



## **CUSTOMER RELATIONSHIP MANAGEMENT (CRM) IN INDIAN RETAILING**

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### **Abstract**

*Academic research into Customer Relationship Management (CRM) has proliferated significantly over the last few years as it offers tantalizing benefits for understanding buyer behavior, offering better product mix, enhancing sales, and many other applications. The CRM decision is one that varies between firms within an industry through the differences in each organization's context. This paper reviews the strategic benefits relating to CRM strategies across three major Indian retailers. These include benefit of mass sale, volume discount from supplier, loyalty program and consumer club accrued through CRM strategy. The collected data is analyzed by taking frequencies and means; the hypothesis is tested using one-way ANOVA. The focus of the paper is to give insights into CRM practices of Indian retailers and find the benefits that are being accrued through the strategies to enable a consideration of the CRM decision through a focus upon its implications for competitive advantage.*

### **1. Introduction**

Globalization has made a profound change in the way companies source, manufacture and sell products; the change has been especially marked in the retail and consumer sector which has become more customer centric than ever. Customer relationship management (CRM) is a broad term for managing business interactions with customers, it has experienced a robust growth and has become one of the leading business strategies in the new millennium. (Kim, et al 2003). This study titled “*Customer Relationship management (CRM) in Indian Retailing*” is an analysis of the benefits that CRM is bringing to the Indian retailers namely Big Bazaar (BB) Reliance Fresh (RF) and Spencer's Fresh and Daily (SF). The literature review presents the benefits that can be accrued off a successful CRM implementation. It is collection of studies from various industries, namely grocery retailing, banking, electronics retailing, E-CRM etc.

The analysis part is divided into three sub sections, in the first part the data collected through the administration of questionnaires has been analyzed using frequency and means; in the second part one-way ANOVA is used to test hypothesis, while the third sub section depicts a summary of the results of hypothesis testing.

### **2. Literature Review**

Customer relationship management (CRM) seeks to understand a company's customers through a combination of people, processes and technology. CRM has evolved over the years due to advances in information technology and organizations becoming more and more customer-centric. Companies that have successfully implemented CRM have reaped the rewards of customer loyalty and profitability. (Chen & Popovich 2003).

Peker, et al (2017) proposed a model called length, recency, frequency, monetary and periodicity (LRFMP) for classifying customers in the grocery retail industry, for the purpose of customer segmentation the researchers combined the LRFMP model and clustering. The study used data from a Turkish grocery chain. The study uses three cluster validation indices for optimizing the number of groups of customers and recommends unique CRM and marketing strategies.

The results show five different customer groups and profiled them as “high-contribution loyal customers,” “low-contribution loyal customers,” “uncertain customers,” “high-spending lost customers” and “low-spending lost customers” based on LRFMP characteristics.

Saarijarvi, et al in 2013 explored the possibility of providing enhanced customer experience by facilitating customers' post-purchase experiences in the context of food retailing using Internet-based service applications. The authors used a case study that focussed on an internet-based service application which provided customers information about the healthfulness of their groceries. The authors were able to identify

four types of the typology, namely “Playing”, “Check-pointing”, “Learning”, and “Goal-orientation”. These four types can be conceptualised through the utilitarian versus hedonic dimensions and the degree of customer transformation.

McGuinness and Hutchinson in the years 2013 demonstrated ways a product knowledge is utilised by specialist independent grocery retailers (SIGRs) and ways to enhance competitive advantage for these firms using the same. The authors used a case study approach to gain insights. The study found four main resources namely knowledge of how to provide a unique product; knowledge of identifying and sourcing from quality suppliers; knowledge of recipes, preparation and storage methods; and knowledge of how to merchandise products created the concept product strategy explaining the success of SIGRs.

Padmavathy, et al (2012) developed a multi-item scale to measure the customer relationship management effectiveness (CRME) and to examine its relationship with key customer response variable in Indian retail banks. The factor analyses undertaken revealed that organizational commitment, process-driven approach and reliability positively affect customer satisfaction. Reliability was found to have direct association with customer loyalty and both customer satisfaction and loyalty-influenced cross-buying.

O’Reilly and Paper in the year 2012 conducted a study using qualitative approach and employing an adaptation of the grounded theory method to explore the attitudes and beliefs of front-line employees to find out ways to improve customer-company interactions. The study found that management initiated changes create strategically constructed silos that force implementation through people and systems to control and standardize the service interface and customer experience(s). The reactive and inwardly focused construction of silos can result in deteriorating service and often serve company rather than customer needs.

