AN ANALYSIS OF IMPACT OF ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT (E- CRM) ON SERVICE QUALITY OF RETAIL STORES: A STUDY OF BHUBANESWAR

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ABSTRACT

Due to dynamic growth of internet, retail organisations change their view towards the customer relationship management. By e-retailing, eCRM can be addressed which allows organization to communicate with the existing customer and attracting potential customers only in a more convenient and interactive way. The aim of the study is to analyse the impact of the electronic customer relationship management for improving the quality of services delivered by retail superstores. This study is made as an internet-based quantitative study which designs to evaluate the selected top five retail stores like Flipkart, Home Shop 18, Jabong, Myntra, and EBay. These stores are competing within the Bhubaneswar market and facilitate the online operations. By using the top five e- retail stores and assessing their capabilities, the concept of e- CRM system is addressed. These organizations based the transactions through pure clicks which provide them the advantages. Pure clicks are the only positive queries which customer sends to the company for solving the problems faced by customer.

Key words: E-CRM, Retail, Internet, Customer

CHAPTER 1: INTRODUCTION

In the present level of globalization, there is a trace of adoption of the society in technological advancements and use of internet. Since the change is in a rapid phase, the market is aiming to receive the products and services that can meet their expectations. This market change is visible in the perspective of the marketers. This is because, through detecting or tracing the changes, they can recognize both the opportunities and threats. Furthermore, the firm's way in accessing the market and gaining the knowledge is through building the relationship with the market.

Therefore, the introduction of the customer relationship management gives the opportunities to the marketers to gather the information on what the market preferences and motivations in receiving the service and products and their idea on the quality. However, from the marketer's traditional view on CRM, it is used to be a model for the competitive marketplace. The effectiveness of a CRM is a path that leads the organization to understand the market and formulate necessary strategies from the information collected. CRM is also recognized to be an effective approach for the long-term profitability and thus can be a great factor to eliminate the customer churn through the various customer retention strategy (Syam & Hess, 2006).

In addition, the CRM is used in attracting and maintaining the loyalty of the customers. However, in the continuous change in the society and adoption of the technological advancements, CRM can be reshaped into e-CRM.

Background of the Study

Based in the study of Syam and Hess (2006), the great number of competing brands and business organizations only create difficulties for the customers to choose the right products and differentiate one service to another. However, because of the significant features of CRM, the business firm can ensure that they can provide the high quality of services which can effectively target the appropriate market segment and thus allow them to develop and practice marketing initiatives.

One of the common guidelines in practicing the CRM is to accurately collect the information and organize the information drawn from it. The more powerful CRM function that an organization has, the closer to the success the organization can gain.

However, the term "relationship" is a tricky word which creates various assumptions about the emotional attachment, bond, or interdependency that may exist in between the customer/s and business. Buttle (2009) describes this relationship as interactive episodes in between two or more parties and in a continuous transaction.

To illustrate this concept further, if the customer makes a transaction with the business, this is considered as a plain or ordinary transaction and not a relationship. However, if the customer makes inquiry with the firm, such as asking various features, make open negotiation, and gradually purchase the product, or address their problem with the firm regarding the product they sold then, the relationship in between the customer and the company is identified. Furthermore, the customer can no longer experience various limitations like waiting for the business hours before making transactions, enquiries, or request (Farooqi & Kumar Dhusia, 2011).

Research Problem

Based on background of the study, there is a significant change in CRM which gradually introduces the e-CRM. Due to the availability of the technological advancements and the willingness of the marketers to generate the accurate information in a more efficient, the e-CRM emerged among the modern organizations. Despite of the efficiencies and other advantages that e-CRM can deliver higher than the traditional CRM, there are still problems that might be associated in e-CRM practices. Therefore, there are two interrelated identified to be part of the study that can enhance the research study on e-CRM.

- What are the common practices and strategies in e-CRM to improve the service quality provided by retail stores?
- How to determine the customer's buying behaviour patterns or their motivations in buying in order to recognize their potential in business loyalty, retention, and repeat transactions?

Research Aim and Objectives

The aim of the study is to analyse the impact of the electronic customer relationship management or e-CRM to improve the quality of services delivered by retail superstores. Although the CRM practices were already acknowledged by the organizations, the interpretation in the e-CRM can be difficult because of some features that were offered by the technology. However, the continuous introduction of the e-CRM attracts the

marketers to practice the customer relationship often. In order to satisfy this aim, there are objectives that can be used as guideline in gathering the necessary information.

