

TÉCNICA DEL NORTE UNIVERSITY



ENGINEERING SCHOOL IN APPLIED SCIENCE INDUSTRIAL ENGINEERING CAREER

TECHNICAL REPORT

THEME:

" DESIGN OF THE PROCESS MANUAL OF A MANAGEMENT SYSTEM OF CUSTOMER RELATIONSHIP WITH " SUGAR CRM "TO IMPROVE BUSINESS STRATEGY AND QUALITY OF CUSTOMER SERVICE IN THE AREA AFTER SALES FROM IMBAUTO S.A. COMPANY IN IBARRA CITY"

AUTHOR: ALEXANDRA SOLEDAD ARAGÓN SIZA

DIRECTOR: ING. EDWIN ROSERO MSC.

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AUTHOR – Alexandra Aragón
crazysol_88@hotmail.com

Técnica del Norte University Engineering School in Applied Science
17th July Avenue 5 - 21 EL Olivo Neighborhood

I. Abstract

In this research project is to show the importance and impact of processes in an organization, lifting, standardization and control them throughout the entire value chain, considering that all customers today and in the future significantly changes, this due to technological advances in communication and globalization of markets, with these increasingly demanding when purchasing their goods and services, which is why companies must continually improve their processes to ensure the satisfaction of their customers by delivering quality products.

The first chapter includes an overview of the company IMBAUTO S.A, its history, mission, vision, political, organizational chart. Another essential part of the chapter is the analysis of automotive market especially in the northern part of our country, in order to identify key competitors and consider research to replicate in the future.

The second chapter basically details the conceptual aspects of the Business Process Management by way of a literature review of the issues on which the study is based, that is aiming to have a framework for the development of research and know some regulations on issues relating to quality, continuous improvement, productivity, competitiveness and processes for application in an organizational system.

The third chapter is detailed how and why customer management and CRM, issues related to what a customer is, what is GM Difference, Administration Customer relations, what is the Sugar CRM and end of which consists of aftersales area; this in order to go driving issues that at the time of the preparation of the manual we clearly identify how and where we are to lift the processes.

The fourth chapter is based diagnostics company IMBAUTO S.A, where the research was conducted, also is the analysis of the situation of the company internally and at the end a FODA matrix

is obtained and an analysis is given a main cause of breach of the process.

The fifth chapter is the Managing customer relationship, which involved the Sugar CRM, and explains how to implement a CRM category, the scheme, the customer life cycle and finally achieving customer loyalty to generate lifetime customer, which is handling the brand slogan.

In the sixth chapter is developed a design of manual processes management of system with the client, which starts with a current analysis of the processes subsequently lifting and production of process with flow charts, indicators, responsible, and respective characterization which ends with the interaction of processes.

In the seventh chapter an audit is applied or calibration of processes standards raised from management system with customer with their respective categories involving the methodology GM Difference in aftersales management to measure the degree of compliance and generate action plans running processes.

At the end of the eighth we have comparative tables of indicators, which gives us a clear conclusion if we are making proper management for accomplishing goals that generate profits for the company.

II. Introduction

The present Process Manual Management System of Customer Relationship "SUGAR CRM" to will develop in the Aftersale area in IMBAUTO S.A. Company, in Ibarra city, have as an aim to provide an educational and understandable document based in the above system, which will help the company improve business strategy and quality customer service.

This will be done through an analysis of the standards set by the brand as well as it will be examined the strengths, weaknesses, opportunities and threats in the after-sales area of the company. A theoretical framework as the basis and support of the project will be structured, then the practical part where the manual is designed with the updated up to obtaining the final document with comparative results of customer satisfaction indexes and relationship information will be cost-effective.

The Design of Process Manual "SUGAR CRM" will be of great importance for the IMBAUTO S.A. company, because to have a didactic and understandable document showing the processes to be followed aftersales area in terms of customer relations will boost their growth and commercial development in sales of aftersale service and as well as many spaces also will open and opportunities

between company and customer knowledge that will help us identify and meet their needs thus ensuring their loyalty to the brand and the company, Thus it will provide better customer service, we will generate greater retention of vehicles in workshops, better vehicle turnover in bays, optimize resources, increase productivity, a new culture of support and proactivity will be formed with the external customer and internal and therefore indicators of customer service CSI (Customer Satisfaction Index) will be improved.

