

Evaluation of customer relationship management in APSRTC (A case study of passengers/commuters of Guntur district)

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Abstract

Customer Relationship Management plays an important role in any organization. The concept is useful to understand the level of satisfaction of Passengers/Commuters efforts made by all types of organizations to retain the passengers. Transport Industry is not an exception to this. The transport industry is operating with both Government owned undertakings and private transport operators. Both employees and passengers/commuters are the important elements of transport sector. In this paper an attempt is made to present the views of passengers/commuters on evaluation of satisfaction of passengers towards transport services of APSRTC in Guntur District.

Keywords: customer relationship management, customer orientation, marketing orientation, relationship marketing

Introduction

Today's leading companies have one common aspect i.e., holding a strong customer base and heavy commitment to marketing. These companies have a passion for satisfying customer needs in well-defined target markets. The aim of marketing is to build and manage profitable customer relationships. Marketing seeks to attract new customers by promoting superior value and to retain and grow current customers by delivering satisfaction. Marketing operates in a dynamic global environment that can quickly make yesterday's winning strategies obsolete. To continue success, companies must be strong market focused.

Marketing is used to create the customer, to retain the customer and to satisfy the customer. Customer as the focus of its activities, marketing management is one of the key elements of business management. The changes in marketing were due to mature markets and overcapacities during the past two decades. Companies shifted the focus from production to the customer in order to stay profitable.

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is one of the emerging concepts in modern marketing. The origin of CRM has its deep roots since 1956 in the form of segmenting the customers into discrete groups. Even though the concept of CRM emerged way back, it is only during the last fifteen years the concept of CRM had an important bearing on the business (Nairn, 2002). The emergence of CRM concept is due to the relationship marketing focus, Specifically one-to-one marketing (Peppers & Rogers, 1993; Peppers *et al.*, 1999) by the business firms and the market orientation by the business firms, i.e., collecting, analysing and disseminating huge quantum of customer information. These two important

focuses helped in creation of CRM technology. The reasons for the speedy growth of CRM can be ascribed to the following;

- Cutthroat competition among the business firms for the valuable customers,
- Economies in retaining customers and getting life-time value from them and
- Technological breakthroughs (Buttle, 2004; Goodhue *et al.*, 2002; Karimi *et al.*, 2001; Ling & Yen, 2001; Winer, 2001).

Philip Kotler *et al.* ^[1] (2008), "customer relationship management is the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. It deals with all aspects of acquiring, keeping and growing customers".

The above definition in a way tries to lay the foundation of CRM along with the objective for which it should be designed. The definition implies:

- CRM is an enterprise-wide activity, i.e. it is not just confined to the marketing department of the organisation.
- The objective of CRM is acquisition, retention and partnering with the customers.

There has to be segmentation of the customers for whom CRM is designed.

Andhra Pradesh State Road Transport Corporation: A Profile

Andhra Pradesh State Road Transport Corporation (APSRTC) is the First Nationalized bus transport undertaking in the country. It has its origin in June 1932, when it was established as "Nizam State Rail and Road Transport Department (NSR-RTD)". Andhra Pradesh State Road Transport Corporation (APSRTC) under the present name was established on 11th January 1958 in pursuance of the Road Transport Corporations

¹Philip Kotler & Gary Armstrong (2008), Principles of Marketing, 12th Edition, Prentice Hall of India, pp. 13

Act 1950. It was a wing of Nizam State Railway in the erstwhile Hyderabad State, with 27 buses to 19,286 buses, 166

employees to 1, 16, 547, with 766 bus stations, 212 depots and 1,880 bus shelters as on 2006.

Table 1: Andhra Pradesh State Road Transport Corporation (APSRTC) at Glance as on 31-10-2016.

1	Number of Vehicles including Hired (As on 31-10-2016)	11,912
2	Number of Employees (As on 31-10-2016)	57,651
3	Capital contribution from Govt.Sate & Centrl (Rs.Crs)	201.27
4	Number of Depots	127
5	Number of Zones	4
6	Number of Regions	12
7	Total Bus Stations (including 242 Mandal Bus Stations)	426
8	Number of Bus Shelters(including Janmabhoomi)	790
9	Average Daily Earnings (Rs in Lakhs)	1254.93
10	Average Daily Volume of Operation (Kms in Lakhs)	46.42
11	No. of Passengers Transported /day (Lakhs on Oct-2016)	69.75
12	Total No. of Routes (on Oct-2016)	3908
13	Villages Connected	14,123
14	Villages could not be Connected	3,669
15	Number of Depots Computerized	127
16	New Buses Addl. Augmentation	3
17	Buses allotted for Replacement	389

