



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

COURSE CODE : CMA406
COURSE TITLE : RELATIONSHIP MARKETING
SPECIAL REQUIREMENTS :
DURATION : 3 Hours
LEVEL : 4.2
DATE : 13 FEB 2024

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue
2. Answer question 1 and any other 3 questions
3. Begin each question on a new page.
4. The number of marks for each question or part question is shown in brackets []

CASE STUDY OF DELTA

Delta is a non-profit private entity that has been operating throughout the state of Santa Catarina for over 45 years, with approximately 180 employees. One of the great challenges of the Delta Company is to help small companies improve their business maturity, be more competitive and have sustainable development. In 2020, more than 149 thousand services were registered by Delta. Although the company has internal records systems, it was necessary to have a tool that would help in the commercial relationship due to the volume of information and the difficulty in being able to use it for customer retention. The employees and leaders of the DELTA Company expressed interest in having a customer relationship management tool in order to make communication more assertive and improve sales processes, contributing to the achievement of organizational goals and consumer satisfaction

In 2019, the Delta Company was taken over by new leaders, who decided on the importance of having a lasting relationship with the customer, as the organization has a vast portfolio of business solutions to offer to the market. As a result, tools were sought that could facilitate customer service and provide intelligence in commercial actions. The action was a disruption in the organizational culture and in the commercialization processes of pre-existing products and services, a CRM tool was implemented with low acquisition cost and little usability complexity to test the performance and commercial maturity that the company had been

In July 2019, the low-complexity CRM was implemented with all the ideal settings for sales activities and a user was created for each salesperson. The customer relationship processes and automations of the CRM tool were basic. Over the months, the organization had developed new commercial maturity, increasing the culture of strategic sales and intelligence in commercial processes. Therefore, it was noticed that the tool had been limiting the actions of sellers and in some situations, making work difficult and generating rework in the records of interactions with consumers. The organization needed to make investments to integrate the actions with other internal systems in order to have a unique history of the consumer, favor the relationship and, specific automations that proposed to guide the salesperson in his client portfolio management

However, in January 2020, the construction of the ideal process for customer relationships began. For this, the Lean Office methodology was used to build the inputs and outputs of all interactions carried out with potential customers. At the same time, market research was carried out to learn

about the main tools that existed and what their competitive differentials were. With this, it was possible to analyze how the customer relationship was being conducted at the Delta Company and what should be done to generate more engagement with possible repurchases. The construction of the ideal model was completed and the process of hiring the company that would provide the CRM tool to meet the new maturity of the organization began

In September 2020, the new tool was contracted and the process of integration between the CRM and the systems already used by the Delta Company began with the objective of collecting, storing and working in an automated way with sales multifunnels in order to build a lasting relationship and intelligent relationship between the company and the consumers

In February 2020, training was carried out with all salespeople with a focus on using the new CRM and presentation of the sales playbook with guidelines on how and what to do at the funnel stage to generate customer relationships. Several materials were also developed with insights on how to approach the customer and make relevant interactions, as well as guidance videos on how to sell certain products. Numerous forms of training were promoted (workshops, collective training, individual, in-person and online mentoring) on the importance of customer relationships and on how to use the CRM tool to generate more engagement with consumers,

Question 1

- a) From the case study above, explain the strengths and weakness for Delta Company. [10 marks]
- b) Suggest strategies which can be used by Delta to improve its operations. [15 marks]

Question 2

Using relevant examples critically analyze the influence of the internet on relationship marketing. [25 marks]

Question 3

Justify the significance of relationship marketing in the current business environment. [25 marks]

Question 4

With the aid of examples describe and explain the IDIC model developed by Peppers and Rodgers (2004) and show its applicability to relationship marketing. [25 marks]

Question 5

“Terminating relationship with unprofitable customers is a necessary evil in an organisation”, In line with this statement suggest strategies which an organisation can use to terminate relationship with unprofitable customers. [25 marks]

“