III. Content Design

DIAGNOSIS AND ANALYSIS OF THE CURRENT SITUATION IN THE AFTERSALES AREA IN IMBAUTO S.A. COMPANY IN IBARRA CITY.

Description of Aftersales Area.

Aftersales area from IMBAUTO SA, consists of two main parts, firstly area Service workshop and Collision, and moreover the area of spare parts and accessories, as seen in Figure 1. Among the areas mentioned we have a mutually beneficial relationship as they complement as a customer and internal supplier respectively.

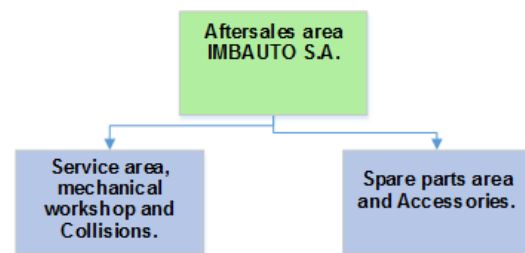


Figure 1: Organizational Area Aftermarket IMBAUTO S.A.

Source: (Posventa, Imbauto S.A., 2014)

Manufactured by: The Author

Identification and prioritization of problems

We have identified the following problems:

Service area:

1. Instability in Satisfaction Index.
2. Lack of Culture of Service.
3. Failure Indicators.
4. Low levels of retention.
5. Staff turnover.

Parts area:

1. Lack of Culture of Customer Service.
2. Lack of knowledge of standards.
3. Failure Goals.
4. Termination Project EPP.
5. Low qualification standards compliance. (The Author, 2014)

Prioritization Matrix

Priorities considered according to the above mentioned problems are:

Service area:

1. Strengthen the culture of service.
2. Customer Satisfaction.
3. Meet with key business indicators.
4. Maintain Hold.
5. Improve Profitability Service Area.

Spares parts area:

1. Strengthen the culture of service.
2. Customer Satisfaction.
3. Meet with key business indicators.
4. Sales Volume, Rotation, Obsolete, Served level.
5. Maintain profitability. (The Author, 2014)

SYSTEM OF MANAGEMENT CUSTOMER RELATIONS "SUGAR CRM"

Sections to implement a Category.

Sections to implement category Customer Loyalty can observe in Figure 2.



Figure 2: Sections for implementing a Category
 Source: (Difference IMBAUTO S.A., 2013)
 Manufactured by: The Author

1. Appointment Scheduling Process:

Generating the appointment in the system by the Contact Center.

2. Planning Process: Setting parameters of preparation before the client arrives.

3. Reception Process: Hosting client by the technical workshop at bay by the advisory service process.

4. Workshop Process: Implementation of corrective or preventive maintenance.

5. Delivery Process: Payment and delivery of the vehicle under conditions requested by the customer. (The Author, 2014)

DESIGN OF A PROCESS MANUAL OF A SYSTEM MANAGEMENT OF CUSTOMER RELATIONS "SUGAR CRM" AFTERSALES AREA IMBAUTO S.A. COMPANY IN IBARRA CITY

Rising processes.

IMBAUTO S.A, in the aftersales area in Ibarra city, consists of two sub areas are: Spare parts Area and Workshop Service, which ones we will determine each one of the activities in their processes. (The Author, 2014)

Identification of processes and sub processes of in each of the departments in the aftersales area.

All business processes that constitute IMBAUTO S.A can see in the Process Map (Figure 3), which one detailed below:

1. MANAGEMENT PROCESSES

1.1 Planning and Control Processes

1.1.1 Business Planning Process

1.1.2 Process Control and Monitoring

1.2 Process of Integrated Management System

1.2.1 Quality and Productivity Process

1.2.2 Safety and Health at Work Process

2. PRODUCTION PROCESS (AFTERSALES)

SPARES

- 2.1 Process of spare parts Purchase
- 2.2 Process of Receiving and Storage spare Parts
- 2.3 Process of Consultative spare Parts Sale
- 2.4 Process Billing and Collection
- 2.5 Process for Spare Parts

SERVICE

- 2.6 Appointment Scheduling Process
- 2.7 Process of Reception and Diagnostic of Appointments
- 2.8 Repair Process
- 2.9 Billing and Collection Process
- 2.10 Vehicle Delivery Process

3. SUPPORT PROCESSES

- 3.1 Human Resource Management Processes.
- 3.2 Financial Management Processes
- 3.3 Management Services Processes
- 3.4 Management Technology Processes
- 3.5 Marketing Processes (The Author, 2014)

The design of the manual processes of a System Management Customer Relationship "SUGAR CRM" both the service area and the spare area IMBAUTO S.A, Ibarra city consists of: Process Map, Design & Description of Processes, flow charts, procedures, characterization, interaction etc., then we see a model example of each one of the above points covering the entire chapter VI of the thesis.