- To investigate the concept of eCRM systems and their potential impact on retail stores.
- To determine the extent of e-CRM in delivering the values for the organization.
- To demonstrate the efficiencies of e-CRM as compared to the traditional CRM in terms of quality of services particularly in retail stores.

Significance

The significance of the study is its contribution in both academic and business settings. CRM functions have been one of the topics that are recognized in the field of business research. Through determining the development of CRM to e-CRM and presenting the evidences which may give light idea on the role of e-CRM, the success factors of an organization can be demonstrated. Furthermore, this may serve as another material following the research approaches and thus lead for the development of new research approaches. With the help of empirical research, the study has a potential to bridge the literature context and use them in the practical applications for the businesses.

Limitations:

This research will focus on retail business that have adopted eCRM and using eCRM system to develop and maintain customer relationship. Retailers with no experience of using eCRM systems will not be considered during studying eCRM efforts implemented by retailer. The technology and software systems behind eCRM will not be examined thoroughly. Aspects such as attitudes and perception will be considered instead.

Also, the factors of e-CRM adoption or rejection might or might not be different between retail services and the comparisons of different retail markets are not of interest in this piece of work.

CHAPTER 2: LITERATURE REVIEW

Many studies featured the CRM in their academic and business topics. The use of customer relationship management (CRM) is becoming more of strategy of an organization in order to gain the customer satisfaction, loyalty, retention, and so on in which the sales are made and the repeat transactions are emphasized (Feinberg & Kadam, 2002; Anton & Hoeck, 2002). But despite of the many applications of CRM within the broad industries like hospitality and services and productions, there are chances that CRM functions do not deliver the anticipated results. According to Early (2002); and Feinberg & Kadam (2002), many initiatives in CRM have failed and instead creating relationships, they tend to damage the customer relationship. This is because of the inability of the people to design CRM applications appropriate to their market.

Furthermore, the complexity of the business environment, and as well as the intense competitions, can greatly affect the creation of relationships. Because of the risks that might be encountered, the organizations became more aware of placing investments in proposed CRM activities. On contrast, if the CRM functions delivered the expected outcome, the company can realize the benefits that can probably boost the firm's competency. Moreover, the inability of CRM applications to make one firm to success might related in satisfying the unique critical factors that might involve in the CRM practices (Rheault & Sheridan, 2002).   In the introduction of information technology which creates great changes in the business environment, the information communication technology (ICT) are also used as tools in integrating with the CRM applications (Lee-Kelley, et al., 2003). Based on the study of Krishnan and the associates (1999), the integration of CRM can offer the firm its potential in improving the quality of services and/or production, higher

productivity, improvement in the financial health and market performance of the firm, enhancing the delivery channels and building stronger barriers for entry of the potential competitors. These effects are the based on the benefits that organizations might experience after satisfying their goals in creating strong relationship with the customers such as the satisfaction, and enhancing the convenience and services that a customer can receive. In the study of Karimi, et al., (2001), the utilization of CRM tools like the ICTs can be essential unto different factors. It can be used as an operations tool that aims to improve the customer services. The online marketing that the modern organizations commonly used can be also essential in making sales reports and many others.

Impact of IT Support on CRM

It is already discussed that the information technology can be used to facilitate the growth of the organization. Aside from enhancing the operation of the organization, the IT supports can be also applied in CRM. Accordingly, in the study of Karimi et. al., (2001) they presented an idea in which the ICT can create a desirable impact in the customer service applications. However, the study failed to present the empirical evidences showed the impact of ICT management practices on customer service applications and its link on providing benefits. However, the impact of internet (as another medium of information and communication technology) within a certain industry can be analysed.

Price Sensitivity and Consumer Loyalty

One of the effects of the Internet is the efficiency of the competition. From the launch of the Internet, both businesses and individual consumers expect to gain more knowledge and want to connect through massive communication. On the study of Alba, et al, (1997), the Internet can be used to increase the importance of the price in the decision making of the customers and assist the pricing strategies.

This idea is followed by Bakos (1998) in which added that through the electronic marketplaces such as Internet can improve the pricing competition. Therefore, price sensitivity will manifest if the customer (having the price concern attitude) realized an increase of price while the demand lessens (and vice versa).