About Guntur District

Guntur is a city in the Guntur district of the Indian state of Andhra Pradesh. It is a municipal corporation and the administrative headquarters for Guntur district. It is also the mandal headquarters of Guntur mandal in Guntur revenue division. The city is the second largest by area and third most populous in the state with a population of 743,354 and with an urban agglomeration population of 1,028,667. The city is situated on the plains and located 40 miles (64 km) to north of the Bay of Bengal. River Krishna is the main source of water for the city through channels and tributaries.

APSRTC organization Head Quarters are located at RTC

House in Pandit Nehru Bus Station of Vijayawada. APSRTC is divided into Four Zones with twelve Regions. They are Nellore, Kadapa, Vijayawada and Vizianagaram. In Vijayawada Zone West Godavari, Krishna and Guntur Regions.

In Guntur Region two Divisions which are Guntur Division and Narasaraopt Dision. In Guntur Division 7 Depots which are Guntur-1, Guntur-2, Repalla, Tenali, Mangalagiri, Bapla and Ponnur. In the Narasaraopt Division 6 Depots which are Narasaraopt, Macherla, Chilakaluripet, Sattenapalli, Piduralla and Vinukonda.

Table 2: APSRTC Glance of Guntur Region

1.	Total Depots	:	13
2.	Total Buses including Hire Buses	:	1089
3.	Average Daily volume of Operations (Kms)	:	4.77 Lakhs
4.	Average Daily Earnings	:	Rs.35 Lakhs
5.	No.of Passengers Passengers Transported Daily	:	6.53 Lakhs
6.	Total No. of Routes	:	352
7.	Total No. of Employees	:	6,212
8.	Bus facility available to Villages	:	653
9.	Bus facility not available to Villages	:	74

Source: Standing Board at APSRTC, Guntur Regional Managers Office

Review of Literature

Tourism

Maryam Sotoudeh [2] found that no significant difference in the CRM implementation factors according to "job position" and "customer relations perspective" in tourism SMEs. The study also felt that poor communication is the important barrier for CRM implementation. Also, internal problems like lack of

specialized and skillful human resource or insufficient budget cause the obstacles for CRM implementation.

Education

Lavanya T [3] observed that the application of CRM in educational institutions and found the to enhance the value of relationship management, which they believe is essential for

² Maryam Sotoudeh (2006), "Customer Relationship Management in the Tourism Industry in Iran", Department of Industrial Engineering, TarbiatModares University Faculty of Engineering

³ Lavanya T. (2011), "Customer Relationship Management and Higher Education - A Vision", Advances in Management, Volume 4 Number 3, March 2011, pages 18 - 20

educational institutions in the light of changing scenario in economic, technological and cultural environment, an effective CRM is much needed and they proved it with an empirical research. They suggested that with the use of e-learning and embracing e-business, the academic institutions will become more CRM driven organisations.

Financial Services

Jhen Chen *et al.*^[4] conducted a study on 523 financial services firms and 407 manufacturing firms companies in Taiwan to propose and develop a construct called CRM Effectiveness (CRME). It consists of three dimensions; relationship marketing (RM), customer focused information technology (CFIT) and customer focused organisational climate (CFOC). The study provided better operationalisation of CRME for businesses.

Software Services

Shruthi, V.K. *et al.*^[5] observed that CRM practices of software service firms are more structured and organized. They do adopt formalized and intensified practices of account management to grow the account. From the point of view of Indian software service firms, CRM is a strategic tool which can be used to understand and profitably manage the customer relations.

Service Sector

R. Mohan Pisharodi *et al.*^[6] studied the relationship between the strategy, responsiveness and effectiveness to explore the customer needs in the Indian service sector and found there exists great correlation between the effectiveness of relationship programmes and customer needs.

Purnima S. Sangle *et al.*^[7] focused on Indian service sectors' experience on CRM implementation. They identified and analysed various determinants of adopting CRM in Indian service sectors. They also explored the motivational factors and practices for implementing CRM in Indian context.

Telecommunications

Ronald Batenburg *et al.*^[8] identified that there exists strong correlation between technology adoption of companies and its customer relationship management performance by experimenting with Caribbean telecommunications firm and a Dutch insurance company. The CRM adoption of a business can be identified with its business and information technology alignment framework.

