

Relationship marketing is essential today for the success of any company, especially for service companies because it exploits the strengths of direct marketing to personalise its message to a range of customers. The aim is to work on the relationship with customers through marketing campaigns that allow to seduce and attach the customers to the company in a sustainable way.

Today, companies' strategies are oriented toward the customer for his importance, which requires good customer management, which is part of customer relationship management, to improve their performance. This requires good customer management, which is part of customer relationship management, to improve customer satisfaction and build customer loyalty with the aim of increasing the company's turnover.

The internship we had the chance to do in the multinational company "YASSIR" allowed us to learn about CRM in the field and its contribution to customer satisfaction and loyalty and draw valuable information that will help us to improve our career.

The objective of this research was to understand the impact of customer relationship management on the clients, namely: the acquisition of new customers, development of customer value and retention of existing customers.

Throughout this thesis, we have reviewed the theoretical approaches by drawing on vast literature concerning both service and relationship marketing. We have tried to give a general presentation of customer relationship management within the company through this work. Then, through the practical case, we tried to show how the company Yassir can use its CRM strategy and tools for customer management.

The main objective of our study was to answer our initial problem which is the following: **''How does the company use CRM for a better customer experience?''**

During the course of our study, we were able to arrive at the following results:

- The data provided by the CRM on active customers is richer than that available for prospects, and because it is behavioural in nature rather than simply geographic and demographic. Leveraging this data, through customer behaviour analysis and profiling, allows Yassir to predict the future behaviour of prospects that are similar to these profiles and subsequently make offers that are likely to convert them into customers. Therefore, predictive analytics helps to improve the customer acquisition strategy.

- Data mining is an important method throughout the customer lifecycle. Armed with this information, companies can implement a more effective development strategy for both valuable and at-risk customers, and take retention management measures to protect themselves from customers at risk of default.

- Collaborative and operational CRM contribute to improved development strategy and customer retention management.

To conclude our work, the hypotheses mentioned in our introduction, namely:

H1: The tools used by YASSIR have a direct and positive impact on customer experience.

H2: The use of CRM data improves the customer acquisition process.

H3: The use of CRM techniques improves the effectiveness of customer retention management strategies.

Are all confirmed, these conclusions were deduced from the results obtained during our research.

Therefore, in order to better respond to the constantly evolving requirements of customer relations, we offer some recommendations and suggestions to help YASSIR improving its services:

- Firstly; they must develop their loyalty programme by proposing more attractive offers in order to keep customers (improve the retention rate) in the long term, and limit the risks of losing customers, therefore optimising the success of the company.

- Secondly, they must implement advanced research methods in order to understand each customer, to propose personalized offers at the right moment, and it is very important to understand what even the customers do not know about their needs and expectations.

- Finally, as the concept of RH service is different from other services, it appeals to both drivers and passengers, YASSIR needs to keep a good relationship with its partners (drivers). Indeed, we suggest appropriate training for their partners to better manage passengers, which will indirectly improve customer satisfaction and subsequently provide a successful customer experience as well as customization and training of staff too.

To conclude, we can say that YASSIR's efforts are going in the right direction as it has managers who are always working on improving their quality of service so that the customer

has the best and most successful experience possible. But despite the efforts made by "YASSIR", the quality of service has not reached a level that can retain its customers.

Finally, our research activity is still our first experience, which has helped us to deepen our theoretical understanding and uncover the obstacles of scientific study. We believe that the knowledge gained and the outcomes obtained will serve as the foundation for future research. In this regard, we offer additional lines of research such as:

- The contribution of E-CRM to the enhancement of the customer experience.
- The impact of improved service quality on customer loyalty inside a service organisation.

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Appendixes

Appendix 01: Interview guide

Within the framework of the development of our thesis for obtaining a Master's degree in commercial sciences major in E-Business in the Higher School of Management and Digital Economy, we kindly ask you to answer some questions relating to our research with an aim of carrying out our work.

Our research focuses on "The evaluation of a CRM system in a service company". Case study: "YASSIR Company". This interview guide aims to verify the results obtained during our qualitative study.

Interview with: Nardjess AMRAOUI, Customer support Manager at Yassir Algeria.

Date of interview: 20/03/2022

Study case: YASSIR Company

I.   Description and identification of the interviewee's profile
1. What's your position in Yassir company?
2. Tell us about your work?

II.   Customer relationship management at YASSIR, tools and information sources
3. What are the known tasks of your CRM strategy?
4. Do you think that the use of CRM is a good thing for your company? If so, what can it be used for?
5. What customer information is available at your level, is it relevant and up to date?
6. Do you treat your customers differently depending on their position in the customer life cycle?

III.   CRM and loyalty programme
7. How does the use of CRM enable your company to acquire new customers?
8. How does the use of CRM contribute to the improvement of the customer development strategy?
9. How has the use of CRM enabled your company to reduce the rate of customer loss?

IV.   Conclusion
10. What are your recommendations for better customer service management at Yassir?

Appendixes

Interview with: Ayoub LAOUFI, Supervisor of the call center team at Yassir Algeria.

Date of interview: 20/03/2022

Study case: YASSIR Company

I.   **Description and identification of the interviewee's profile**
   1. What's your position in Yassir company?
   2. Tell us about your work?

II.   **CRM process in Yassir's call center**
   3. How do you find YASSIR's customer relationship management?
   4. What channels do you use to track your customers/prospects?
   5. What tools are used to record and store your customers' multiple information?
   6. Do you receive complaints from your customers?
   7. How do you handle their complaints?
   8. In the event of a customer complaint, do you have any problems with the processing of the data collected?
   9. Have you ever lost a customer due to poor management?
   10. How do you handle a bad customer experience?

Appendix 02: Yassir's organizational chart

Source: Internal document.

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