This trend was explained by Brynjolfsson (2000) and indicated that the demand for commodity online products does not necessarily correlates with the prices. For an instance, as compare to the traditional distribution channel of CDs or Books, the products being sold through Internet even with the lowest prices did not make the most of the sales. This means that consumers focus on the price when the e-retailer/s provides a little information to the differentiated products. This result is also related in the relationship between the repeat purchasing which is considered as an attitude of consumer loyalty, and the product, price, and information which are elements in the implementation of e-CRM (Lee-Kelley, et al., 2003).

On the other hand, the consumer loyalty is one of the concerns of e-CRM. Most of the organizations are spending more in order to create marketing strategies that can attract new customers as well as the retention strategy. In the study of Reichheld and Sasser (2000) in internet clothing market, there is a customer acquisition that ranges from 20% - 40% which is overwhelmingly greater that the acquisition of a traditional retailing activities.

E-CRM and Relationship Marketing Theory

The use of Internet in enhancing the business environment and transactions are very common nowadays. However, in improving the CRM functions it defined that there is a relationship more deeply than what the marketing concept can create and shows how to respond with the customers motivations.

In the concept of building the relationship, the activities can be described to be more directed towards the successful establishment, development, and maintenance of the relationship with the customers (Lee-Kelley, et al., 2003).

Storbacka (1994) the theory of relationship marketing gives focuses on the desired outcome of the relationship. There is a relationship revenue model that measures the profitability of the particular customer relationship. This model explains the two ways in increasing the revenue of the firms which is first to raise the prices or to increase the customer's patronage in the organization through their loyalty.

According to Lee-Kelley, et al., (2003), Electronic Customer Relationship Management (e-CRM) is the new intervention of the CRM that can be more likely adopted in the modern industries and businesses. The transactions that were done via Internet made it also possible for the CRM to build the relationship in the public even if there is no face-to-face contact. This means that there is an efficient collection of information and retrieval for analysis.

CHAPTER 3: METHODOLOGY

This is an internet based study. Internet based study brings its own unique methodological issues regarding the privacy, confidentially, consent and deception, nature of the population selected online, violation of privacy, legal risks and psychosocial stress.

In order to overcome online research problem, there need to be a stronger effort in developing methodological guideline which considers both the unique nature of internet and its relationship to the physical world. The purpose of this study is to explore the eCRM efforts in retail sector and their role in the quality of service in E-retailing. Therefore, the study will examine the websites of the top five retail stores according to the improvised criteria for qualifications. A further detail of how the eCRM factors are rated is explained in next sections of this chapter.

Research Approaches and Strategies

This study will be descriptive and exploratory in nature. Creswell (1994) stated that descriptive method will enable the researcher to show the different facts and information about the nature of the status of the current issue or subject as it exists or happens during the time of the study. As a result, it can offer advantages in studying and analysing practices which already exist, beliefs and procedures that are being done and experience, outcomes and impacts that are being felt and the development and trends that are under development. In addition, it can also help in order to pertains on the process of describing and unfolding the current condition, situations, events as well as systems. This method enabled the researcher to describe, analyse and discover the different problems and issues, together with other important aspects that are directly and indirectly connected to the eCRM by using cross-section process or the process of studying the phenomenon one time, using the cross-sectional study (Rubin and Babbie, 2009).

Research Design and Questions

The research design has a purpose in analysing the impact of e-CRM in the retail market. Much more, it addresses the idea that through the use of e-CRM, the service quality can be delivered. However, the retail market is such a broad topic which invites difficulty in analysis. Therefore, the study will narrow the investigation by recognizing the top five house chains that dominate the Bhubaneswar house chains. In this way, the difficulties in conducting the research is reduced and allows the study to be more focused. The considered e-retailers are Flipkart (30.6% market share), Home Shop 18 (17.2% market share), Jabong (16.2% market share),

Myntra (11.7% market share), and EBay (4.2% market share) as of 2012. To be more specific in there are research questions in which the study can follow to satisfy the aim of the study. In order to elaborate the central guiding questions, it was branched in guiding questions to identify the core of the e-CRM. These questions can be answered once, the study facilitated the investigation and applied the secondary information related to the questions.