Value Chain of IMBAUTO S.A. Company (Aftersales Process Map)

In Figure 3 we can see the process map constituting the aftersales area, which consists of spare parts and Service.

IMBAUTO	Process map aftersale IMBAUTO S.A.		Date: 22-04-2014
	Document code: MA-PROPOSTV-01		Version: 08
	Manufactured by: The Author	Updated: The Author	Approved by: GG

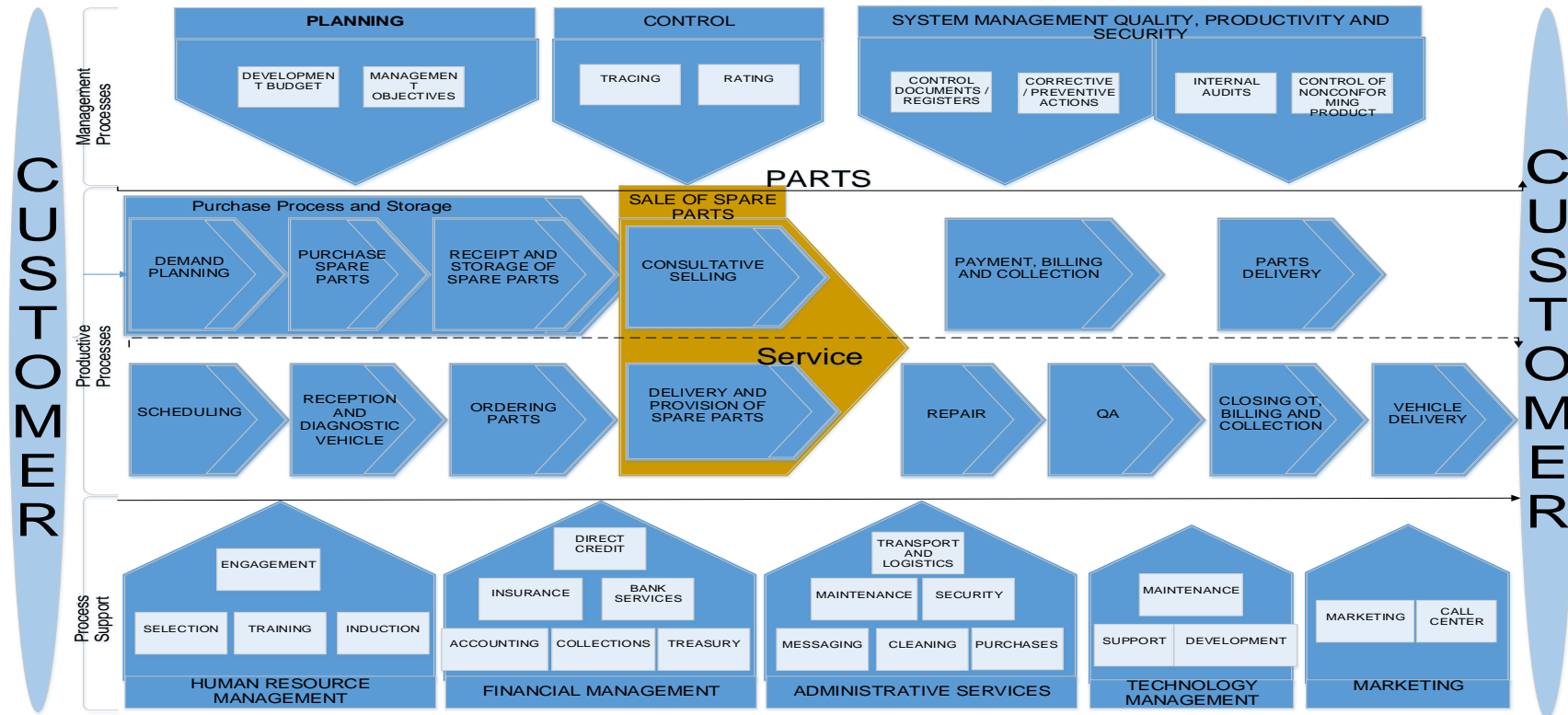




Figure 3: Process Map AFTERSALES IMBAUTO S.A

Source: (Imbauto S.A. Manual Procesos , 2014)

Manufactured by: The Author

Design of spares Sales Process.