Exports

Catherine Phambuka^[9] made an attempt to suggest the African exporters in conducting effective foreign trade. His study indicates that relationship building can benefit the African

exporters in information sharing, pace of innovation diffusion, reduction in costs and effective joint marketing decisions and actions, if it could build and maintain relationships with rest of the world.

Retail Business

Awasthi Shruti^[10] in her Doctoral thesis made an empirical research on effectiveness of CRM in increasing sales volume in retail sector. It was found that CRM facilitates the segmentation and targeting of customer groups effectively and thereby allow the retailer to design seasonal programs and promotions directly to the segmented customers. The study explored CRM's Customer Value Model which helps in understanding customer expectations and thereby deliver the value in the most cost effective manner. The CV model enabled in increasing the number of customers and increasing their visits and thereby the size of the basket. Also the CV model helps the retailers in identifying the customer lifetime value and enables them to take specific actions to improve customer's profitability and in recognizing the cash cows. The study also explores potential challenges in effective " implementation of globalized campaigns to manage customer relations like; problems of difference in cultural, economic and competitive structures; senior management myopia; lack of global data base, etc.

Nature & Scope of the Study

Reflecting the nature of the study following the glance the present study's frame of reference viz., product and service sectors "CRM objectives", the "Management of CRM "and finally, "how organisations evaluate the effectiveness of their CRM ". The three aspects are co-existing and thereby interdependent. The nature of the study is descriptive in nature. The Scope of the study is limited to evaluation of Customer Relationship Management Practices in APSRTC with reference to Passengers/Commuters in Guntur District. The scope of the study is also restricted to the various issues relating to the planning, implementation of CRM practices in APSRTC.

Objectives of the Study

The broad objective of the study is to analyse the customer relationship management in APSRTC with reference to Guntur District.

The following are the specific objectives of the study.

1. To study the shift of relationship marketing from transactional marketing.
2. To present the conceptual framework relating to customer relationship management.

⁴Ja-Shen Chen; H. J. Rebecca Yen; Eldon Y. Li; Russell K. H. Ching (2009), "Measuring CRM effectiveness: Construct development, validation and application of a process-oriented model" Total Quality Management & Business Excellence, Volume 20, Issue 3 2009, pages 283-299

⁵Shruthi V.K. & Dr. T.S. Devaraja (2011), "Building customer relations through CRM - A framework of software services firms in Bangalore Cluster", Indian Journal of Marketing, Volume 41, Number 11, November 2011, pages 46-53

⁶R Mohan Pisharodi; Madhukar G. Angur; G. Shainesh (2003), "Relationship Strategy, Effectiveness, and Responsiveness in Services Marketing", Journal of Relationship Marketing, Volume 2, Issue 1 & 2 January 2003, pages 3 - 22

⁷Purnima S. Sangle and Sanjeev Verma (2008), "Analysing the adoption of Customer Relationship Management in Indian service sector: an empirical

study", International Journal of Electronic Customer Relationship Management, Volume 2, Number 1 / 2008, pages 85 - 99

⁸ Ronald Batenburg and Johan Versendaal (2007), "Business/IT-alignment for customer relationship management: framework and case studies", International Journal of Electronic Customer Relationship Management, Volume 1, Number 3 / 2007, pages 258 - 268

⁹ Catherine Phambuka-Nsimbi (2011), "Relationship building as a marketing strategy: A conceptual guide for African Exporters", Indian Journal of Marketing, Volume 41, Number 8, August 2011, pages 3-10

¹⁰Awasthi Shruti, (2010), "Analysing the effectiveness of CRM in increasing the sales volume with special reference on organized retail stores in Indore city", Doctor of Philosophy in Management, Research Supervisor: Dr. D.P. Mishra, Devi Ahilya Vishwavidyalaya, India

3. To analyse the CRM practices followed in APSRTC with special reference to Guntur District.
4. To elicit the views of Employees on CRM practices followed by APSRTC in Guntur District.
5. To offer findings, suggestions and conclusions of the study.

Sample Size

The study was conducted within 13 APSRTC depot's of Guntur district, from among these depot's there are 6212 employees and 6.53 lakhs customers/ commuters / passengers travelled on an average per day.

