Sana Shakeel-MBA3K13 Thesis

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'Successful implementation of CRM in Fast Moving Consumer Goods (FMCGs): A case study'

Master of Business Administration

Thesis

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Contents

'A successful CRM implementation Project in a Fast Moving Consumer Goods company (FMCGs): Case Study'

Abstract

Customer relationship management and CRM implementation have increased and evolved rapidly over the past decade. Many firms are now shifting from traditional approaches to CRM systems. FMCGs are also following these trends. This case study is an analysis of how firm implement the CRM systems when their business start suffering and ultimately bear loss. CRM along with complaint management package helped a leading FMCG of Pakistan to identify gaps in their products and services and initiate projects that can enhance their quality in future. By implementing CRM and complaint management package the company managed to create better visibility for top management and identify key opportunities areas that can help in the expansion of business. CRM in this case helped the company to take better strategic decisions.

1. Introduction

Businesses are now in constant race to increase their profitability, and therefore focus is on customer's satisfaction. Many FMCG now days are dedicating their resources to tools like customer relationship management, in order to build long term relationships that keep the satisfied customers coming back repeatedly.

Businesses across world are striving to create value for its customers and meet their expectations to sustain the customers. Companies are facing tough competition from its competitors and are now evolving towards a proactive approach to meet the needs wants and demands of their customers. Most companies are now aiming to maintain good customer relationships by providing improved services. CRM helps companies to better manage customer relationships and make intelligent decisions to attain better results. Better customer management eventually leads to better relationships and achieve better customer satisfaction. (George K. Amoako, Janruary 2012)

CRM is a strategic approach that integrates the overall process of business including c people, business self and technology to understand the needs of customers. Hence CRM is a tool for companies to retain its customers and keep the satisfaction and loyalties intact. CRM helps in improving customer service, increase personalized services, helps in responding to customers complaints promptly, multichannel integration, and time saving and improved customer knowledge. CRM is an enabling tool that helps organization to focus on its consumers. (Nastaran Mohammad hossein, Nov-Dec 2012)

CRM is a tool to manager company's interactions with its customers and stakeholders. It organizes, automates and synchronizes business process. The ultimate purpose of CRM is to increase customer satisfaction and profitability.(Dowling, 2002). Happy and satisfied customers are like free advertising for the company, therefore many companies are now focusing on customer focused and service oriented approaches to ensure that the customers satisfaction and loyalties are intact. (Mohsan, 2011)

Customer's feedback is important for companies as their valued feedback helps a company to identify gaps in their system, products or services. Efforts made by the company eventually impact the consumers/customers. Hence it is important to understand

the customers who take out time to complain and give their valuable feedback regarding services, products or experience. Complaints help to identify flaws in a business and improve the quality of products and services. Complaints are ultimate customer feedback and a proactive approach towards their complaints can turn a dissatisfied customer into a satisfied customer. Hence a proper and consistent CRM system with proper complaint handling mechanism can help company towards success.

CRM manage the customer's feedback by enterprise feedback management (EFM). It systematically collects feedback, analyze it from multiple channels and use that information to create changes that improve the quality of service or product and save time. The feedback can be from various sources like telephonic conversations, surveys, online sources, social networks, chat forums etc. CRM identifies problem alerts analyze it in its central database for immediate action. (LaMalfa, 2010)

FMCGs are now taking complaints seriously and are developing systems and mechanisms to deliver superior performance based on consumer's feedback. CRM makes customers feel special by automating the internal processes in the company and meet the expectations of customers that ultimately impact the satisfaction. Customer's Loyalty can lead to profitability and increased market share keeping existing customers satisfied (Thurn, 2012).Companies like Nestle Pakistan are investing in CRM systems to improve the customer experience. Recently a Mold issue was faced by the company where dissatisfied customers launched complaints against mold in Nestle's Juices. Many shared pictures and complaint through phone calls, sms, emails, facebook pages etc. The complaints were fragmented across Pakistan and tracking of these complaints was a major issue. Other than that tracking of complaints and visibility was also an issue. Hence lack of proper information system eventually caused the company its customers who then shifted to Slice (competitor's products).

