A Study on Customer Relationship Management with Reference to Adithya Bajaj in Coimbatore

*Mr Sobin Sebastian, **V. Dharshna Moorthy*

*Assistant Professor in Management, Department of Management (PG), Rathinam CAS, Coimbatore-641021 sobin.mba@rathinam.in
**Department of Management (PG), Rathinam CAS, Coimbatore-641021
*Corresponding author. Assistant Professor, management. Email: sobin.mba@rathinam.in

ABSTRACT:

Customer Relationship Management (CRM) has emerged as a crucial strategic tool in today's competitive business environment, particularly in the automobile sector where customer retention and satisfaction play a vital role. This study investigates the CRM practices employed by Adithya Bajaj, a leading automobile dealership in Coimbatore, to evaluate their effectiveness in enhancing customer satisfaction, loyalty, and long-term engagement. The research adopts a mixed-method approach, incorporating both qualitative interviews and quantitative survey data collected from customers and employees. Key CRM dimensions such as customer service, communication, personalization, and after-sales support are analyzed. The findings indicate that while Adithya Bajaj has implemented several commendable CRM initiatives, there are opportunities for improvement in technology integration and customer feedback mechanisms. The study concludes with recommendations for strengthening CRM strategies to foster deeper customer relationships and sustain competitive advantage.

INTRODUCTION

Customer Relationship Management (CRM) is a strategic approach that enables businesses to build and maintain long-term relationships with customers, enhance satisfaction, and drive growth. Especially in highly competitive industries like automotive sales, CRM plays a vital role in managing customer interactions, personalizing services, and improving loyalty. Automobile dealerships face unique challenges in customer retention, post-sale service, and catering to diverse customer preferences. CRM systems help address these challenges by streamlining operations, improving service quality, and providing valuable insights into customer behavior. This study focuses on the CRM practices adopted by Adithya Bajaj, an authorized Bajaj motorcycle dealership in Coimbatore, to understand how these strategies influence customer satisfaction, service quality, and business performance.

Adithya Bajaj utilizes CRM tools to effectively track customer interactions, manage after- sales services, and deliver personalized experiences, thereby fostering trust and repeat business. The dealership's focus on enhancing both sales and after-sales service demonstrates how CRM can be used not just as a sales tool, but as a holistic customer engagement strategy. This study aims to evaluate the effectiveness of Adithya Bajaj's CRM initiatives in improving customer satisfaction, retention, and loyalty. Additionally, it offers insights into how CRM practices can be optimized to give local automobile dealerships a competitive advantage. The findings are expected to benefit other businesses in similar sectors seeking to strengthen their customer relationships and improve overall profitability.

TYPES

- **Operational CRM**: Focuses on automating and improving customer-facing processes such as sales, marketing, and customer service to streamline interactions and increase efficiency.
- **Analytical CRM**: Involves collecting, analyzing, and using customer data to better understand customer behavior and preferences, enabling informed decision-making and targeted strategies.
- **Collaborative CRM**: Emphasizes communication and collaboration between departments (e.g., sales, marketing, service) to ensure a unified and consistent customer experience.
- **Strategic CRM**: A long-term approach focused on building strong customer relationships and loyalty by aligning business strategies with customer needs and expectations.
- **Campaign Management CRM**: Used specifically to design, manage, and analyze marketing campaigns, helping businesses reach the right customers with the right message at the right time.

OBJECTIVES OF THE STUDY

1. To study the challenges faced in implementing and managing CRM systems.
2. To investigate how CRM influences the relationship between company and its customers, focusing on trust and satisfaction.
3. To examine CRM strategies are aligned with industry best practices in customer relationship management.

SCOPE OF THE STUDY

This study focuses on Customer Relationship Management (CRM) strategies and their implementation at Adithya Bajaj, Coimbatore. It aims to evaluate how CRM practices impact customer satisfaction, loyalty, sales performance, and overall business success in the context of the automobile dealership. The scope of this study covers the following key areas:

1. Company's Goals and Objectives
2. Target Markets
3. Competitive Landscape
4. Sales Process
5. Sales Team

SIGNIFICANCE OF THE STUDY

The significance of this study on Customer Relationship Management (CRM) at Adithya Bajaj, Coimbatore lies in its potential to enhance the dealership's overall customer engagement, sales performance, and business efficiency. In today's highly competitive automobile industry, businesses are required to adopt effective CRM strategies to build strong, lasting relationships with customers. This study will provide critical insights into the role of CRM in improving customer satisfaction, loyalty, and business outcomes.First, the study will highlight how CRM systems help Adithya Bajaj enhance customer satisfaction by offering personalized services and streamlined communication. Satisfied customers are more likely to return for future purchases, making loyalty an essential part of long-term success. By analyzing CRM practices, the study will show how the dealership can improve customer retention and reduce churn, which is often more cost-effective than acquiring new customers.

Additionally, the study will examine how CRM tools and strategies optimize both the sales and after-sales services at Adithya Bajaj, allowing the dealership to increase sales conversions and enhance customer experiences throughout the ownership cycle.
Moreover, the study will identify how CRM contributes to the competitive advantage of Adithya Bajaj in the crowded automobile market. By leveraging CRM tools to understand customer preferences, predict future needs, and provide timely offers, the dealership can differentiate itself from competitors, strengthening its position in the market.

