

MAKERERE UNIVERSITY BUSINESS SCHOOL
FACULTY OF MARKETING AND INTERNATIONAL BUSINESS
DEPARTMENT OF MARKETING AND MEDIA STUDIES
COURSEWORK ASSIGNMENT TWO FOR CUSTOMER RELATIONSHIP
MANAGEMENT FOR
BACHELOR OF INTERNATIONAL BUSINESS & BACHELOR OF MARKETING
YEAR OF STUDY II, SEMESTER II, ACADEMIC YEAR 2024/2025

CASE STUDY WRITING ASSIGNMENT

Instructions:

- The Coursework has twelve topics: Each topic should be handled by a group.
- Each group should have a maximum of 10 students.
- Class Leaders should register members to participate in each group and submit them to the lecturer.
- For Bachelor of International Business registered members should be presented to Mr Douglas Ssenoga-0776727227, Email: sdouglas@mubs.ac.ug, for Bachelor of Marketing, to Ms. Yvone Nakabiri -0754-385345, Email: ynakabiri@mubs.ac.ug
- The Assignment should be submitted by the date of administering Coursework Two.
- The assignment should be on 2 – 3 pages, with 1.5 line spacing, font - New Times Roman, font size – 12.
- The use of statistical data or graphs as evidence with a source will be rewarded with extra marks.

Note: A sample case study and case writing structure have been attached to assist students in this case writing assignment.

TOPIC ONE

- a) Using local case studies, identify or design a case study that best illustrates the concept of Customer Relationship Management.
- b) Design a short scenario that describes the different types of customers.
- c) Please identify a case study that demonstrates the benefits of Customer Relationship Management (CRM).

Note: The case studies selected must be from the telecommunications or manufacturing industries.

TOPIC TWO

- a) Identify or design a case study that illustrates how a customer progresses through the various stages of the customer life cycle.
- b) Identify a case study that showcases the customer development process.
- c) Create brief scenarios that describe each stage of the customer development process.

Note: The identified case studies must be from the Transport and Logistics or Finance sectors, specifically Banking and Insurance.

TOPIC THREE

- a) Identify or design a case study that explains the concept of customer value, detailing how it can be captured and managed. Include various aspects and sources of customer value.
- b) Create a scenario that helps distinguish between Customer Experience Management and Customer Relationship Management.
- c) Develop a scenario that clarifies the difference between Transactional Marketing and Customer Relationship Management.

Note: The case studies should focus on the Media and Entertainment or Education sectors.

TOPIC FOUR

- a) Identify a company in the assigned sector and describe any Customer Relationship Management (CRM) technology or tool used by that organization, along with its application.
- b) Using a practical real-world case study, explain how CRM technologies have personalized services in organizations in Uganda.
- c) Discuss how future trends, such as artificial intelligence (AI), have influenced these changes.

Note: The case studies selected should be from the ICT and Innovation sector or the Tourism and Hospitality sector.

TOPIC FIVE

- a) Identify a successful case (company) that demonstrates how databases have supported Customer Relationship Management (CRM) in organizations.
- b) Write a case study on an organization that utilizes data for decision-making, detailing their data mining process.
- c) Provide a practical case study on customer experiences while using the CRM system of the selected organization.

Note: The case studies must be sourced from either the health and pharmaceuticals sector or the tourism and hospitality sector.

TOPIC SIX

- a) Choose a company and describe its CRM (Customer Relationship Management) strategy and how it is implemented.
- b) Choose another company and explain how or why its CRM strategy was unsuccessful.

Note: The case studies must come from either the Real Estate and Property Development sector or the Retail and Wholesale Trade sector.

- c) As a group, you are required to attend Marketer's Week, which is scheduled to take place from March 31, 2025, to April 4, 2025. During this event, you should identify one of the sponsors and analyze their CRM strategy. You will present your findings on the last day of

Marketer's Week. The presentation must be in PowerPoint format, as well as a written case study that will be handed in. The best presentation could win a prize.

