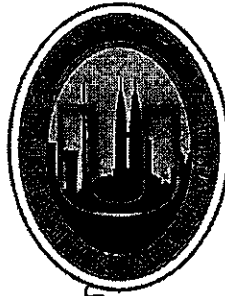


CONFIDENTIAL



UNIVERSITI KUALA LUMPUR BUSINESS SCHOOL

FINAL EXAMINATION
JANUARY 2016 SEMESTER

SUBJECT CODE : EDB20403
SUBJECT TITLE : CUSTOMER RELATIONSHIP MANAGEMENT
LEVEL : BACHELOR
TIME / DURATION : 2.00 PM - 5.00 PM / 3 HOURS
DATE : 18th MAY 2016

INSTRUCTIONS TO CANDIDATES

1. Please CAREFULLY read the instructions given in the question paper.
2. This question paper has information printed on both sides of the paper.
3. This question paper consists of **ONE (1) section ONLY**.
4. **Answer FIVE (5) questions ONLY**.
5. Please write your answers on the answer booklet provided.
6. Answer all questions in **English language ONLY**.
7. This question paper must not be removed from the examination hall.

THERE ARE 5 PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

Total: **100** marks.

INSTRUCTION: Answer FIVE (5) questions ONLY.

Please use the answer booklet provided.

BELL CANADA'S PHENOMENAL SUCCESS WITH CRM

There is a lot of negative information about CRM right now that is flooding the news. However the success rates are equally high. CRM is definitely a strategy that can be implemented effectively and successfully. CRM caters to companies of varied sizes. It helps focus on different problems and solutions. Statistics show that there are clear cases of excellent in CRM implementations that can be found right across a whole range of different industries.

Research indicates that organization can clearly measure the return they received from the implementation. What is important to note is that cases of past CRM failures are not in a position to judge the entire CRM technology. Research shows that CRM success story is easy to find. What most of this company had was a clear idea of all their business process. They understood their business needs before implementing CRM. They had managed to identify leaders and the best performers in the organization. They have also managed to involve key executives at the highest level and get the message to everyone in the organization about the importance of CRM.

BELL CANADA'S SUCCESS

Bell Canada is easily Canada's largest communications and a CRM success story. It boasts of almost 28 million customers connections and manages to provides some of the most comprehensive communications services. These services aside from being innovative have also been a source of stability to residential and business customers in the Canadian region.

The company basically serves to provide their customers with solutions that smack of ease of integration and simplicity to their customers. They basically cater to all their customers' communication requirements like telephone, internet, wireless, voice over IP and digital televisions. They try to provide information and technology for communications to top business ranging from the small and medium care enterprises to the large corporate. Small and medium

industries have benefited immensely from their services. Their services includes internet access, data services, voice services, wireless services, satellite television, long distance phone services etc. Since customer needs are growing, Bell is currently trying to simplify the existing process and introduces bundled services by moving towards a single bill. It manages an extensive local access network providing local and long distance phone services to customers. It also enables the provision of a wide range of services for customers. Bell's phone services include call display, call waiting, voice mail etc. A classic example of CRM success is that which Bell Canada found. Its successful implementation of CRM saw profound results in just 2 months.

PRE-CRM SCENARIO

The solutions business processes and methods being employed prior to the CRM solution clearly did not fulfill or meet any of the business needs. Bell Canada needed a full fledged customer centric strategy that was catering to the company requirements. After scrutiny they embarked on the implementation of CRM and decided that they will opt for its advantages. They basically encountered a problem that the existing disparate solutions created a lot of extra work for employee and basically increased the task load. This had resulted in a decrease in employee satisfaction and posed numerous problems. In additions to this Bell required its front and back end operations of its shared services center to be integrated. This step could not be achieved through existing processes. Also the access to current employee case status and the reporting capability was required. All this led to the installation of CRM solutions.

IMPLEMENTING CRM

The result was that CRM customer service & support initiatives were available of. The CRM benefits were deployed to a total of 200+ users in 2 months. The staff was trained in the ability to use multi language systems. This helps them immensely especially when dealing with multi-lingual customers and customer data. The key elements employed in the implementation were speed, data integration and easy usage and increased efficient reporting capabilities.

THE RESULT

What did Bell ultimately witness? The result was increased and better customers service from employees amongst almost seven groups. Another advantage was the internal efficiency that was created within the organization. The flexibility and customization traits of CRM enable a reduction in the total case volume.

The ease of usage and its adaptability also resulted in an increase in the integration of data between the systems. The main point to note here is the fact the entire implementation required very little time and was carried out with very little effort. Speed was a dominating factor in the implementation. The organization was able to acquire the business requirement it needed so much.

It's prominently clear that focusing on the failure rate of CRM is the wrong approach. Organizations need to focus more on the CRM success story. What's needed most is being able to focus on the success rate and get most out of the CRM implementation by employing the right practices prior, during and after the CRM implementation.

Question 1

- a) What according to you has contributed to the success of BELL in understanding customer requirement?
(10 marks)
- b) In a retail space, which is heavily congested with different players with superior capability, how did BELL succeed in winning customers trust?
(10 marks)

(Total: 20 marks)

Question 2

- a) Briefly explain the value of customer relationship management with a suitable example.
(10 marks)
- b) Discuss the main objectives and need for Customer Relationship Management.
(10 marks)

(Total: 20 marks)

Question 3

- a) Outline the structure of a Product Lifecycle and draw the corresponding graph (5 marks)
 - b) Briefly explain each of the Product Lifecycle stage (15 marks)
- (Total: 20 marks)

Question 4

- a) Describe the component of E-CRM (5 marks)
 - b) What is the ultimate goal of CRM in the organization? (15 marks)
- (Total: 20 marks)

Question 5

Specify the needs for customization and explain how customization can improve the relationship between customers and organization. (20 marks)

Question 6

- a) What do you understand by the Application Service Provider (ASP)? (10 marks)
 - b) What are the advantages of implementing ASP? (10 marks)
- (Total: 20 marks)

Question 7

- a) Briefly describe the ethical issues of using the consumer data
- b) Explain in brief the concept of data warehousing

(10 marks)

(10 marks)

(Total: 20 marks)

END OF EXAMINATION PAPER