Process description.

 	Parts Sale Process		Date: <u>22-04-2014</u>
	Document code: PRO-VERE-01		Version: <u>08</u>
	Manufactured by: The Author	<u>Updated:</u> The Author	Approved by: GG

The process of sale of spare parts has two main clients are sale by counter and sale by workshop.

In sales by counter the customer approaches to make the purchase directly and through counseling by seller counter of the purchase is made if there are spare parts, otherwise the order can be placed if the customer requires.


In orders or sales by counter exists for the two main workshop service areas are Mechanics Workshop and collisions were the orders are done directly in case there were no Spare Workshop Advisory, this person is responsible for conducting the

order and track because it is complicated management as workshop customer as we know and want the vehicle is ready as soon as possible.

If the spares parts are in stock for workshop orders is delivered, later to make the deposit where the items delivered are added to the work order for the payment is made at the time that the technical finish to perform their jobs.

As for the two types of sale it is always necessary updating customer data for the respective track. (The Author, 2014)

**Diagrams of Process Flow sale of spare parts.
Consultative Process of Sales spare Parts (Counter)**

	Consultative Sales Process Parts (Counter)		Date: <u>22-04-2014</u>
	Document code: PRO-CONVEREM-01		Version: <u>08</u>
	Manufactured by: The Author	Updated: The Author	Approved by: GG

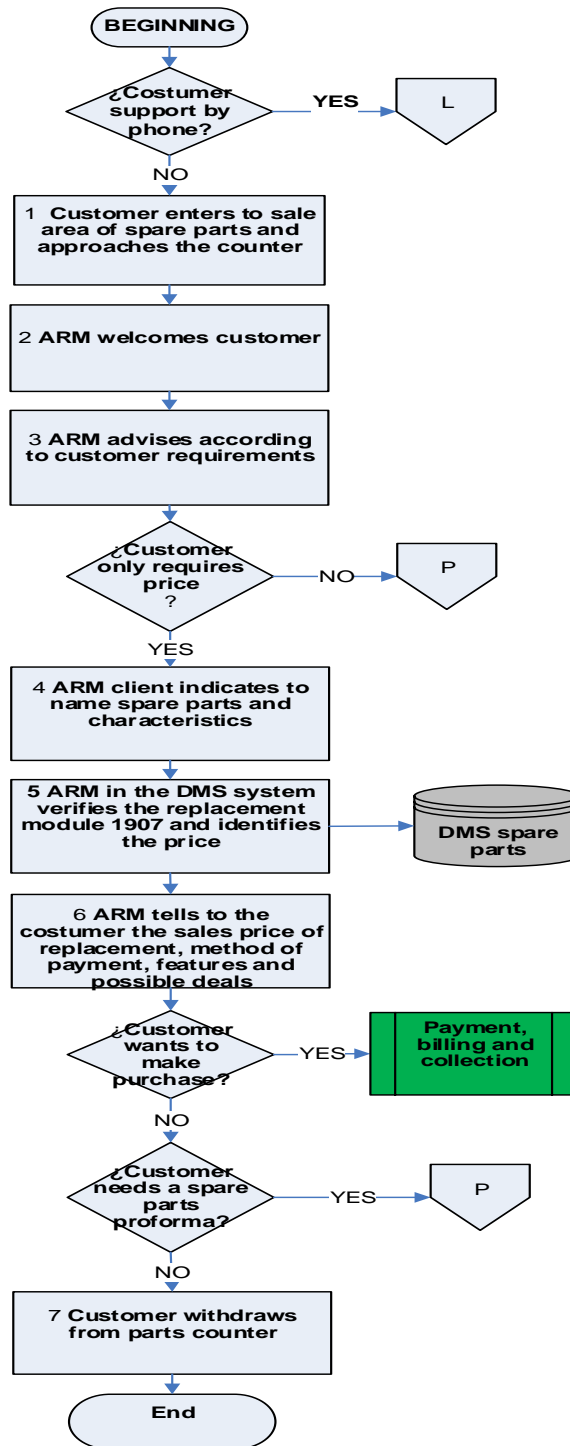



Figure 4: Consultative Process Flow Diagram Sales Parts

Source: (Imbauto S.A. Manual Procesos , 2014)

Manufactured by: The Author

Procedure.