TOPIC SEVEN

- a) Select a company of your choice and describe its customer portfolio and the management strategies used for it.
- b) Using a case study, discuss the challenges that companies face when utilizing customer portfolios as part of their marketing strategies.
- c) Choose a company of your choice and identify the various loyalty programs it offers, along with an explanation of how these programs are being implemented.

Note: The Case Studies identified must come from the Banking and Finance or Insurance Sectors.

TOPIC EIGHT

- a) Develop a practical case study on how a company acquires, retains, and engages customers.
- b) Choose a company and describe how it uses Customer Relationship Management (CRM) to manage customer complaints.
- c) Explain how the organization manages customer lifetime value.

Note: The Case Studies identified must come from the Telecommunication, Transportation, Logistics or Agricultural Sector.

TOPIC NINE

- a) Using an organization of your choice, describe how companies manage their customer relationships through social media.
- b) Using a case study, discuss how a chosen company utilizes digital portals for effective customer relationship management.
- c) Explain how social media and digital portals are influencing CRM strategies.

Note: The Case Studies identified must come from the Energy and electricity or Media and Entertainment sectors.

TOPIC TEN

- a) Choose a company and describe how they evaluate the effectiveness of their Customer Relationship Management (CRM) system. What measures do they use?
- b) Discuss the challenges faced when measuring and evaluating the effectiveness of CRM.
- c) Select an organization and describe how it manages its most profitable customers.

Note: The identified case studies must come from the Retail, Wholesale, Trade, or the Tourism and Hospitality sectors.

TOPIC ELEVEN

- a) Using an organization of your choice, describe the ethical challenges it faces while implementing CRM.
- b) Provide a case study using an organization of your choice that addresses privacy concerns and data security while implementing CRM.

Note: The Case Studies identified must come from Education, Health and Safety or Agriculture sectors.

- c) As a group, you are required to attend Marketer's Week, which is scheduled to take place from March 31, 2025, to April 4, 2025. During this event, you should identify one of the sponsors and analyze their CRM strategy. You will present your findings on the last day of Marketer's Week. The presentation must be in PowerPoint format, as well as a written case study that will be handed in. The best presentation could win a prize.

TOPIC TWELVE

- a) Using Uganda as a case study, describe how globalization has impacted the application of CRM strategies.
- b) Provide a case study of Uganda as an emerging market, and describe how innovative CRM strategies can be applied.

Note: The Case Studies identified must come from the Media and Entertainment, ICT and Innovation and or Public Administration and Governance Sectors.

- c) As a group, you are required to attend Marketer's Week, which is scheduled to take place from March 31, 2025, to April 4, 2025. During this event, you should identify one of the sponsors and analyze their CRM strategy. You will present your findings on the last day of Marketer's Week. The presentation must be in PowerPoint format, as well as a written case study that will be handed in. The best presentation could win a prize.

END

CASE STUDY STRUCTURE

Section 1

- Title - Topic Assigned
- Sub-topic - the case title - domesticated to company/sector.

Section 2

- Background - Introduction of company/sector under study and overview of key information.

Section 3

- The Body - Main case (Subtopic) issues of CRM (in line with the subtopic assigned) prevailing in the company in question. (Factual data)

Section 4

- Recommendations - Application of CRM strategies specific to the subtopic to solve issues prevailing in the company.

Section 5

- Implementation - Plan to be followed to overturn/overcome CRM issues in case

Section 6

- Conclusion - What's the major takeaway from the case in summary?
- Reference list

END

SAMPLE CASE STUDY

TOPIC 1: INTRODUCTION TO CRM

Subtopic: Strategic Importance of CRM

The Strategic Role of Customer Relationship Management: A Case Study on DFCU Bank

Background Information

This case study explores the critical role of Customer Relationship Management (CRM) within financial institutions, particularly through the lens of DFCU Bank's challenges in Uganda in 2023. DFCU Bank, officially known as the Development Finance Company of Uganda Bank Limited, is a prominent commercial bank in Uganda. Established in 1964, it evolved from a development finance institution to a leading player in the banking sector, focusing on various financial services with total assets standing at UGX 3.282 trillion in 2022.