Nguyen, et al in 2007 undertook a study which aimed to put forward strategies for successful implementation of CRM and discussed barriers to CRM in e-business and m-business. The study demonstrated CRM when used properly could enhance a company's ability to achieve the ultimate goal of retaining customers and gain strategic advantage over its competitors.

Feinberg and Kadam in 2002 attempted to uncover relationships between e-CRM and customer satisfaction by determining the presence of e-CRM features on retail Web sites and found that there was a positive relationship between the amount of e-CRM on a Web site and customer satisfaction with the Web site; and that not all e-CRM attributes were equal – some were related to satisfaction and some were not. It also concluded that there was no relationship between the level of e-CRM on a retail Web site and sales and profit.

Feinberg, et al in 2002 analyzed the availability of electronic customer relationship management (E-CRM) features on retail Web sites and their relationship to consumer satisfaction and site traffic. The authors analyzed top 100 specialty store, standard retail store, and Internet retailer Web sites for the presence of 41 E-CRM features. The study found that internet retailers were significantly more likely to have E-CRM attributes on their site and that the chat feature, spare parts availability, gift certificate purchase, mailing address, search engine, links, and a company profile were associated with customer satisfaction. The study also found that no E-CRM feature was associated with customer traffic to a site, standard retailers appear to be behind in implementing E-CRM features in current operations.

Curry and Kkolou in 2004 undertook a study and presented a self-assessment tool which organizations could use to evaluate their use of CRM. The study found that all the case organizations had strong profiles for different reasons. Boots the Chemists emerged as particularly well performing in terms of the sophistication of their approach to CRM and had a consequent beneficial effect on the organization's TQM culture.

Lee-Kelley, et al did this study in the year 2003 and provided evidence to improve planning for customer management by presenting and testing a conceptual model of the process by which the implementation of electronic relationship marketing (e-CRM), could enhance loyalty. The findings revealed that e-retail companies dealing in products like CD, DVD, video and book products should consider customers' perceptions of relationship marketing efforts, as they were fundamental to enhancing customer loyalty and that an enhancement of customer loyalty reduces price sensitivity.

CRM application stores and uses information about customers to co-ordinate sales, markets and customer service to derive competitive advantage. Also there was a significant relationship between e-CRM on websites and customer satisfaction but no relationship between customer traffic. Further e-CRM had relationship with customer loyalty.

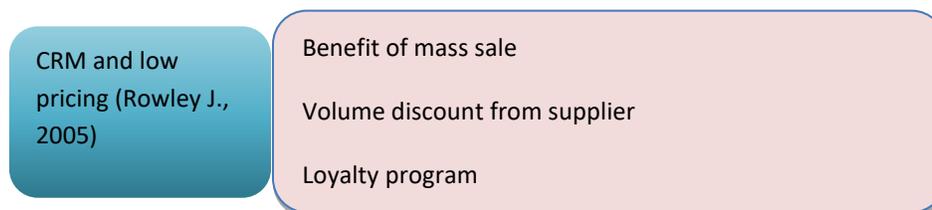
### 3. Research Methodology

#### 3.1 Problem Statement

The Indian retail sector has seen unprecedented growth in the last few years. Global Retail Development Index positions India as a leading destination for retail investment. The success in this sector depends on achieving an efficient supply chain, by combining the best systems and expertise to manage a ready flow of goods and services. With the expansion of retail, supply chain will take on an increasingly important role. (Baisya, 2007).

On the basis of extensive review of research already done in the area of supply chain in retail sector in the developed countries, CRM has been identified as critical for successful operation and performance of retailers. CRM has formed the basis of research and has been discussed briefly.

CRM is a business strategy designed to reduce costs and increase profitability by strengthening customer loyalty. Relationship marketing shifts the focus of marketing exchange from transactions to relationships. It acknowledges that a stable customer base is a core business asset. Customer is critical to success of any retail chain and therefore the relationship with customer is of prime importance. CRM exercises can be undertaken in numerous ways. Most studies reflect on use of loyalty cards to enhance relationship with customers. Loyalty cards are being used to build a relationship web that is important to marketing communication and brand building. Retailers transform cold data on consumer behavior into warm relationships and eventually into a genuine customer loyalty founded on understanding and trust, data collected are used for corporate planning, store portfolios segmentation, planning brand management, merchandizing, promotional or media activity and direct marketing. The benefits that flow are low prices, benefits of mass sale, volume discount. (Christopher et al, 1991), (Buttle 1996), (Peek et al 1999), (Foss & Stone 2001), (Rowley J. 2005).