LIMITATION OF THE STUDY

Research limitations can be defined as the factors or elements which creates restrictions for a researcher in carrying out the study in the desired and best possible manner. Following are limitations of this study:
- Limited time may restrict the depth of research or the ability to gather extensive data.
- Insufficient resources, such as budget, personnel, or access to specific tools, can limit the scope of the study.
- Ethical constraints, such as privacy concerns or limitations on data access, may impact the study's ability to explore certain aspects.
- The availability and quality of data, especially in certain industries or niche topics, can be a limitation.

RESEARCH METHODOLOGY

This study adopts a descriptive research methodology to examine the practices and effectiveness of Customer Relationship Management (CRM) at Adithya Bajaj in Coimbatore. The goal is to gain insights into customer satisfaction, loyalty, and the impact of CRM strategies on consumer behavior.

RESEARCH DESIGN
The research design is descriptive in nature, aiming to systematically assess CRM practices and understand the characteristics and expectations of customers associated with Adithya Bajaj.

SAMPLING
Sampling involves selecting individuals who are existing or potential customers of Adithya Bajaj, as well as employees involved in CRM-related activities.

SAMPLING DESIGN
A non-probability sampling design is used for this study, allowing the selection of respondents based on convenience and relevance to CRM at Adithya Bajaj.

SAMPLING METHOD

A convenience sampling method is adopted for collecting data from accessible and willing respondents, including customers visiting the showroom, staff members, and CRM executives in Coimbatore.

SAMPLING UNIT

The sampling unit consists of individual customers and employees involved in CRM operations at Adithya Bajaj.

SAMPLE SIZE

The sample size comprises 64 respondents, providing a balanced representation of CRM perspectives from both customers and employees for analysis.

DATA COLLECTION

This study utilizes both primary and secondary data collection methods to gather comprehensive information about CRM practices and customer perceptions.

DATA ANALYSIS AND INTERPRETATION

Chi-Square Test

TABLE: 1 Gender Preference for Customer Relationship Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	76	92.7	92.7	92.7
	Female	6	7.3	7.3	100.0
	Total	82	100.0	100.0	

Source: Primary Data

Null Hypothesis (H0):

There is no significant difference in the gender distribution of the respondents. (i.e., the proportion of male and female respondents is equal or close to expected proportions.)

Alternative Hypothesis (H₁):

There is a significant difference in the gender distribution of the respondents. (i.e., the proportion of male and female respondents is not equal or deviates significantly from expected proportions.)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.379[a]	4	.497
Likelihood Ratio	5.271	4	.261
Linear-by-Linear Association	.988	1	.320
N of Valid Cases	82		

Source: Primary Data

(50.0%) have expected count less than 5.

a.   The minimum expected count is .44.

The data shows that 92.7% of the participants are male and only 7.3% are female. This uneven gender distribution may affect the fairness and accuracy of the study's findings if gender is a relevant factor.

TABLE: 2 Age Wise Preference For Customer Relationship Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	between 18 - 20	18	22.0	22.0	22.0
	20-25	32	39.0	39.0	61.0
	25-30	23	28.0	28.0	89.0
	30-35	9	11.0	11.0	100.0
	Total	82	100.0	100.0	

Source: Primary Data

Null Hypothesis (H0):
There is no significant difference in CRM preference across different age groups. (i.e., CRM preferences are equally likely regardless of age group.)

Alternative Hypothesis (H₁):
There is a significant difference in CRM preference across different age groups. (i.e., certain age groups have stronger or weaker preferences for CRM than others.) Most participants are between 20–25 years old (39%), followed by 25–30 (28%) and 18–20 (22%). Only a small number are aged

30–35 (11%), showing that the sample is mostly made up of younger people.

TABLE: 3 LEVEL OF OPINION ABOUT PRODUCT SERVICE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From showroom	17	20.7	20.7	20.7
	Website	25	30.5	30.5	51.2
	Online	17	20.7	20.7	72.0
	Friends and Family	14	17.1	17.1	89.0
	Others	9	11.0	11.0	100.0
	Total	82	100.0	100.0	

Source: Primary Data

Null Hypothesis (H$_0$):
There is no significant difference in the frequency of different sources of awareness among customers. (i.e., all sources are equally effective in informing customers about the dealership.)

Alternative Hypothesis (H$_1$):
There is a significant difference in the frequency of different sources of awareness among customers. (i.e., some sources are more influential than others in attracting customer attention.) Most participants (30.5%) learned about the product through the website, followed by online sources and showrooms (both 20.7%). Friends and family (17.1%) and other sources (11%) were less common, showing that digital platforms are the main source of product awareness.

TABLE: 4 Opinion About the Quality Assurance by Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	38	46.3	46.3	46.3
	Very Good	20	24.4	24.4	70.7
	Good	21	25.6	25.6	96.3
	Poor	3	3.7	3.7	100.0
	Total	82	100.0	100.0	

Source: Primary Data

Null Hypothesis (H$_0$):
There is no significant difference in customer choices regarding quality assurance. (i.e., customer responses are evenly or randomly distributed across all categories.)