Management need to recognize a system of handling complaints from across Pakistan and hence establish a professional complaint management system that is central and realigns the companies' goal. It is an electronic integration that helps to divide the customers into different categories based on their characteristics to better serve them.

2. Literature Review:

Customer relationship management emerged as a result of relationship marketing where there was increased emphasis on improved customer experience and satisfaction. CRM performs in two ways one being focused towards the customers and providing them with desired products and services and second one where the CRM is organization focused and helps in identifying gaps in products or services (K, 2003). CRM is strategic use of technology that processes information, manage people and maintain long term relationships between firms and its customers. It enhances profitability of the firms by shaping interactions between the customers and firms (Galbreath, 1999)CRM optimizes current and future value of the firm.

Best practice to handle customer's complaint is by a prompt and reliable tracking of customer's complaints and timely resolution leaving the customers satisfied. Traditional complaint management systems have Inflexible *and outdated system*, as the company lack and integrated system to handle the customer's complaints therefore a fragmented system to track the complaints. To process the customer's complaint the agents or employees have to deal with multiple systems which are not connected to a single integrated system. One part of the complaint is handled by the receptionist while other part is handled by investigator or concerned person who may not have complete visibility of data and problem. *Fragmented information*, waste time as most of the information reaches long after they happen. The data is entered manually and to keep the system up to date a lot of time and effort is required. Fragmented data ultimately make it difficult to perform real time *analysis* and dig out meaningful information that can benefit the companies. Such things make it difficult to implement meaningful *changes* in the companies. (Schrank, 2011)

Most companies face challenges in complaint handling as they
- Lack a systematic and integrated approach to handle complaints
- Don't recognize complaints as a strategic tool to improve their performance
- Don't lack the financial muscles and knowledge to deploy systems that can help in analyzing meaningful information from complaints. (Day, 2007)

Traditional complaint management system cannot cope up with customer's complaints therefore through CRM complaints can stream lined and improve customer service and provide insight to companies to improve their product's quality. Companies are now taking customer's feedback as a positive tool to improve their business barometer. (Microsoft, 2013)

Complaint is a mean to listen to the voice of consumers many companies now see it as an opportunity to improve. Complaints are a mean to identify dissatisfied customers. (Johnston, 2000).

Complaint management system involves a process to reach a resolution. It is build upon three steps that helps to find right solutions for customer's complaint. First step involves when a customer actually registers complaint regarding a product or a service. Second step is when a representative acknowledges the complaint and gives a complaint ID to the customer. Third step is when an action is taken to resolve the problem. Complaint handling impacts customer's satisfaction and dissatisfaction. Research suggests if a representative handle the complaint properly, address the issue and provide solutions, customer's loyalty may become stronger. (Michelson, 2005).

Complaint management includes receipt, investigation, find solution, settle the issue and prevent future complaints and recover the customer. Companies like Boeing aircraft and Tanker are now using customer complaint management systems to retain their customers.

Complaints helps in building products that can help companies in identifying and addressing important market needs. Complaints if managed properly can yield satisfaction and understand customers priorities.

Complaints often indicate that a company has failed to deliver promise or service. Researchers now suggest that companies are now providing incentives and discounts/ free services to its customers to minimize the customer's dissatisfaction and complaints. (Kim, 2003).

Voice of a customer is a two way process where a customer raise his or her voice and expects a certain level of action against the voice raised. The companies that respond as per customers' expectations keep them satisfied and retained where as those who don't match the customers' expectations eventually dissatisfy the customers and have difficulty to retain them. (Mohamed, 2000)

Customer's behavior towards company can be evaluated by their positive and negative feedback. Feedback gives a chance to firms to set things right with the customers. As discussed earlier proper complaint management system leads to satisfaction, which ultimately results in loyalty.

Satisfied customers build and strengthen their loyalty which results in customer's retention. Companies that have high loyalty face high retention of customers. Retention help businesses grow and generate positive work of mouth. Loyal customers are less likely to switch and make more frequent purchases.