**Figure 1**

The study has practical implications for food and retailers for better understanding the CRM practices in the context of changing consumer demographic and psychographic characteristics in an emerging Indian retail market. The findings would help the retailers to chart a suitable CRM strategy and as a consequence, to undertake more effective CRM practices for competitive advantage. The research is relevant to retailers, as it will give them an insight into the CRM practices of the players in the market.

The problem areas that this research identifies are formulated and listed below.

### 3.2 Objective of Research Study

This paper titled “Customer Relationship management (CRM) in Indian Retailing” is aimed at studying the CRM practices of three leading retailers from India which are Big Bazaar of the Future Group, Reliance Fresh of the Reliance Group and Spencer’s Fresh of the RPG Group. The research aimed to use primary data collected through questionnaires to study the business models of the Indian retailers.

**The following research objectives have been laid down.**

1. To study the CRM strategy of leading retailers in India.
2. To compare the CRM practices of the selected Indian retailers.
3. To identify the various benefits being accrued by means of the CRM strategy being employed.

### 3.3 Hypothesis

Hypothesis is an unproven proposition or supposition that can tentatively explain the phenomenon. In order to carry out detailed analysis on the objectives of the study, a list of hypothesis were developed which were subject to testing in the questionnaire.

The following hypotheses were developed for testing this research study.

#### **Hypothesis related to benefits of CRM strategy**

**Ho1:** There is no significant difference in the mean value of benefit of low price through CRM strategy across different retailers.

**Ho2:** There is no significant difference in the mean value of benefit in mass sale through CRM strategy across different retailers.

**Ho3:** There is no significant difference in the mean value of benefit of customer loyalty through CRM strategy across different retailers.

**Ho4:** There is no significant difference in the mean value of benefit in volume discount for suppliers through CRM strategy across different retailers.

**Ho5:** There is no significant difference in the mean value of benefit of data for corporate planning accrued through CRM strategy across different retailers.

**Ho6:** There is no significant difference in the mean value of benefit of store portfolio segmentation accrued through adoption of CRM strategy across different retailers.

**Ho7:** There is no significant difference in the mean value of benefit of merchandising accrued through CRM strategy across different retailers.

**Ho8:** There is no significant difference in the mean value of benefit in promotion and media activity accrued through adoption of CRM strategy across different retailers.

**Ho9:** There is no significant difference in the mean value of benefit of brand management accrued through adoption of CRM strategy across different retailers.

**Ho10:** There is no significant difference in the mean value of benefit of information to mail customers accrued through adoption of CRM strategy across different retailers.

### 4. Analysis

This section presents an analysis of data collected through questionnaires. It is divided into three sections- the first section is an analysis of frequencies and means of the values received through administration of questionnaire; in the second section one way ANOVA is used to test hypothesis, while the third section depicts a summary of the results of hypothesis testing.

The literature that follows is presented in the following pattern; firstly, topic is listed, which is followed by a table and brief analysis of the values obtained.

#### 4.1 Mean and Frequency Analysis

The section presents the analysis of means and frequencies of answers gathered using the questionnaires.

### 1. Sample Distribution

**Table 1, Distribution of sample (outlets)**

Retailer	Frequency
Big Bazaar(BB)	42
Reliance Fresh (RF)	44
Spencer's Fresh (SF)	28
Total	114

Table 1 shows the distribution of the sample (outlets) located in NCR region. The maximum number of outlets is from Reliance Retail (44), however almost same number of outlets is from Big Bazaar (42). The third category of retailer is Spencer's fresh, which are 28 in number.

### 2. CRM (Customer Relationship Management) strategy adoption

**Table 2, CRM**

	Frequency
Yes	114
No	0

According to table 2 the entire players surveyed have a CRM strategy in place.

### 3. Type of CRM strategy

**Table 3, Type of CRM Strategies**

	Frequency
Loyalty Prog.	114
Any other	0

The table above numbered 3 indicates that all the retailers surveyed have a Loyalty Program in place as part of their CRM strategy.