	Parts Sale Procedure		Date: <u>22-04-2014</u>
	Document code: PR-VTRP-01		Version: <u>05</u>
	Standard Requirement: 7.2.1., 7.2.2., 7.2.3.		Page: 2
	Manufactured by: The Author	Updated: The Author	Approved by: <u>GG, JOR</u>

Purpose.

Make the sale of spare parts based on the standards for compliance the objectives of both counter and workshops.

Scope.

Since the commercialization of spare parts counter in IMBAUTO and marketing of spare parts workshop to its entry in the DMS system.

Definitions.

Consignments: It is called the activity in which the parts are assigned in the OT created in the work order.

Abbreviations.

Spares: A replacement or repair is a piece that is used to replace the original in machines due to their daily use have suffered damage or breakdown.

Price: Usually called price to pay or reward assigned to obtain a good or service or, more generally, any commodity.

Stock: Stock is an English voice that is used in the sense of Spanish stocks. In the commercial and financial use language as is often anglicized.

Responsible (Leader of the process).

GCPV, JOR

Table 1: Abbreviations Procedure Spare parts Sale

ACRONYM	MEANING
JOR.	Chief Operating spare parts.
AJOR.	Assistant Chief Operating spare parts.
CL.	Customer.
ARM.	Advisory spare parts counter.
ARSuc.	Parts Advisor Branch.
JBR.	Chief of spare parts winery.
BRS.	Warehouseman of senior spare parts.
BRJ.	Warehouseman of junior spare parts.
ART.	Advisor of workshop spare parts.
CAJ.	Cashier.
ARSch.	Advisers of spare parts store, only Chevrolet.
AR	Spare parts assistant.
GME.	General Motors Ecuador.

Source: (Imbauto S.A. Manual Procesos , 2014)

Manufactured by: The Author

Policies.

GME Aftersales Commercial Policy.

GIS IMBAUTO S.A. Policy

Service Bulletins GME.

Policy of working internal Rules.

GM Standards Difference.

Indicators.

In the process of sale of spare parts it is important to consider indicators:
Realization of Budget, Operating Margin

and Index Q & A. The detail of the indicators can identify the following:

Table 2: Indicators Procedure Spares Sale

NAME:		Budget Compliance.			
DESCRIPTION:		The percentage by which spare parts sales planned are made and fulfill the planned objectives.			
CALCULATION FORMULA	INDICATOR RESPONSIBLE	FREQUENCY	STANDARD	RESPONSIBLE FOR ANALYSIS	
$= \frac{\text{Real Sales } (\$)}{\text{Budget Sales } (\$)} \times 100$	GCPV, JOR	Monthly or Weekly	100 %	GCPV, GCP, CGMD, JCP	
NAME:		Compliance of Operating Margin.			
DESCRIPTION:		It represents the percentage of sales of spare parts representing the margin of business itself, before deducting interest, extraordinary expenses and taxes. It measures the profit earned in the activity for each invoice currency.			
CALCULATION FORMULA	INDICATOR RESPONSIBLE	FREQUENCY	STANDARD	RESPONSIBLE FOR ANALYSIS	
$= \frac{\text{Profit before tax and tributes}}{\text{Sales spare parts}}$	GCPV, JOR	Monthly or Weekly	13.9 %	GCPV, GCP, CGMD, JCP	
NAME:		Index P&A			
DESCRIPTION:					
CALCULATION FORMULA	INDICATOR RESPONSIBLE	FREQUENCY	STANDARD	RESPONSIBLE FOR ANALYSIS	
<i>Automatic DMS System</i>	GCPV, JOR	Monthly or Weekly	295 \$	GCPV, GCP, CGMD, JCP	

Source: (Imbauto S.A. Manual Procesos , 2014)

Manufactured by: The Author

References.

Instruction of deliver Spare Parts (PR-ENRP-01)

Parts Catalog

Aftersales Trade Policy

Records

Table 3: Sale of spare parts Records Procedure

CODE	NAME REGISTRATION	RESPONSIBLE OF CREATION	PHYSICAL LOCATION	TYPE OF FILE	HOLDING TIME	FINAL DISPOSITION
FO-PRFO-01	Proforma	AR	DMS system Server	Electronic	6 months	Elimination
FO-FACT-01	Invoice	BR	Winery file, Winery file, Branch office	Physical	5 years	Elimination
FO-NTCR-01	Credit note	ASJOR	AGR file	Physical	5 years	Elimination
FO-ODCO-01	Purchase Orders	CAJ	General file	Physical	5 years	Elimination

Source: (Imbauto S.A. Manual Procesos , 2014)

Manufactured by: The Author

Distribution list.