The calculated size of sample for a population of 6212 employees with 5 percent i.e., 310 and the passenger/customers/commuters 6.53 lakhs with 0.1% i.e., 653. The researcher has taken as a sample size.

Data Analysis

Table 3: Age Factor

Age (in years)	No. of Respondents	Percentage (%)
Below - 20 years	65	10.00
21 – 30	52	8.00
31 – 40	385	59.00
41 – 50	59	9.00
51 – 60	59	9.00
Above – 60	33	5.00
Total	653	100

The information related to the age group of respondents is shown in Table -1 about 59% of the respondents fall in the age group of between 31-40 years and who are above 60 years are very low in number.

Table 7: What changes observed

		No. of Respondents	Percentage (%)
a)	Collection of complete data about Commuters / Customers	203	31.00
b)	Technological advancement	215	33.00
c)	Frequently organizing customer awareness programmes	176	27.00
d)	Customer awareness campaigns through pamphlets and ads in the media	46	07.00
e)	Any other change, please specify	13	02.00
	Total	653	100.00

The respondents are asked to give the type of changes observed by them in the marketing activities of APSRTC. The significant changes observed by them include

- Technical changes
 - Collection of complete data about customers / commuters.
- The details are presented in Table 5

Table 8: What type of information is gathered by APSRTC.

		No. of Respondents	Percentage (%)
a)	Personal details and requirements	118	18.00
b)	Professional details and requirements	46	07.00
c)	Family details and requirements	26	04.00
d)	All the above	463	71.00
	Total	653	100.00

The details of respondents according to type of information gathered by APSRTC is furnished in Table 6. According to it, the APSRTC collected information relating to personal details,

professional details and family details etc. These details are necessary for APSRTC to plan and implement CRM practices.

Table 4: Gender

Gender	No. of Respondents	Percentage (%)
Male	627	96.00
Female	26	4.00
Total	653	100.00

The present study is dominated by male respondents which is shown in Table - 2.

Table 5: Occupation

Occupation	No. of Respondents	Percentage (%)
Farmers	118	18.00
Employees	176	27.00
Business Men	287	44.00
Others	72	11.00
Total	653	100.00

According to it 44% of the respondents are business men, followed by employees and farmers who are with 27% and 18% respectively.

Table 6: According to changes in the marketing activities of APSRTC

	No. of Respondents	Percentage (%)
Yes	601	92.00
No	52	08.00
Total	653	100.00

The respondents are asked to give their views on whether they have observed any changes in the marketing activities of APSRTC. Majority of respondents expressed that they observed the changes in the marketing activities. The details are furnished in Table 4.

Table 9: Technological Advancement adopted by APSRTC

		No. of Respondents	Percentage (%)
a)	Online booking of current and advance ticket	515	79.00
b)	Data kept in APSRTC portal.	112	17.00
c)	Tele contact by higher management	26	04.00
d)	Any other view, please specify	0	0.00
	Total	653	100.00

The technological advancements adopted by APSRTC include online booking of current and advance tickets, upto date data

kept in APSRTC portal etc. The views of respondents are recorded in Table 7.

Table 10: Technological ways adopted by APSRTC to reach commuters

		No. of Respondents	Percentage (%)
a)	Customers Awareness Pamphlets.	72	11.00
b)	Ads in Media.	144	22.00
c)	Posters sticked in Buses.	365	56.00
d)	Speakers in Buses.	46	07.00
e)	Any other, please specify.....	26	04.00
	Total	653	100.00

The details of technological ways which are used by APSRTC to reach customers are through posters sticked in buses, advertisements in media, and consumer awareness pamphlets etc. The analysis is available from Table 8.

Table 11: Opinion on publicity material

		No. of Respondents	Percentage (%)
a)	Being read and understood by the commuters/customers	224	34.00
b)	Creating unnecessary confusion to commuters/customers	26	04.00
c)	Useful for an easy explanation / counseling	319	49.00
d)	A marketing gimmick by transport organizations.	84	13.00
	Total	653	100.00

The views of respondents on publicity material is furnished in Table 9. Majority of respondents observed that the publicity material is useful for easy explanation of CRM practices which are having implemented by APSRTC.