The objective is to analyze the issues DFCU Bank faced concerning unauthorized debits, which led to a legal dispute with two prominent clients. By investigating the bank's CRM practices, we aim to highlight the necessity for relationship management in fostering customer trust and mitigating legal repercussions.



Source: <https://www.facebook.com/businessnewsuganda>

Body

In 2023, DFCU Bank encountered significant customer dissatisfaction as Excellent Assorted Manufacturers Ltd and Ephraim Ntaganda contested unauthorized debits from their accounts, originating from the bank's predecessor, Crane Bank Limited. Both clients, who retained multiple accounts with Crane Bank, claimed that DFCU failed to provide adequate explanations for various debits, including charges for loan facilities, arrangement fees, and legal services.

The clients argued that these transactions were unauthorized, constituting a breach of the bank's duty of care.

This situation reflects a severe failure in customer relationship management practices at DFCU Bank. Effective CRM entails not only the maintenance of customer accounts but also necessitates clear communication regarding fees, charges, and any deductions impacting clients' finances.

The court later ruled in favor of the clients, emphasizing DFCU's responsibilities as the successor of Crane Bank and citing deficiencies in account management and communication. This case illustrates how negligence in CRM can lead to legal actions, customer dissatisfaction, and reputational damage. DFCU Bank's shortcomings in these areas manifest as insufficient feedback mechanisms for customers, lack of proactive communication about fees, and inadequate documentation practices. DFCU Bank's total customer deposits were reported at UGX 2.319 trillion for the year ended December 31, 2023 reflecting a decrease from UGX 2.411 trillion in the previous year.

Recommendation

To address these critical issues, we recommend that DFCU Bank implement a comprehensive Customer Relationship Management system focusing on enhancing customer communication, record-keeping, and overall engagement. This new system should incorporate the following strategies:

- Enhanced customer data management. DFCU Bank should prioritize the collection, analysis, and application of customer data to understand patterns and irregularities.
- Proactive issue resolution. The bank can audit accounts regularly to ensure clarity in transactions and implement reach out to customers if discrepancies are detected in their accounts, rather than waiting for the customers to raise concerns.
- Regular CRM training for employees. Continuous training programs should be mandated for staff to enhance their understanding of customer service, CRM roles, and the importance of transparency in financial communications.

By implementing these strategies, DFCU Bank can not only comply with legal standards but also rebuild trust with its clients and enhance customer loyalty.

Implementation and Conclusion

To effectively implement the proposed CRM strategies, DFCU Bank should follow these steps:

- Conduct a Needs Assessment. The Bank should evaluate existing CRM practices to identify gaps in communication and customer service.
- Select an Appropriate CRM Software. DFCU should invest in a CRM platform that facilitates effective customer communication and record-keeping.
- Create a Communication Plan. The company should also develop a structured plan that includes regular updates, transparency about fees, and an easy feedback process for customers.
- Monitor and evaluate. After implementation, DFCU should continuously monitor the effectiveness of the new CRM strategies and make adjustments based on customer feedback.

Despite all these efforts, potential challenges which include employee resistance to change or high initial costs associated with implementing CRM systems may occur.

These can be mitigated through comprehensive training programs and by clearly communicating the strategic role of CRM in the organisation.

In conclusion, the challenges faced by DFCU Bank underscore the vital importance of robust Customer Relationship Management systems in the banking sector.

References

1. Bankers' Duty of Care to Customers in Uganda: Overview of a Recent Court Decision | The Kampala Post. (2021). Kampalapost.com.

<https://kampalapost.com/content/bankers-duty-care-customers-uganda-overview-recent-court-decision>

2. 2023_Full_Year_dfcu_Limited_Financials_Publication_final. (n.d.). [online] dfcugroup.com. Available at: https://www.dfcugroup.com/wp-content/uploads/2024/03/2023_Full_Year_dfcu_Limited_Financials_Publication_final.pdf.

END

CRM