JOR, ASJOR, AR, ART, ARSuc, CAJ, JBR, BRS, ARM, ARSCh. (La Autora, 2014)

Characterization of Process Spare Parts Area


Table 4: Process Characterization sale spare parts

IMBAUTO S.A.		DEALER IMBAUTO S.A. IBARRA-ECUADOR			
PROCESS CHARACTERIZATION SHEET					
PROCESS: Sale of spare parts.		Code: VERE-01			
Responsible: Parts Manager		Reviewed: Byron Pinargote		Page: 1	
Elaborated: The Author		Passed: Wimper Almeida		Date: 31-jul-2014	
GOAL:		SCOPE:			
Define the procedure for the sale of spare parts in IMBAUTO S.A.		Since the internal or external client requests the spare part until its delivery.			
¿WHAT (resources) WITH?		¿WHO (HUMAN TALENT) WITH?			
<ul style="list-style-type: none"> - Spares parts - Fax - Micro file Reader - Phone - Computer - DMS System 		<ul style="list-style-type: none"> - Customer - Cashier - Spare parts Advisor - Warehouseman of spare parts. - Adviser of spare parts store, only Chevrolet. - Chief Operating spare parts - Advisory spare parts Branches 			
PROVIDER	ENTRANCE	SUBPROCESS		DEPARTURES	CUSTOMER
Customer	Customer Requirements	SALE OF SPARE PARTS (7.2.1, 7.2.2, 7.2.3)		Spare part Sold	Satisfaction
GME	Catalogs			Invoice (Office Document)	Client / File
Customer	Client data			Proforma	Customer
Sales of spare parts	Purchase Order (Organizations)			Credit Note (Return)	Archive
Planning	Discount Policy			-	-
GME	Discounts agreement with Dealers			-	-
Planning	Price list			-	-
DMS System	Inventory level			-	-
HOW DO DOCUMENT		INDICATORS			
Sales Spare parts procedure Catalogs DMS Registration System Invoice Price list Credit note Proforma		→ Effectiveness: Real Budget vs. Planned budget. → Gross margin:			
INDICATORS					
Effectiveness: →	Compliance Level Budget / is tabulated in the Matrix.			Goal	Current
Gross margin: →				100%	
				20%	
NOTE: Any change in the indicator which affects about 15% of the target for 2 consecutive months will cause to raise a corrective, preventive or improvement action.					

Source: (Imbauto S.A. Manual Procesos , 2014)
 Manufactured by: The Author

Interaction.

Macroprocess interaction IMBAUTO S.A. Company

	Macroprocess interaction IMBAUTO Company S.A.		Date: 22-04-2014
	Document code: INT-MAPRO-01		Version: 08
	Manufactured by: The Author	Updated: The Author	Approved by: GG