Research Question	Guiding Questions
☞ What are the common practices and strategies in e-CRM and to what extent do they appear to improve the service quality provided by retail stores?	☞ What is the concept of eCRM systems for each of the retailers and its potential and impact in the market? ☞ How do these retailers deliver the values of their products as well as services through eCRM? ☞ What are the efficiencies that these retailers realized in eCRM as compared to the traditional CRM in targeting the quality of services? ☞ What are the expectations of retailers in adopting the eCRM?

Data Collection Process

The data collection process is done through the evaluation of the top five e-retail stores, and based on the criteria on how they perform. Accordingly, the "relationship" between the customer and business can be emphasized not by simply purchasing a product but also through facilitating continuous transactions. Since the Internet provides convenience on both parties, the relationship might not be easily identified. Therefore in order to determine on how this relationship exist, the study will conduct its investigation on the "pure clicks" (only positive queries which customer sends to the company for solving the problems faced by customer) on top five retail stores. In this way, the study can determine the transfer of loyalty from the customers to the virtual platform (Shankar, et al., 1998). These "pure clicks" reflected in the e-retailing environment that can help the study not only to determine the buying behaviours and decisions of the customers and determining the strategies applied by retailers to increase the consumers motivations in buying and strengthening the relationships.

Research Instruments

Past studies on the topic of eCRM have highlighted the common practices in eCRM efforts and their major factors have been discussed in literature review. A structured expert evaluation form organised with the help and inspiration gained from the study of Lee-Kelley et al. (2003) which includes eCRM factors has been implemented as a research tool in this study. The research uses an improvised form consisting of 15 factors of eCRM strategy implemented in e-retail sector. Each of the five retailers will be assessed through the categories and factors identified in the form. The adjustments made in the structured expert sheet are related on two concepts; (1) measuring the impact of e-CRM in the service efforts of retailers and (2) determining how these retailers attract the consumer loyalty and implement the strategies to achieve the repeat transactions, price changes, and consumer sensitivity. This is considered as an important concept to maintain the alignment of the questions to the research objectives in order to gain the valuable information. The expert evaluation form is answered using Likert Scale that is interpreted through numerical ratings – Where 5 is the highest and 1 is the lowest rating in terms of quality in performance.

Ratings	Meaning
5	Very Good
4	Good
3	Barely Acceptable
2	Poor
1	Very Poor

Table:1:Likert scale interpretation

Statistical Treatment

The methodological chapter cannot be completed without the aid of the statistical tool that is required intentionally to provide the data analysis. The application of the statistical treatment involves the mechanism to justify each problem and the scales of values used. After the collection of data, the data were submitted and interpreted. The applied method in interpreting the data is weighted scoring model. A weight scoring model is a tool in providing a systematic process for selecting different factors based on many criteria. Weights are assigned to the factors according to selected criteria in a way that they could add up to 100 percent. Assign score to each criterion for each factor and multiply the scores by the weights to get total weighted score.

This is ideal because it involves the use of criteria, weights, and ratings in which the answers can be generated from the research questions. Weighted scoring model is used with the side-by-side matrix question and the attributes or ratings gained from the research questions are important to apply weights on each of the criteria

Clarification for Criteria in Evaluation

In the structured expert evaluation, the judgment of the researcher is applied. There are 15 factors of eCRM included in structured expert evaluation sheet. Each factor is judged on the criteria, explained in the following section.

i) Features and functionality (F&F): Features refers to the appearance of the web site in what it can do while functionality refers to how well it works. In an e-retailing web site features and functionality includes personalization, video support, payment capabilities, and gift schemes, use of rich media like zoom and product rotation and advanced site search functions such as guided navigation. The features and functionality of a retail web site reflects in all aspects of e-retail service providing convenience to the customer throughout their online shopping experience. In short features and functionality portrays the online ordering system of each e-retailer in facilitating customer online shopping experience with ease of use and active functionality.

ii) Support and services (S&S): Support and services covers all areas of the customer online shopping providing them additional support suits to individual requirement of the customers. Customer preferences vary in interacting with retailers. To ensure the completion of a sale and a continued long term relationship, customer needs to be provided with a support in the manner they desire. In multi-channel retailing, where services are available both online and offline, support and services includes store addresses, opening hours, contact details like phone/fax,   support available multi channels, store locators, information on call centres, catalogues order information, advertisement of offline events, easy print-out of product information, encouraging cross-channel purchases.