### 4. Benefits CRM strategy

**Table 4, Benefits CRM Strategy**

	Low Price	Mass Sale	Loyal Customers	Discount from suppliers	Data for planning	Store Portfolio segmentation	Merchandising	Brand Management	Promotion & Media Activity	Info to mail customers
Mean	2.75	2.49	3.68	2.50	4.15	3.94	3.92	2.76	3.54	2.89

Table 4 indicates the major benefits of CRM strategy the major amongst the being data for planning (4.15), store portfolio segmentation (3.94), Merchandising (3.92), customer loyalty (3.68) and help in promotion and media activity

**Table 4.1, Benefits of CRM strategy across retailers**

Benefits	Retailers	Respondents	Mean	Std. Deviation
Low Price	BB	42	2.90	.932
	RF	44	2.61	.722
	SF	28	2.75	.799
	Total	114	2.75	.826
Mass Sale	BB	42	2.48	.804

	RF	44	2.55	.730
	SF	28	2.43	1.200
	Total	114	2.49	.885
Loyal Customers	BB	42	3.55	1.041
	RF	44	3.80	1.069
	SF	28	3.71	1.117
	Total	114	3.68	1.067
Volume discount For customers	BB	42	2.71	.944
	RF	44	2.41	.726
	SF	28	2.32	.905
	Total	114	2.50	.865
Data for corporate Planning	BB	42	4.26	.627
	RF	44	4.11	.689
	SF	28	4.04	.838
	Total	114	4.15	.707
Store portfolio segmentation	BB	42	3.71	1.019
	RF	44	4.05	.987
	SF	28	4.11	.956
	Total	114	3.94	.998
Merchandising	BB	42	3.86	.952
	RF	44	3.98	.821
	SF	28	3.93	.940
	Total	114	3.92	.894
Brand Management	BB	42	2.83	1.146
	RF	44	2.75	1.278
	SF	28	2.68	1.020
	Total	114	2.76	1.162
Promotion and media activity	BB	42	3.55	.803
	RF	44	3.39	.784
	SF	28	3.79	.876
	Total	114	3.54	.822
Info to mail customers	BB	42	3.00	1.036
	RF	44	2.86	.955
	SF	28	2.75	.844
	Total	114	2.89	.957

Table 4.1 shows the benefits of CRM strategy being entailed by the surveyed retailers.

- a) **Low Price:** Big Bazaar with a mean of 2.9 is ahead of the rest two in entailing this benefit; Spencer's Fresh is second with a mean value of 2.75 followed by Reliance Fresh at the third place with a mean of 2.61.
- b) **Mass Sale:** The highest level of mass sale benefit is being attained by Reliance Fresh (2.55), the second in this category is Big Bazaar (2.48) and the third retailer is Spencer's Fresh (2.43).
- c) **Loyal Customers:** Reliance Fresh with the mean of 3.8 is at number one in attracting customer loyalty; Spencer's Fresh with the mean of 3.71 is second while Big Bazaar with the mean of 3.55 is at the third position.
- d) **Volume Discount for Customers:** Big Bazaar (2.71) stands first in this category Reliance Fresh (2.41) second and Spencer's Fresh (2.32) third.
- e) **Data for Corporate Planning:** Big Bazaar is utilizing CRM for corporate planning most effectively as indicated by the highest mean 4.26 followed by Reliance Fresh (4.11) and Spencer's Fresh (4.04) stands third.
- f) **Store Portfolio segmentation:** The retailer utilizing CRM data for store portfolio segmentation is being lead by Spencer's Fresh (4.11), Reliance Fresh stands second with the mean of 4.05 and Big Bazaar third with the mean of 3.71.
- g) **Merchandising:** CRM for merchandising is being utilized maximum by Reliance Fresh as its mean value is coming to 3.98, at second place is Spencer's Fresh with a mean of 3.93 and Big Bazaar stands third with a mean value of 3.86.
- h) **Brand Management:** Big Bazaar has attained the highest mean value of 2.83 for brand management benefit through CRM; It is followed by Reliance Fresh at 2.75 and Spencer's Fresh at 2.68.
- i) **Promotion and Media Activity:** Spencer's Fresh is attaining maximum media and promotion activity benefit through CRM, the mean value it has attained is 3.79 followed by 3.55 for Big Bazaar and 3.39 by Reliance Fresh.
- j) **Info to Mail Customers:** Big Bazaar with a mean of 3.00 is first in this category followed by Reliance Fresh (2.86) and Spencer's Fresh(2.75).

### 5.Hypothesis testing

This section is a test of proposed hypothesizes using ANOVA test. In this section each hypothesis is first listed which is followed by a table that shows the result of the administered ANOVA test. This is followed by an inference stating whether the hypothesis is supported or not supported

#### Benefits of adopting CRM strategy by different retailers

##### 1) Low price Benefit through CRM strategy across retailers

Ho1: There is no significant difference in the mean value of low price benefit through CRM strategy across different retailers.