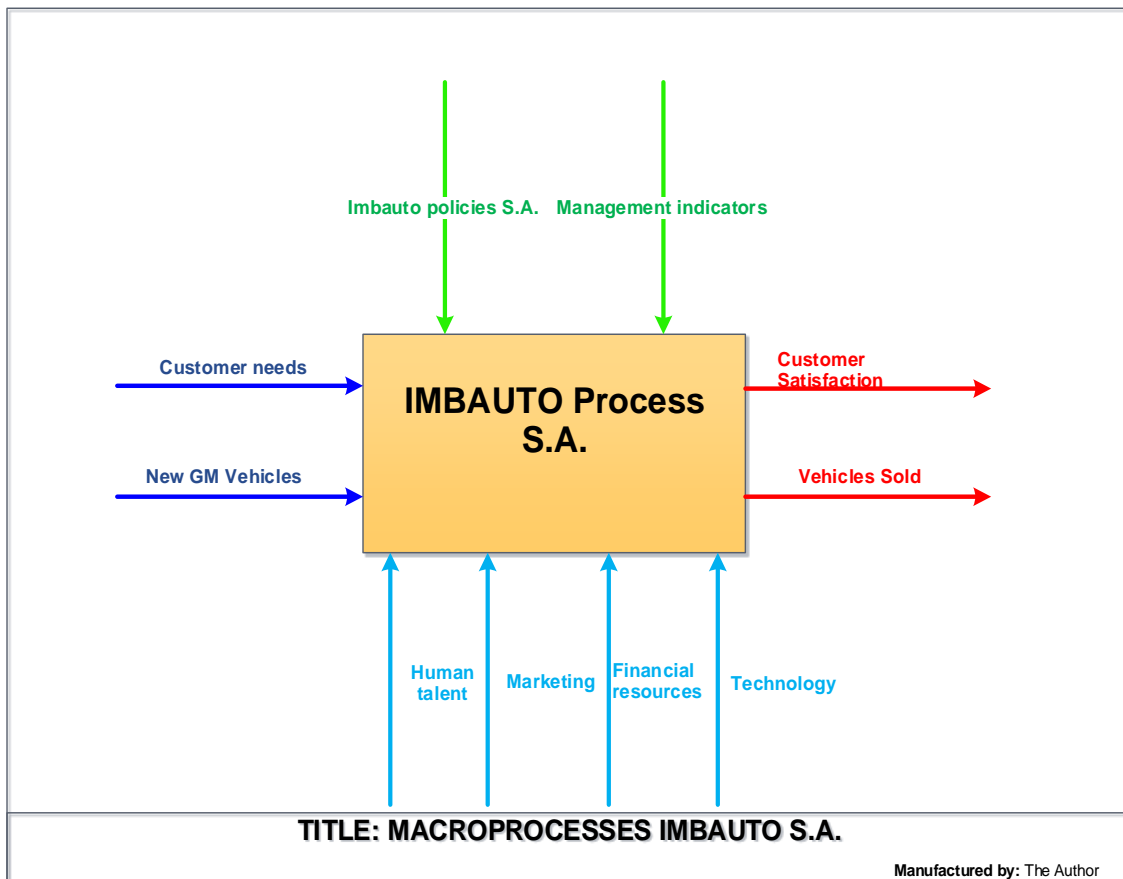


Figure 5: Interaction Macroprocess IMBAUTOS.A Company

Source: (Imbauto S.A. Manual Procesos , 2014)

Manufactured by: The Author

IV. Results

AUDITS AND CONTROL PROCESS OF MANAGEMENT SYSTEM CUSTOMER RELATIONS "SUGAR CRM" IN THE AFTERSALES AREA IMBAUTO COMPANY S.A IN IBARRA.CITY

Here we can observe audits in Workshop and Service spare Parts Areas. (The Author, 2014)

W3 Audit of consultative Service Process.

Definition: To provide customers a satisfying experience with the service, understanding their requirements and ensuring their timely implementation.

Purpose: To ensure that service procedures and processes are advisory and are focused to win customers for life.

The obtained results in the Audit of consultative Service Process of Workshop are:

Table 5: Audit Process Advisory Service

TOTAL NUMBER OF STANDARDS	47	EVALUATED STANDARDS	47
RESULTS IN GREEN	TOTAL	45	PERCENTAGE 96%
YELLOW RESULTS	TOTAL	2	PERCENTAGE 4%
RESULTS IN RED	TOTAL	0	PERCENTAGE 0%
OVERALL RESULT OF THE CATEGORY	0		

Source: (Imbauto S.A. Auditorías, 2014)
Manufactured by: The Author

The W3 audit resulted in a total of 47 standards assessed a 96% compliance, with 2 standard that does not comply in full; then the overall result of the category is Green,

because the goal is exceeded. (The Author, 2014)

W5 Audit Management Workshop.

Definition: Ensure that vehicles are serviced (diagnosed and repaired) right the first time.

Purposes:

Achieving a well-functioning workshop, to have a good service at the first time.

Improve delivery time (persistence of the vehicle), optimize and efficiently use the equipment, tools and facilities service workshop.

Support W-3 category. Advisory service process. (The Author, 2014)

The obtained results in the Audit of management Service Process of Workshop are:

Table 6: Audit of Management Process of Workshop

TOTAL NUMBER OF STANDARDS	52	EVALUATED STANDARDS	52
RESULTS IN GREEN	TOTAL	52	PERCENTAGE 100%
YELLOW RESULTS	TOTAL	0	PERCENTAGE 0%
RESULTS IN RED	TOTAL	0	PERCENTAGE 0%
OVERALL RESULT OF THE CATEGORY	0		

Source: (Imbauto S.A. Auditorías, 2014)
Manufactured by: The Author

The W5 audit resulted in a total of 52 standards assessed 100% compliance with assignment of owner of business standards in some cases without action plans; then the overall result of the category is Green, because the goal is exceeded.