A systematic approach can manage complaints and provide value to the customers. A systematic approach can

- Increase the level of customer care and customer satisfaction
- Provide meaningful data for companies to analyze and identify untapped markets and unmeet market needs
- Monitor the current standards of complaints
- Save cost (Financial assessment)
- Save time
- Provide visibility and accessibility (Jr., 1985)

For businesses it is essential to streamline their processes including the system that manages complaints of clients. Traditionally complaints are received from different sources, feed manually into computers, generate different complaint IDS, waste customers time and ultimately become a source of dissatisfaction. Now companies are

deploying new electronic customer relationship management systems to manage their complaints. (Cho Y., 2002)

A customer relationship management performs four basic tasks
- It maximizes customers satisfaction and minimizes their dissatisfaction
- Increase the loyalty of customers towards a product or a brand or company
- Increase the quality of a product or a service and improve its standards
- And it finally resolves the complaints

In order to perform the above mentioned functions information should be shared all across the value chain and all departments should be aware of it. Now many companies are moving from traditional management systems to software based management systems that have service oriented architecture (SOA). SOA is a style that develops and integrates software. SOA can be used by other applications and have some degree of flexibility. Therefore it helps in bringing about changes that many software lack. SOA minimizes the cost of bringing about a change (Jr., 1985).

Companies are now focusing on relationship marketing rather than transaction based marketing therefore focusing on attracting, maintaining and eventually enhancing relationships with its customers. For this they need a proper customer management system that can create long term relationships with customers and enhance their satisfaction. CRM play major role in retention management that is it binds the customers and establish long term relationships that leads to customers loyalty. Complaint management impacts the retention management since it is linked to customer's satisfaction and loyalty (C., 2000).

3. Complaints in Fast Moving Consumer Good FMCGs

About FMCGs

Fast moving consumer goods is one of the largest industries across the globe. FMCG companies are food companies that serve different people across the globe. They manufacture products that have a shelf life and are usually consumed on daily basis. FMCG manufacture goods like soft drinks, processed foods, packages juices/beverages, UHT milks etc. FMCGs are now evolving and growing and competition amongst different brands is increasing. Therefore building brand loyalty and meeting the expectations of customers is important to survive and stay in business.

Returning customers are the heart of every business. In FMCGs the products are consumed on daily basis and customer retention makes it or breaks it for companies. The more the frequently customers buy the product the more market share the companies gain and ultimately build long term relationships.
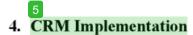
In FMCG industry is all about names. The products can be recognize easily. FMCG industry is constantly evolving. Continuous product innovation is taking place to improve the products and steps are taken to ensure that customers are delighted and satisfied at all times (RB, n.d.). Customers don't build loyalties on price or cheap products, hey build their loyalties with brands and products that provide them a blend of quality and value. Hence keeping customers satisfied is important for businesses to grow as even their word of mouth can make or break the reputation of the company. As FMCG is a food company therefore complaints are extremely critical in this industry. Having issues in products can cause illness or even fatality. Hence almost all food companies strive to be number one food company that provides safe and healthy products to its consumers.

Recent FMCG Issue

Recently a mold issue was faced in one of the leading Juices of Pakistan. Complaints were received across Pakistan and customers were fragmented. The issue was in the product handling. As the product lacked preservatives so at distribution they were mishandled and as a result of which mold grew. Complaints were receives across

Pakistan and number of channels were used to register complaint. Customers registered complaint on company's customer service, via email, via phone call, text messages, social media at the factory etc. No system existed to tackle the problem and hence there were delays to serve the customers. As the company lacked a proper mechanism to tackle complaints therefore

- Many of its loyal customers moved to competitors
- Sales of company dropped
- People established negative perceptions towards the brands and company
- Annoyed at the fact the company gave different complaint ids every time a complaint was registered and every time a complaint was registered the customers had to submit their information repeatedly
- Customer satisfaction dropped
- Customer retention dropped
- Loyalty decreased and people expressed negative word of mouth at social media posting pictures and spoiling the brands image.

4. CRM Implementation

CRM begins with a strategic decision to improve business processes in the organizations. Top management invest time and money to evaluate the pros and cons and take decisions either they want to implement a new system or modify their current system or implement no system at all. CRM need emerges with a problem, as the company's sales declined the need for a proper complaint management emerged. Initially the company was tackling the complaints in a traditional manner whereas the problems evolved and so did the need for a modified system.