iii) Innovation and ability (I&A): innovation is regarding the new/creative ideas to improve online services and updating the services continuously according to the latest market trends. According to Haristov and Reynolds (2007) innovation in retail sector represents a change with positive long-lasting effects on business value generating and implementing commercially viable ideas that deliver benefits to customers.

iv) Strength and consistencies): strength and consistency in e-retailing includes provision of maintaining security of customer data and consistency in provision of information. Web site's excellent and objective content, such as simple guidelines in purchasing that are a simple, cost-effective way to gain customer trust, build customer relationships, encourage repeat visits and increase revenue. The above criteria are applied individually on each of the 15 eCRM factors. For example, the condition title 'customer account' represents the personal page of the customers and a portal for the customer relationship. It is rated depending on the features, support, innovation, and strength, depending on how the evaluator seems to fit.

Illustration:

Each criterion can receive consecutive ratings from 1 to 5 depending on how well they are managed by a particular e-retailer. The additional notes are the space provided for the researcher to make some comments regarding the observations and pertinent information. These factors are assumed to be important factors in eCRM implementation in e-retailing. However, instead of using a simple formula in Microsoft Excel, the applied statistical treatment is Weighted Scoring Model which provides an assessment on the criteria prescribed to evaluate eCRM factors for each retailer. Hence, the ratings and additional notes column is divided into four criteria for rating.

Reliability and Validity

The validity of data can be in question because of the lack of participation of the individuals, but the decision not to use the population in the study can be justified through ethical considerations. The validity of results might have suspected high biasness, but through considering and relating the researcher's ratings on the retailers' websites, these suspicions can be reduced. In addition, there is no question left unanswered which can make the data more accurate. There is also no influences coming from other people because the answers of the researcher are based on observation and testing.

CHAPTER 4: RESULT FINDINGS

Introduction

Basically, the results are derived through the assessment of the researcher and by using the weighted average model, justification of the knowledge is gained.

At the end of this chapter, a brief summary of the essential information collected and how the results are derived from the information is presented.

Criteria:	**Features and Functionality**	**Support and Services**	**Innovation and Ability**	**Strength and Consistency**
Weights:	25	25	25	25
Grading:	5 is the highest score and 1 is the lowest according to Likert Scale			

Table: 2:The Weighted Scoring Model

Above table shows the criteria, weights, and grading used in the study to assess the capability of the top e-retailer's in facilitating the online transactions to improve and maintain the service quality. The criteria pertain

entirely on the websites study of the internal functions of the retailers in managing the online purchasing system (via Internet). Weights pertain to the percentage or level of importance of each criterion in the assessment. In order to obtain a fair distribution of weights on each criterion, the study decided to apply 25 points on each 4 criterion which will be a total of 100 points. And lastly, the grading is used in order to demonstrate the ratings made by the researcher in judging each of the retailers. The application of this structure will be emphasized later in this study.

Results

The considered e- retailers are Flipkart (30.6% market share), Home Shop 18 (17.2% market share), Jabong (16.2% market share), Myntra (11.7% market share), and EBay (4.2% market share) as of 2012. There are online survey portals that can aid the research study in gathering the information regarding the e-CRM and confirming that this concept exists within the top five e- retailers in Bhubaneswar.

In addition, the e-retailers have their own online surveys which allow the study to have a brief background on what kind of information these retailers would like to know about their customers.

The "pure clicks" can be gained from the information available on the retailers' websites. This pertains in the top chosen products online with all-time history and this can be supported by other online surveys or updated charts that also focus on the most admired products served by these retailers.

Results for Flipkart

- Currently, Flipkart holds 30% of market share in the Bhubaneswar market. On other hand, the organization also became a major player in the range of non-e- markets including consumer electrical, clothing, telecoms, and even in the music retailing.
- Based on the online information and collected data, Flipkart concentrates on the areas that includes the corporate profile, product portfolio, responding on the complaints of the customers as well as corrective actions, facilitates the order tracking, return policies, and managing the customer accounts.
- These areas attract the loyalty of the customers to make online purchase because of its features and innovative services achieved through Flipkart's strong management team.
- However, the top four services that can be effective in maintaining the Flipkart website and can trigger the eCRM functions are the capability of Flipkart to demonstrate the competitiveness in terms of returns policies, complaints handling, product portfolio, and having a good corporate profile.

