Chapter 3
Case Study on Relationship Marketing

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EXECUTIVE SUMMARY

A paradigm shift has occurred in the concepts of marketing from the production concept to the societal concept. A prominent concept today is the customer concept, which aims to build loyalty and lifetime value by creating, maintaining, and enhancing relationships with the customer by addressing individual customer needs. Relationship marketing is a bifurcation from the customer concept, which seeks to earn and retain long-term preferences, business, and ultimately, a marketing network. In relationship marketing, both parties collaborate on identifying needs to fulfill. Immediate sales are not of prime concern in this model. Organizations should understand the fact of when–and how–to use relationship marketing. The five R's of Relationship Marketing are Relationship, Realization, Response, Relevance, & Respect. This case study addresses relationship marketing focusing on a service industry (i.e. Insurance Industry). A Sales representative needs to bond well with all his clients in order to be able to meet their expectations as required. Therefore, an employee with good PR skills is sure to climb the ladder of success. The protagonist in the case study, Mr. Sahil Sharma, an Employee of AFRO-INDIA Insurance Ltd., guides and trains his entire team to build, maintain, and enhance their relationship with their clients. This will not only make the clients loyal to the organization, but also will also make them brand ambassadors through word of mouth.

BACKGROUND OF THE CASE

Afro-India Insurance Ltd is an insurance company with a market presence across India. It has completed ten years in the Indian market with a market share of 25%. With 22 Life Insurance Companies in India vying for a piece of the market share, the competition for sustainment is tough in a region where the customers have little to no idea about life insurance policies. The customers in India are adamant of the fact that to invest in a product like life insurance whose benefits can only be reaped after death is a waste. Therefore, the question which arises here is that, how is it then possible to gain market share and attract customers? And further, what is there to make these customer prospects into consumers?

Insurance being a pure service, it is required that all of the frontline staff involved in customer interaction should and must be trained in soft skills. They need to be aware of the importance of understanding the customer perceived service quality so that they may meet or exceed the desired expectation of the customers. This in turn will enhance the final service delivery process by making the customer loyal.

A case study on the life insurance industry is our study. This case study will enable readers to understand the various ingredients in retaining customers by delighting them through exceeding their expectations in delivering the services.

CASE DESCRIPTION

Mr. Praveen Sahai joined AFRO-INDIA Insurance Co. as Branch Manager-Direct Channel, Jaipur Branch, with a team of 12 Sales executive reporting to him directly. He had a very laid-back attitude and used to go to any heights to meet the monthly targets. The entire team working under him was less motivated and did not appreciate his working style. He was very authoritative and did not value clients or customer retention. According to him once a deal is struck and you have sold him the life insurance policy there should be no looking back. Instead, he thought it better to concentrate on the next deal. This attitude of his has made the working conditions of all sales executive working at AFRO-INDIA miserable. Moreover, the existing clients would never give any referrals for they themselves have not been receiving the right service. Mr. Praveen's only motive was to make his team work in the way he wanted so he could meet deadlines and targets.

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