CRM help the organization in (Accelerated, 2015)

Documentation

As complaints were received from different mediums and variety of sources therefore it made it difficult to document and take actions. The software streamlines the processes. Complaints received from different mediums are entered into that software, customer's information is saved once and makes the process simpler to 1) enter details 2) complaint processing, 3) investigation and finally 4) action. All data is consolidated into one software and representatives can access the data received from variety of sources. Every step is automated and documented therefore eradicating the errors that occur in the traditional complaint management system.

Advance reporting

Software not just streamlines the processes but also provide analytical skills that can help identify gaps with in the organizations system. It improves decision making and improves transparency. It provides visibility to the decision makers based on which unidentified potential of the company is unleashed.

Correct Actions

Software are designed to automate and effectively manage all the activities ensuring quality standard are maintained. Hence as it improves effectiveness and efficiency of the organization. Software also helps to perform root cause analysis and trigger cautions to warn the employees prior to any hazards.

Continuous Improvement

Food companies are striving to remain in the market for as long as possible, therefore it is necessary to continuously improve their products and services and maintain the quality standards. Complaints received are analyzed, investigated and eventually corrected.

Research by Mitussis found that CRM is easily implemented in companies. It has some degree of flexibility that helps organizations to align their businesses processes with those of CRM software. As interactions between the company and customers is frequent therefore they need to be automated to keep track of. In order to implement CRM successfully companies need to focus on three essential steps (Rowley, 2002)

- *The Strategic context,* understanding the overall business strategy of the firm and how they will fit the CRM system into their business processes
- *Assess the capabilities of firms,* assessing the overall business processes to ensure that the new changes and modifications in system will be able to yield the results
- *Implementation creation plan,* in order to execute CRM properly in firms, companies need to decide how to go about the implementation process and what goals/ outcomes are to be achieved.
- *Commitment by top management,* (Pinto-Slevin, 1987) Research suggested that in order to implement successful CRM systems, top management commitment is mandatory. Cross functional dependencies and employee training programs helps in smooth implementation of CRM system. CRM implementation fails when there is lack of cooperation and when information is not shared amongst different stakeholders, therefore top management commitment to train and communicate to all employees is crucial for success of CRM.

According to research by (Kholou, 2004) to preparing companies for implementing CRM and Complaint Management system, following things need to be addressed:

Align IT and Business Goals

As companies are evolving and so are customer's need therefore not all CRMs automatically yield results and provide value to firms and customers. For CRM to function properly and provide meaningful information first step is to align the IT of the company with its processes, procedures and culture. Therefore to mend the complaint management system the first step is to identify the business process for complaint management that is to be aware of customer's expectations, address dissatisfaction and resolve complaints. The software should cater the needs of the customers. The complaint management process has two stages one is direct which includes complaint stimulation, processing and finally reaction whereas indirect includes the analysis and data crunching.

Develop a process vision for Complaint Management Process:

Visions helps to provide an outline that the company will follow. It helps in identifying the ways current and new resources can be utilized. Ideas from different stakeholders are collected regarding how they want the system to function and what result they want by implementing an integrated complaint management process. Complaint channels should be clear and communicated amongst the employees, as complaints help the organizations to improve their products and services. The new system will also take care of the time aspect of the complaint. That is the average time the system will take to report a complaint or respond to the customer's queries. The vision will provide ideas that will help to enhance the performance measurements of the system and new software that the company plans on implementing.

Objective and IT support

The objective of complaint management system is to resolve the customer's dissatisfaction and strengthen customers' loyalty. The main focus is to make the organization distinct from its competitors and provide a positive experience to the customers. The company can improve their services and products by taking feedback and learnings from complaints. IT support will involve introducing a new software that will integrate their complaint management processes and provide visibility of information to different stakeholders. The software will track the processing of complaint, provide information, extract areas of improvements and help in providing resolutions.

Standardize the processes.