Table 12: Awareness of schemes of APSRTC

		No. of Respondents	Percentage (%)
a)	CAT cards,	158	24.00
b)	Vanitha Family card.	124	19.00
c)	Couple Gift card	0	0.00
d)	Package tours,	11	2.00
e)	Jublee tickets and	0	0.00
f)	all the above.	322	49.00
g)	Any other, please specify...	38	6.00
	Total	653	100.00

The details of respondents according to the awareness of the schemes of APSRTC is presented in Table 10. According to it, majority of respondents are aware of all most all the schemes like CAT Cards, Vanitha Family Cards, Couple Gift Cards, Package Tours etc.

Table 13: Utilization of schemes

		No. of Respondents	Percentage (%)
a)	CAT cards,	308	47.00
b)	Vanitha Family	72	11.00
c)	Couple Gift card	38	06.00
d)	Package tours,	166	25.00
e)	Jublee tickets and	46	07.00
f)	All the above.	23	4.00
	Total	653	100.00

CAT Cards are the most popular schemes which has been used by majority of respondents followed by package tours. These two are the major schemes which are being utilized by majority of respondents. The other schemes like VanithaFamily Card, Couple Gift Card, Jublee Tickets etc. have been used by very few respondents. The analysis is recorded in Table 11.

Findings related to Study of Commuters/Customers

1. The profile of respondents reveals that majority of customers are in age group of 31-40, male respondents dominate over female respondents, and a very high proposition of respondents had below graduation as their qualification and the occupation wise reveals that business men are more, with an average annual income of Rs.2,00,001 -2,50,000/-.
2. The average size of the family members who participated in the study is below 4 members and the place of stay of majority of respondents is towns.
3. It is interesting to observe that majority of respondents have observed that, changes in the marketing activities of APSRTC took-place. The changes include collection of information about customers, technological advancements and frequently organizing customer awareness programmes etc.
4. The type of information collected by APSRTC for planning of CRM and its activities include personal details, professional details and family details. This is observed from the analysis of the data.
5. It was observed that the collection of data is useful to establish a long term relationship with APSRTC and a move towards professionalism.

6. It is observed that, the technological advancement is useful in getting the requirements of information about on-line booking of current, advance tickets etc, for customers/commuters met fast and updating of the latest information.
7. The information provided by APSRTC in different publicity materials includes basic information about different schemes whose conditions and rules and benefits and illustrations and comparison sheets are APSRTC schemes. The majority of commuters expressed their views.
8. The opinions of respondents on publicity material show that it is useful for easy explanation and counselling. The majority of commuters have endorsed their views.
9. The views of respondent on current ads in the media reveals that it makes the commuters/customers to buy tickets at the right price and thus saves lot of money and time for the commuters.
10. The findings relating to the views of respondents on content in media reveals that it has the information about APSRTC and their schemes only.
11. Majority of respondents agree that, the views of CRM like help to provide information to customers/commuters, improve relationship with APSRTC, improve the image of RTC in long run etc.,
12. It is observed that in majority of respondents are aware of several schemes which are offered includes CAT CARDS, Vanitha Cards, Package Tours, etc. The APSRTC has been introducing some of the schemes and withdrew some of the schemes frequently.
13. The schemes popularly availed by the respondents includes CAT CARDS, VANITHA FAMILY AND PACKAGE TOURS. Schemes like COUPLE CARS and JUBLE tickets were availed by respondents whenever they were in implementation.
14. It was observed that, the source of awareness of the schemes through RTC staff, friends and relatives for majority respondents.
15. It is observed that vast majority of respondents have never stopped payments of the benefits of the schemes. This shows that the positive attitude of the respondents towards various schemes.
16. The respondents are asked to give their views on revival of the schemes and difficulty faced in revival which shows that did not face any difficulty in revival of the schemes. This implies that the respondents are able to solve their problems relating to the revival of schemes without any difficulty.
17. It is evident that, the APSRTC is able to improve the customer relationship through implementation of various schemes. The majority of the respondents expressed in this regard.
18. The reasons for improvement of CRM include financial benefits and attachment with APSRTC; these are the reasons which are specified by the respondents for improvement of the CRM through the various schemes offered.
19. Very few respondents expressed that, the schemes are designed to meet competition, and for making profits etc.
20. It was observed that very few respondents have given any complaints regarding the services of APSRTC. The major complaints include delay in running busses, cancellation of

busses and refund of many on tickets etc.,

21. The complaint was handled and solved by APSRTC through written communication to respondents and personal discussion with authorities in the few cases in which the complaints are given.
22. The complaint handling approach was satisfactory to majority of respondents.