Results for HOME SHOP 18

- The company's share price fell steeply and as part of the solution, the major changes in organizational activities have been introduced. These changes include the use of online channels in creating an interactive and enthusiastic approach towards e-retailing.
- HOME SHOP 18's seek for competitiveness was derived from the organizational change in the marketing environment.
- The market-based service delivery like the online sites where the customers can purchase the product via internet was clarified in their separation of service provision and production, and through development of intermediate groups of goods and services.
- This enables the requirements on separating the provider and producer roles in developing, as well as promoting the transparency of the strong relationship of the firm in the market and to gain the advanced market mechanisms.
- Upon observing, HOME SHOP 18 concentrates mostly in areas of presenting their corporate profile, product portfolio, responding and corrective actions for the complaints, tracking the orders, return policies, and customer accounts.
- At the same time, the top four activities in which the organization can gain the loyalty and customer relationship are the returns policies, responding to the complaints, product portfolio, and corporate profile, which are also addressed in HOME SHOP 18.

☞ Actually, HOME SHOP 18 targets the lower-end of the mass market and their low prices greatly affect the buying behaviour and motivations of the consumers because it can largely compete in the pricing strategy of its contemporaries.

Results for Jabong

☞ Jabong as the third retailer which gained the 14.30% in Bhubaneswar market share is known to its pioneering activity of money back in retailing and development of the private label of goods which is an important factor in gaining the market position.

☞ Jabong identified five main areas for growth which are the pricing approach, increasing number of complimentary e- ranges, reaching more customers through additional channels, growing product assortment and active property management.

☞ The channels also involves the approach of the retailer in online selling that can gradually increase the sales and have an efficient inventory control.

☞ Jabong's online selling gained its advantages in the areas such as gathering the feedback of the consumers, corporate profile, product portfolio, information dissemination, creating recommendation in the customer inquiries, managing the complaints, tracking the orders, return policies, and keeping the customers' accounts.

Results for Myntra

☞ Myntra is the fourth ranked retailer in Bhubaneswar market with 10.4% market share in Bhubaneswar. In addition, the firm also gained advantages in their ability to offer the unbeatable customer services and pleasant shopping experiences.

☞ However, this strategy might not be sufficient to compete with the industry leaders like the first three retailers (Flipkart, HOME SHOP 18, and Jabong) in terms of prices, special offers, and other promotions. The company is targeting the mid-lower end customers.

☞ Myntra stands out in the "market street" feature. The use of the online services in selling the products provides additional opportunities for the business to have a better utilization and differentiation from the close competition and concentrates in delivering the quality e- products.

☞ Organisation focuses the activities like feedback surveys, corporate profile, and product portfolio, managing complaints, information dissemination, creating substantial recommendations, order tracking and returns policies.

☞ But in terms of weighing the activities involved in the retailers' utilization of internet services, it appears that Myntra is effective in handling the orders as well as monitoring the products which can improve the inventory control and handling and managing the complaints through the open communication of the retailer with the user/s.

Results for EBay

☞ Although, the market is dominated by the major players like Flipkart, Home Shop 18, and Jabong, EBay maintains its performance in the e- and life style market. The company is boosting its profit on e- products since "it is nerve out of style" and part of the basic needs. The market concentration of the company is also focused on online shopping (Andidas.com, 2003).

☞ Within the retailer's business expertise, the e- division is the most concern of EBay and through their continuous expansion; they gained the additional market share. However, the target market of EBay are the upper middle customers in which the company differentiates itself from other competitors and offering the high quality of e- as well as their customer services.

☞ EBay is attempting to lower their prices, even their market is the middle-class consumers, to compete with bigger retailers. Although, due to the effects of the recession since 2008, the consumers became more in spending and idea of saving, still EBay online product variety is popular in customers and adds value to the company.

☞ According to the results illustration, the activities that gained much attention in using the online services are the CSR aspects, corporate profile, product portfolio, disseminating the information, managing complaints, creating recommendation, having an informative newsletter, return policies and customer accounts.

☞ And through their handling the complaints and influence of corporate profile, the trust of the customers in the business is strengthened.

CHAPTER 5: RESULT DISCUSSION AND RECOMMENDATIONS

Result Discussion

Within the study, focus heavily falls in assessing the websites of the on top five e- retailers namely Flipkart Home Shop 18, Jabong, Myntra and EBay. However, to understand the online ordering and purchasing that these stores manage, it is important to recognize the users of the online ordering system.