Initially the complaint management process was manual where different customers used variety of sources to register complaint. If a single customer registered complaint from two different sources he/she was given different complaint ID which created confusion and wasted time of the company and of customers as tracking was difficult. By implementing a complaint management software the process will be standardized. Customer's complaints can be easily tracked and IDs can be used to track the status of the complaints.

Complaint Flow Planning process

The complaint flow planning is a visual depiction of how the system will work, how it will respond to complaints and who will be the stakeholders. It gives a general idea of treatment of the complaint. It is a systematic structuring of overall process that is in align with the organization's business processes and IT structure.

Summarizing the available CRM implementation research it can be deducted that in order to implement successful CRM, companies need to study industry's best practices, understand their business context, strategy and business processes, accesses current CRM capabilities and create and execute CRM implementation plan.

5. Research Method

Case study is an empirical inquiry that helps in the investigation of a real life problem. Our case study illustrates a FMCG experience with its CRM implementation and its modification with its complaint management function. In the below mentioned table, the methodology is presented:

The research Phase	
Internet Research	Literature review about CRM implementation has been received by relevant articles and papers. There are existing problems that needs to be resolved and many companies suffered in terms of satisfaction, loyalty and profitability like FMCGS.
The Analysis Phase	
Putting the information in one place	A large amount of information was collected from Head of juices at a leading FMCG of Pakistan and his brand managers and quality assurance representatives.
Formulating case problems	Problems were evident in the FMCG sector and a before and after CRM implementation comparison was done that provided basis for improvements and helps in identification of gaps in their current or traditional complaint management system. Secondly it also provided basis to improve the customer relations and better improve their business processes that impacts the customer's satisfaction and profitability. That it help in better strategic decisions.
Main goal of case study	Main goal of case study was to contribute to the success of CRM implementation in organizations.
Writing Case study	The case study has a defined problem and its resolution with proper implementation of CRM.

6. CRM Case Study

A leading FMCG firm of Pakistan is engaged with food related products. FMCGs are food companies that have different stakeholders from whole sellers to retailers to marketing and distribution channels to suppliers. It is specialized in food manufacturing company and it supplies its products to a diverse set of customers and have been serving customers for the past 30 years now.

The company is engaged in food manufacturing, marketing and distribution, it is specialized in food and nutrition products. It is committed to excellence in product safety and aims to provide a leading nutrition company that manufactures products in a safe and

healthy environment. The company grows its products by continuous improvement, innovation and renovation to maintain its balance. Its number one priority is to bring the best product to the customers and never sacrifice their quality. Communications within the management level and customers is really strong. As soon as a complaint is received the management tries to respond and improve their quality of products and experience. However the company faced loss of business to its competitors when it failed to respond to various complaints and faced a mold issue in one of its products, A strategic decision was taken by the company to modify their CRM and introduce a complaint management system.

Five years ago the company didn't have a proper system that could generate reports and intelligently identify key areas that can help grow business opportunities. All the data either customers information or complaints were maintained and entered in micro soft excel. That's why the customer dissatisfaction grew in the past 5 years. Storage of data was also an issue and most of the excel files were printed and kept in hard copies which the management forgot once it was filed. There was no backup and the employees were not ready to accept any changes. So in order to improve their systems the company decided to launch CRM process to improve the visibility of data and take better decisions. The top management was involved and investment cost and benefit analysis was conducted which ultimately proved that having a CRM system will improve the business processes. The implementation officially began in Jan 2010.

The IT department explored different vendors and adopted CRM. The vendor provided a package that was flexible enough to adjust as per company's policies. The old system was such that all employees were used to it, this was a challenge for new software as resistance from employees end was un avoidable. For CRM to be implemented it is mandatory to conduct trainings and prepare the employees, top management and directors. Once CRM was successfully implemented and five years passed by immuning the employees, the company decided to add complaint management system to monitor the complaints. Because complaints were received from different sources and as FMCGs are food companies therefore complaint management package in CRM can help to manage them and respond immediately. CRM will have access to documentation of

internal complaint handling. It will structure the documentation of complaint that will include registration, acceptance, processed and finally response.