Suggestions

1. CRM as Managerial Process

CRM should be viewed more as a managerial process than as a technological tool, Till new people believed that CRM is a more sophisticated technological tool which is a complete remedy to all the customers / commuters related problems. But CRM may not be a panacea for all the relationship problems if it is viewed as a technological tool. More and more qualitative judgements need to be made to create, maintain and sustain the profitable relationships with customers / commuters.

2. Human aspect of CRM

More human intervention should be there than machine intervention when focusing on building humanistic relations with customers. These machines, technology, should be complementary to the human efforts in implementing CRM in the service sectors, especially in the Road Transport Sector.

3. CRM – Prerequisite to APSRTC

CRM is important to service sector and especially important to service sector and especially important to the APSRTC because this need to maintain long term relations with customers/commuters.

4. Creating CRM Culture

Specialised training and development programmes need to be provided to the employees to CRM culture in the organization. To induce CRM culture among the employees of different departments, specialized and differentiated training and development programmes need to be designed and implemented. Proper HRD initiatives need to be taken to create and sustain CRM climate in APSRTC.

5. CRM as a Cost - saving tool:

Majority of the employees ie., top, middle and lower cadre believe that CRM will add cost to the organization. But in real sense, CRM will reduce marketing, sales and administrative costs drastically if it was understood properly. With proper prospecting of customers/commuters there will be increase in the win rates/fares through which the productivity of the employees will get improved, which saves lot of cost to the marketing department. Customize the services and products through which it can improve the customer retention rates, which in turn will decrease the administrative costs.

6. Exploring Cross-Selling possibilities

Today almost all the APSRTC appointing private agencies as their corporate agents. Through this approach the APSRTC will have a chance to explore the customer database of its agents with which it can cross sell the different schemes ie., CAT Cards, Vanitha Cards etc., to their customers/commuters. But the view of the respondents it was made clear that they are unable to tap the cross selling.

7. Creating Up-selling Opportunities

Even in the case of up-selling in APSRTC were found very much ineffective. Identifying and exploring the changing needs of customers/commuters and selling appropriate products/services to them very easily. APSRTC agents deviated from personal relations with their existing customers/commuters. This is due to overdependence on technology as they perceive CRM as a modern technological tool.

8. Update CRM programmes to employees

The APSRTC should communicate the CRM policies and objectives to all the employees irrespective of their designation. Those employees are need to aware of the changing programmes and activities of CRM practices time to time, and also equipped with the proper knowledge of customers/commuters.

9. Educating Customers/Commuters on CRM

Lack of end user input is a major hurdle facing by the APSRTC at service stage. For this proper promotional programmes need to be used to educate the customers/commuters on the various CRM tools offered to them. With the increase of cyber-net users/online users in the country, proper initiatives need to be taken to educate the customers/commuters to use the online services offered by the APSRTC.

10. CRM is the job of all the employees

Even though the APSRTC having separate CRM/Customer care departments and delegating the responsibilities of customer relations, the APSRTC need to make all the employees accountable for the everlasting relations with customers/commuters.

11. CRM – a strategic tool

CRM should be used as a strategic weapon to gain the competitive advantage in this intensified competitive environment in the APSRTC. So, proper care should be taken to add managerial and human aspects along with the technological updating of CRM.

12. Implement Analytical CRM

APSRTC depending on Operational CRM. They are in belief that by providing the technological platform, they can reap the total benefits of CRM. It is beginning step in the process of introducing and implementing the CRM. But the real and suitable strategic benefits can be accrued to the APSRTC by focusing on analytical CRM. The analytical CRM will make use of the database created by the operational CRM and create the possibilities of cross-selling and up-selling of different schemes offered by APSRTC. It also makes it convenient to the APSRTC to offer customised products and services by standardizing its operations. It makes the job of customization more comfortable and convenient to the users.

13. Extend up to Collaborative CRM

The APSRTC is not exploring the benefits of collaborative CRM. The APSRTC failed to integrate their business operations with intermediaries, business partners and other external agencies. If the business integration can get their services timely and conveniently.

Conclusion

CRM play an important role in modern business organizations. This is also a very much essential for service sectors. APSRTC being a leading transport provider should take up necessary steps to improve its CRM practices. The new state of Andhra Pradesh (AP) offers wider opportunities to expand its business in the 13 districts. A proper planning and implementation of CRM practices will go a long way in reducing the losses and improve its profitability over the next few decades to come.

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