

# WOMEN'S UNIVERSITY IN AFRICA



*Addressing gender disparity and fostering equity in University Education*

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**FACULTY OF MANAGEMENT AND ENTREPRENEURIAL SCIENCES**

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**BSc HONOURS DEGREE IN MANAGEMENT AND ENTREPRENEURIAL  
DEVELOPMENT STUDIES SPECIALISING IN MANAGEMENT & MARKETING**

**MAIN PAPER**

**BMM311: RELATIONSHIP MARKETING**

**INTAKE 24: FOURTH YEAR FIRST SEMESTER**

**DATE:**

**TIME: 2 HOURS**

**INSTRUCTIONS TO CANDIDATES**

Answer Question 1 and any other two

## Question 1

### Clearwater Fine Foods

Clearwater Fine Foods was established in 2014 with nothing more than a pickup truck and an optimistic vision. Since then the company has been harvesting, producing, and exporting Canada's best shellfish. Clearwater products are prized throughout Canada, the United States, Japan, China, Europe and the United Kingdom.

The company has capitalized on technology and economies of scale, while keeping a firm hold on its homegrown, Maritime traditions of providing excellent service and value to each and every customer.

As a progressive, \$300-million-a-year company, Clearwater annually ships tens of millions of pounds of scallops, crabs, shrimp, and lobsters to its customer-distributors, restaurants, and individual consumers. However, despite its 21st-century harvesting and production techniques, Clearwater's business processes depended to a great extent on faxes, telephones, and paper reports.

In an increasingly globalized market, the business challenge was to provide more efficient and effective service for customers and sales staff. Improvements in account and contact management were required, along with a knowledge management system for the sales force and automated order-entry and tracking for customers, to help reduce their costs.

Clearwater had four specific goals for its CRM strategy:

1. Increase sales productivity through automated, integrated processes
2. Develop a growth strategy to increase current and new business
3. Enhance business-to-business (B2B) through E-commerce initiatives
4. Create a customer-centric philosophy

IBM Global Services' customer relationship management team was contracted to work with Clearwater to understand their vision, current business and technological environment, and the

company's options and priorities. As a result of IBM's analysis, Clearwater selected Siebel 2000, a software product that would deliver a fully integrated, multichannel CRM solution.

A three-phase implementation approach was recommended that included the provision of integrated capabilities, allowing Clearwater's customer base to interact with the company through its traditional channels or through a B2B Internet channel.

In phase one, the following features were delivered: account and contact management services, simplified order entry, automated processes ( credit checks and sales and satisfaction reporting), support for manual tracking of delivery, automated inventory tracking, and a knowledge management system for the sales force and B2B customers.

Phase two integrated Clearwater's processes with suppliers' systems for automated delivery tracking, and offers individual, Web-based customer marketing information such as order history, improves communication for sales representatives, automates opportunity and campaign management, and provides certain analytical tools.

In phase three, Clearwater's existing processes were integrated with inventory management and billing systems and B2B order processing, with facilitation by its sales staff until its enterprise resource planning (ERP) system was fully operational.

### *The Benefits*

The implementation of an enterprise-wide CRM solution has provided the following benefits to Clearwater:

- The capability to capture customer account and prospect information and better respond to customer situations

- Plants that can receive, approve, and track orders electronically

- Sales administration that can enter, track, and edit orders, produce shipping documentation, and prepare knowledge-based customer mailings and reporting

- Elimination of manual order writing, faxing, and paper-based inventory and sales reporting files

- Customers that can place and track orders more easily

- Employees that can have internal access to timely, consistent, and accurate information.

### **Questions 1**

- a) Explain how Clearwater Fine foods should target, acquire and grow and retain the best customers. [20]
- b) Highlight the benefits accrued by this food wholesaler in the global market after successfully implementing the CRM Strategy. [10]
- c) Advise how Wan Mart can manage conflict with its customers [10]

### **Question 2**

‘Customer confidentiality is key to maintaining and fostering a sound business relationship.’  
Discuss? [20]

### **Question 3**

Examine the seven guidelines to effective customer relationship management. [20]

### **Question 4**

Examine ways to build lasting business relationship between two organizations of your choice. [20]

### **Question 5**

Explain the negotiating styles available to a relationship manager. [20]

### **Question 6**

Discuss Kotler’s six-player framework in the external environment. [20]

**END**