**Table 5.1,ANOVA test for low price benefit through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.822	2	.911	1.343	.265
Within Groups	75.301	111	.678		
Total	77.123	113			

Table 5.1 shows the results of ANOVA test THAT run to test the differences across different retailers on the dimension of low price benefit accrued through CRM strategy. It has been found that the value of  $F = 1.343$  and  $Sig = .265$ , which is more than .05. Hence no significant difference exists.

*Hypothesis Ho1 is supported*

**2) Mass sale benefit through CRM strategy across retailers**

Ho2: There is no significant difference in the mean value of mass sale benefit through CRM strategy across different retailers.

**Table 5.2, ANOVA test for mass sale benefit CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.249	2	.124	.156	.855
Within Groups	88.242	111	.795		
Total	88.491	113			

Table 5.2 shows the results of ANOVA test that is run to test the differences across different retailers on the dimension of mass sale benefit accrued through CRM strategy. It has been found that the value of  $F = .156$  and  $Sig = .855$ , which is more than  $.05$ . Hence no significant difference exists.

*Hypothesis Ho2 is supported*

**3) Customer loyalty benefit through CRM strategy across retailers**

Ho3: There is no significant difference in the mean value of customer loyalty benefit through CRM strategy across different retailers.

**Table 5.3, ANOVA test for customer loyalty benefit through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.353	2	.677	.590	.556
Within Groups	127.278	111	1.147		
Total	128.632	113			

Table 5.3 shows the result of ANOVA test, which is run to test the differences across different retailers on the dimension of volume discount for suppliers benefit accrued through CRM strategy. It has been found that the value of  $F = .590$  and  $Sig = .556$ , which is more than  $.05$ . Hence no significant difference exists.

*Hypothesis Ho3 is supported*

**4) Benefit of discount in volume for suppliers through CRM strategy across retailers**

Ho4: There is no significant difference in the mean value of volume discount for suppliers benefit through CRM strategy across different retailers.

**Table 5.4, ANOVA test for volume discount for suppliers through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.185	2	1.593	2.174	.119
Within Groups	81.315	111	.733		
Total	84.500	113			

Table 5.4 is the result of ANOVA test, which is run to test the differences across different retailers on the dimension of volume discount for suppliers benefit accrued through CRM strategy. It has been found that the value of  $F = 2.174$  and  $Sig = .119$ , which is more than  $.05$ . Hence no significant difference exists.

*Hypothesis Ho4 is supported*

**5) Data for corporate planning benefit through CRM strategy across retailers**

*Ho5: There is no significant difference in the mean value of data for corporate planning benefit accrued through CRM strategy across different retailers.*

**Table 5.5,ANOVA test for data for corporate planning through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.950	2	.475	.950	.390
Within Groups	55.515	111	.500		
Total	56.465	113			

Table 5.5 shows the results of ANOVA test, which is run to test the differences across different retailers on the dimension of data for corporate planning benefit accrued through CRM strategy. It has been found that the value of  $F = .950$  and  $Sig = .390$ , which is more than  $.05$ . Hence no significant difference exists.

*Hypothesis H.5 is supported*

**6) Store portfolio segmentation benefit through through CRM strategy across retailers**

*Ho6: There is no significant difference in the mean value of store portfolio segmentation benefit accrued through CRM strategy across different retailers.*

**Table 5.6,ANOVA test for store portfolio segmentation benefit through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.411	2	1.706	1.734	.181
Within Groups	109.159	111	.983		
Total	112.570	113			

Table 5.6 shows the result of ANOVA test that is run to test the differences across different retailers on the dimension of store portfolio segmentation benefit accrued through CRM strategy. It has been found that the value of  $F = 1.734$  and  $Sig = .181$ , which is more than  $.05$ . Hence no significant difference exists.

*Hypothesis Ho6 is supported.*

**7) Merchandising benefit through CRM strategy across retailers**

*Ho7: There is no significant difference in the mean value of merchandising benefit accrued through CRM strategy across different retailers*

**Table 5.7,ANOVA test for merchandizing benefit through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.312	2	.156	.193	.825
Within Groups	89.977	111	.811		
Total	90.289	113			

Table 5.7 shows the results of ANOVA test, which is run to test the differences across different retailers on the dimension of merchandising benefit accrued through CRM strategy. It has been found that the value of  $F = .193$  and  $Sig = .825$ , which is more than  $.05$ . Hence no significant difference exists.  
 Hypothesis  $H_{o7}$  is supported

**8) Brand management through CRM strategy across retailers**

$H_{o8}$ : There is no significant difference in the mean value of brand management benefit accrued through CRM strategy across different retailers.