Alternative Hypothesis (H$_1$):
There is a significant difference in customer choices regarding quality assurance. (i.e., customers significantly prefer certain quality ratings over others.)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	78.353[a]	12	.000
Likelihood Ratio	77.471	12	.000
Linear-by-Linear Association	39.479	1	.000
N of Valid Cases	82		

Source: Primary Data

a. 13 cells (65.0 %) have expected count less than 5. The minimum expected count is .07.
Most participants rated the customer service at Adithya positively, with 46.3% saying it is excellent, 24.4% very good, and 25.6% good. Only 3.7% rated it as poor, showing that overall customer satisfaction is high.

TABLE: 5 STAFF EXPERIENCE IN CUSTOMER SERVICE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	59.8	59.8	59.8
	Maybe	10	12.2	12.2	72.0
	Partial	10	12.2	12.2	84.1
	Rare	12	14.6	14.6	98.8
	Never	1	1.2	1.2	100.0
	Total	82	100.0	100.0	

Source: Primary Data
Null Hypothesis (H$_0$):

There is no significant difference in the distribution of customer responses. (i.e., all response options are equally likely.)

Alternative Hypothesis (H₁):

There is a significant difference in the distribution of customer responses. (i.e., some responses are significantly more common than others.)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	74.230ᵃ	16	.000
Likelihood Ratio	84.453	16	.000
Linear-by-Linear Association	47.026	1	.000
N of Valid Cases	82		

Source: Primary Data

A majority of respondents (59.8%) answered "Yes," showing strong agreement with the statement. However, 40.2% expressed uncertainty or disagreement (Maybe, Partial, Rare, Never), suggesting that while most are positive, a significant portion holds mixed or negative views—indicating a need for better clarity or consistency in the related experience.

SUGGESTIONS

☐   Strengthen Brand-Customer Communication

As brand image shows a near-significant impact on CRM effectiveness, Adithya Bajaj should enhance communication strategies that reflect trust, transparency, and brand consistency to reinforce positive customer perceptions.

☐   Develop Holistic CRM Strategies

Given that CRM tools like loyalty programs and reminders have limited influence on customer retention, the company should integrate emotional engagement, personalized follow- ups, and experiential touch points into its CRM approach.

☐   Offer Consistent Service Across Demographics

Since gender and age groups show no major differences in CRM perception, the company can focus on delivering uniformly high-quality service and support to all customer segments rather than tailoring services by demographic.

☐   Monitor and Innovate CRM Tools

Though current CRM tools are not significantly linked with retention, continuous monitoring and innovation (e.g., AI-driven personalization or app-based engagement) could help identify what resonates most with customers.

☐   Leverage Feedback Mechanisms

Introduce structured feedback systems (like post-service surveys or digital review platforms) to gather insights on CRM satisfaction and uncover areas for improvement directly from customers.

☐   Explore Psychological Loyalty Factors

The near-significance of brand image suggests the need for deeper exploration of emotional and psychological factors influencing customer loyalty, including brand storytelling and perceived value.

CONCLUSION

This study highlights that customer relationship management practices at Adithya Bajaj in Coimbatore exhibit a largely uniform impact across different demographic segments, with no significant variation observed in service perception or CRM tool effectiveness. Traditional CRM elements such as loyalty programs and after-sales services currently have limited influence on customer retention, suggesting the need for a more emotionally engaging and experience-driven approach. The near-significant role of brand image in CRM effectiveness underscores the importance of brand trust and identity in shaping customer relationships. These findings indicate that a shift toward customer-centric, personalized engagement strategies, supported by strong branding and consistent service quality—can strengthen CRM outcomes and enhance customer loyalty for automotive retailers like Adithya Bajaj.

REFERENCES:

Buttle, F. (2009). Customer Relationship Management: Concepts and Technologies. Elsevier. Peppers, D., & Rogers, M. (2011). Managing Customer Relationships: A Strategic Framework. Wiley.

Kumar, V., & Reinartz, W. (2018). Customer Relationship Management: Concept, Strategy, and Tools. Springer.

Payne, A., & Frow, P. (2005). A strategic framework for customer relationship management. Journal of Marketing, 69(4), 167–176.

Srivastava, R. K., Shervani, T. A., & Fahey, L. (1999). Marketing, business processes, and shareholder value. Journal of Marketing, 63(Special Issue), 168–179.

Palanisamy, M. (2019). Customer Relationship Management in Automobile Sector: A study on service quality and customer satisfaction in Coimbatore.

Subramaniam, R. (2021). CRM practices and customer loyalty in the Indian two-wheeler industry: An empirical analysis.

Ganesan, K., & Ramesh, B. (2020). Role of digital CRM in enhancing customer engagement in auto retailing.

https://www.researchgate.net/publication/327219282_CRM_in_Indian_Automobile_Industry

https://www.researchgate.net/publication/350284287_Impact_of_CRM_on_Customer_Loyalt y_A_Study_of_Automobile_Dealers