These individuals will represent the percentage on the repeat of transactions with the retailers and in which can deliver the idea on how the CRM is emphasized through the Internet. Because of the rapid revolution in technology, the online shoppers do not only look for the computers with Internet connection but can also plays order through their mobile phones as long as its capable in reaching the Internet service. The researcher is the one who filled up the research questionnaire based on the observation, findings, and testing. This means that each retailer was assessed based on the improvised evaluation and rated through the criteria prepared by the researcher with the help of literature review and web site observations.

Hence, the study will perform the secondary data collection in which the researcher based the answers in the questionnaire through the observations and reviews of the available data. However, aside from considering the basic features and sophistication of the websites, the study is compelled to assess the effectiveness and usefulness of the websites in order to establish the eCRM through "pure-clicks". In the e-business, there are two basic varieties that exist – **pure click and brick & click type** of companies.

Pure-click is like of those of Amazon or E-bay in which the business facilitates more on online transactions. These companies do not have branches for their business and the transactions can be more likely in a virtual form. This might appear confusing and can draw several questions. Therefore, the main aim of the study is to demonstrate and analyse the impact e-CRM to improve the quality of services delivered by retail superstores.

CHAPTER-6: CONCLUSIONS

All of the objectives were addressed in the study and satisfied. However, there is a central question that needs to be answered and this can be done by answering the guiding questions. Based on the results taken from the top retail stores, the eCRM has its concepts almost similar on the CRM, only more innovative and lacks of personal communication. Through the eCRM the process in acquiring, retaining, and growing the profitable customers can be done and even in a faster and efficient way. It can also be a source of additional sales and revenue and even marketing approach that can eventually build the long term customer relationship and other improvements in the performance for the business. Other than presenting the sophisticated features and bringing convenience for the shoppers, the retailers also included the features like product information, customer comments or feed-backs. The sites also provide the financial reports, corporate responsibility reports available online and can be viewed publicly. By simply purchasing the orders online, the values can be created such as providing efficiency and convenience which can be preferred by the busy shoppers. Since the introduction of CRM, the term has been linked in different ways and aspects with no clear path on what kind of strategy or model it may be fit. The process of CRM is through acquiring retaining and potential customers. Through the promotion of CRM functions, the organization can have the ability to understand the consumer needs and be more successful in the future because these retailers can analyse their customers' needs. However, in recognizing the efficiencies of eCRM, the study can state the eCRM possesses the efficiencies of CRM and

create benefits in two-fold. In terms of understanding the consumer needs, the eCRM can facilitate this function in a faster means. The future of business organizations might be critical for the business leaders, but through adopting the eCRM system, this doubt can be reduced. Given the fact that eCRM can reach many customers, it also expands the possibility in retaining existing customers and recruiting the potential customers.

Recommendations

The field of retailing is such an interesting which continuously draws the attention of the researchers. Back from before the introduction of computers and Internet, the retail business can be assumed to be a lively marketplace because the consumers have their needs that only stores can offer. The customers need to go through a huge crowd and be involved in traffic in getting home. But when the revolution of innovations and technologies has reached every household and business organization, the e-commerce surfaced, changing and giving opportunity in every aspect of business to improve the lives of business environment and as well as the market where business serves. Because of these changes, the usual personal communication also shifted. Although it appears that retail sector - in particular - is such a broad aspect, it still has some growing potential. Through the influence of e-commerce, retailers transform the business in a more interactive and innovative manner. This step also anticipates the increase in competition; however, based on the gained results from the study, the success in the market and gaining the competitive advantage are just after effects of business and consumer relationships. The study can therefore call the eCRM as the modern version CRM honed by the application of innovation and technologies.

The sophistication and other designs of the websites are nothing if retailers cannot answer the needs of the consumers and failed to establish relationship with the existing customers. Because of the broader concept of eCRM and e-retailing, the study opens its doors towards the future research. Clearly, the study experienced various problems in assessing the impact of eCRM towards service quality of the selected retail stores because the method applied is evaluation patterned in improvised criteria and related factors. It invites the criticisms such as the biasness. However, through allowing the other researchers to improve the study, there are opportunities that future researchers can take into consideration and start another study.

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