**Table 5.8, ANOVA test for brand management benefit through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.415	2	.207	.151	.860
Within Groups	152.190	111	1.371		
Total	152.605	113			

Table 5.8 shows the results of ANOVA test, which is run to test the differences across different retailers on the dimension of brand management benefit accrued through CRM strategy. It has been found that the value of  $F = .151$  and  $Sig = .860$ , which is more than  $.05$ . Hence no significant difference exists.  
 Hypothesis  $H_{o8}$  is supported

**9) Promotion and media activity benefit through CRM strategy across retailers**

$H_{o9}$ : There is no significant difference in the mean value of promotion and media activity benefit accrued through CRM strategy across different retailers.

**Table 9, ANOVA test for promotion and media activity benefit through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.730	2	1.365	2.060	.132
Within Groups	73.551	111	.663		
Total	76.281	113			

Table 5.9 shows the results of ANOVA test, which is run to test the differences across different retailers on the dimension of promotion and media activity benefit accrued through CRM strategy. It has been found that the value of  $F = 2.060$  and  $Sig = .132$ , which is more than  $.05$ . Hence no significant difference exists.  
 Hypothesis  $H_{o9}$  is supported

**10) Information to mail customers benefit through CRM strategy across retailers**

$H_{o10}$ : There is no significant difference in the mean value of information to mail customers benefit accrued through CRM strategy across different retailers.

**Table 5.10, ANOVA test for information to mail customers benefit through CRM strategy across retailers**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.086	2	.543	.588	.557
Within Groups	102.432	111	.923		
Total	103.518	113			

Table 5.10 shows the results of ANOVA test, which is run to test the differences across different retailers on the dimension of information to mail customers benefit accrued through CRM strategy. It has been found that the value of  $F = .588$  and  $Sig = .557$ , which is more than  $.05$ . Hence no significant difference exists. Hypothesis  $H_{o10}$  is supported

**Table 6, Summary of hypothesis testing**

<b>Hypothesis</b>	<b>F</b>	<b>Sig</b>	<b>Remark</b>
<b>Ho1:</b> There is no significant difference in the mean value of benefit of low price through CRM strategy across different retailers.	1.343	0.265	Supported
<b>Ho2:</b> There is no significant difference in the mean value of benefit in mass sale through CRM strategy across different retailers.	0.156	0.855	Supported
<b>Ho3:</b> There is no significant difference in the mean value of customer loyalty benefit through CRM strategy across different retailers.	0.590	0.556	Supported
<b>Ho4:</b> There is no significant difference in the mean value of benefit in volume discount for suppliers through CRM strategy across different retailers.	2.174	0.119	Supported
<b>Ho5:</b> There is no significant difference in the mean value of benefit of data for corporate planning accrued through CRM strategy across different retailers.	0.950	0.390	Supported
<b>Ho6:</b> There is no significant difference in the mean value of benefit of store portfolio segmentation accrued through adoption of CRM strategy across different retailers.	1.734	0.181	Supported
<b>Ho7:</b> There is no significant difference in the mean value of benefit of merchandising accrued through CRM strategy across different retailers.	0.193	0.825	Supported
<b>Ho8:</b> There is no significant difference in the mean value of benefit of brand management accrued through adoption of CRM strategy across different retailers.	0.151	0.860	Supported
<b>Ho9:</b> There is no significant difference in the mean value of benefit in promotion and media activity accrued through	2.060	0.132	Supported

Hypothesis	F	Sig	Remark
adoption of CRM strategy across different retailers.			
<b>Ho10:</b> There is no significant difference in the mean value of benefit of information to mail customers accrued through adoption of CRM strategy across different retailers.	0.558	0.557	Supported

## 6. Conclusion

CRM has enabled the Indian retailers to get insights into the buying patterns, behavior and preferences of their customers which has helped them to forge fruitful relationships. Though a particular retailer might be attaining more benefits than the other but CRM has enabled the retailers to be more customer centric and serve them better. The retailers are using CRM to their advantage and as a result getting benefits of mass sale, volume discounts from suppliers, data for corporate planning, benefit in promotions and media activity, customer loyalty and much more through their CRM programs. The deployment of CRM is contributing to success of Indian retailers.

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