Once the requirements were approved by the management, a complaint management package is installed in the current CRM system. As most of the FMCGS now function on CRM to better manage their resources and customers, therefore instead of installing a new system from scratch they will install a complaint management package. As the employees are already familiar with the current CRM system therefore only adding the complaint management package to the system will help to tackle resistance of employees, save time on trainings as employees are familiar with the features of the software and it also saves cost. With the new complaint management software installed the first step is to train the employees on how to document the complaints using revised CRM system. The attitude of people towards new software will be modified due to new features, therefore it is important to educate the employees first and then implement the software modifications. The main role of complaint handling is to avoid any negative impact on the performance of the company and therefore training of employees and preparing them is mandatory.

In order to avoid any wastages the IT department implemented the complaint management system in a step by step approach (Water fall implementation). The IT department decided to conduct a pilot test first and then implement it in true spirit. The pilot test helped in

- Eliminating any problems/ challenges in processes that can impact the key opportunity areas.
- Reduced resistance between teams and employees
- To ensure that the computers were compatible enough to work with the system, also to ensure that employees were trained enough to work on the new and modified system
- To ensure the company is going in the right direction and data migration is done accurately.

CRM helped the company to generate smart reports that helped in expanding the business and identifying areas of opportunities. The CRM was generating monthly and weekly reports about number of customers, degree of satisfaction, number of complaints received and managed etc. The system helped in improving the relationships with its customers and develop a long term relationship that ultimately helps in lowering dissatisfaction and increasing loyalty.

7. Discussion

The case study highlights the successful implementation of CRM that helped the company to identify the gaps and eventually modify their current CRM system and install a complaint management package. Implementing and modifying changes in the current system helped resolved many issues within the firm. Several benefits emerged right after introducing new features of complaint management.

Complaints provided direct information for many quality initiatives. For instance earlier there was no mechanism to track the handling of products and most of the complaints were regarding damaged products therefore an initiative to train the people at distribution emerged. This helped to reduce the package damages at distribution therefore ensuring that the product that reached the shelves were unharmed and undamaged.

Complaints helped to take six sigma initiatives. A problem solving approach to reach to the root cause of issues. For instance most of the complaints that were regarding taste of Juices, a DMAIC (Define, Measure, Access, Improve and correct) was triggered that helped the company to identify that the pulp that was being imported from china, stayed in transient long enough for the pulp to change its taste. Whereas competitors of the company purchased the pulp locally. So to ensure quality standard local farmers were trained and pulp was purchased from farms locally.

The complaint management system list all potential hazards associated with each process steps. It conducts hazard analysis for each step in the value chain. It raises early cautions and highlights areas that can be potential threat in future.

Easy access to documentation. In large MNCs the factories and offices are dispersed. Across the country/city. Hence information was not available prior to the modified software. Employees had to depend on each other for information and visibility was difficult. After implementing new system documentation was made available to everyone in the organization. Same information was accessed by the factory managers and by the brand team and sales & distribution. Therefore more visibility and ultimately finding the right solutions to customer's complaints.

Customer satisfaction index improved. As the time to respond decreased and every possible attempt was made to decrease the customer's dissatisfaction. As soon a query was submitted by the customer a complaint ID was given. The complaint was categorized and prioritized based on urgency and hence was responded with in 2-3 days of complaint. This proactive approach helped to respond quicker and resolve issues as soon as possible, ultimately customer's dissatisfaction decreased. The system also maintains data complaints and returns. It maintains a report that keeps a track of defected food products, short expiry etc.

Hence ultimately it improved customer's satisfaction and decreased dissatisfaction and improve loyalty.

8. Conclusion

Case study results yield successful implementation of CRM. CRM contributed greatly in the business where it identified its weak areas and provided smart solutions to resolve them. It also managed to meet the customers' expectations thereby reducing customer's dissatisfaction and increasing long term relationship between the customer and firms (loyalty). Many challenges were presented in the case but the company managed to overcome those and escalate issues that can help in improving their products or services or experience. Prior to CRM system and complaint management system the company

lacked prior monitoring system but after adopting the CRM system, business processes were streamlined and new projects were initiated that helped to meet the customer's expectations and improved data visibility.

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