Audit W9 Guarantees Management

Definition: The dealer has an efficient management guarantees for customers of Chevrolet vehicles.

Purpose:

Having standardized procedures Warranty Manager to enhance all indicators, audits, GM campaigns measured.

Empower and formalize the analyst guarantees as leader Dealer Manager Process guarantees granted.

Boosting the Concessionaire to review their internal procedures guarantees.

Contribute to the development of teamwork with all personnel involved in the process Warranty Manager. (The Author, 2014)

The results obtained in the Audit Process Management Service Workshop guarantees are:

Table 7: Audit of Management Process of Guarantees

TOTAL NUMBER OF STANDARDS	12	EVALUATED STANDARDS	12
RESULTS IN GREEN	10	PERCENTAGE	83%
YELLOW RESULTS	2	PERCENTAGE	17%
RESULTS IN RED	0	PERCENTAGE	0%
OVERALL RESULT OF THE CATEGORY	0		

Source: (Imbauto S.A. Auditorías, 2014)

Manufactured by: The Author

The W9 audit resulted in a total of 12 standards assessed 83% compliance with two standards that are partially met, which were generated action plans; then the overall result of the category is Green, because the goal is exceeded. (The Author, 2014)

P5 Audit Administration Parts.

Definition: The dealer has a process that ensures the satisfaction of the requirements of spare parts and accessories of internal and end customers.

Purpose:

Achieve an excellent level of attention to the needs of spare parts.

Ensure strict control of parts inventories.

Get a reasonable profit in operating parts. (The Author, 2014)

The results of the Audit Process Management of spare parts or parts are:

Table 8: Audit of Management Process of spare parts

TOTAL NUMBER OF STANDARDS	61	EVALUATED STANDARDS	61
RESULTS IN GREEN	TOTAL 61	PERCENTAGE	100%
YELLOW RESULTS	TOTAL 0	PERCENTAGE	0%
RESULTS IN RED	TOTAL 0	PERCENTAGE	0%
OVERALL RESULT OF THE CATEGORY	0		

Source: (Imbauto S.A. Auditorías, 2014)

Manufactured by: The Author

The P5 audit resulted in a total of 61 standards assessed 100% compliance, then the overall result of the category is Green, because the goal is exceeded. (The Author, 2014)

P7 Audit Management Accessories.

The results of the Audit Process Management Accessories are:

Table 9: Audit of Management Process of Accessories

TOTAL NUMBER OF STANDARDS	17	EVALUATED STANDARDS	17
RESULTS IN GREEN	TOTAL	17	PERCENTAGE 100%
YELLOW RESULTS	TOTAL	0	PERCENTAGE 0%
RESULTS IN RED	TOTAL	0	PERCENTAGE 0%
OVERALL RESULT OF THE CATEGORY	0		

Source: (Imbauto S.A. Auditorías, 2014)
 Manufactured by: The Author

The P7 audit resulted in a total of 17 standards assessed 100% compliance, then the overall result of the category is Green, because the goal is exceeded. (The Author, 2014)

Data Analysis and Process Improvement: corrective, preventive and improvement action.

From some observations made in the audit standards which were generated action plans was obtained.

COMPARATIVE TABLES-EVALUATION PROCESS DESIGN SYSTEM

MANAGEMENT CUSTOMER RELATIONS "SUGAR CRM".

Summary of Final Results and indicators - Comparative Tables.

Service Area And spare Parts Area.

Improve and solve different problems in the design development of the Manual Process Service Area. Thus way we presented the indicators and results final.

Then in the table we can observe the process consolidated indicators, of which the analysis performed earlier respective compliance, thereby allowing us to take actions on the indicators that the goal is not consul, allowing to generate a continuous improvement of those involved the processes.

Table 10: Aftersales Indicators (Service and Parts) 2014 IMBAUTO SA

CHEVROLET						
IMBAUTO						
SIG POLICY (SGC 9001:2008 - SGSST)						
IMBAUTO S.A. Chevrolet sells products and services to satisfy the needs of its customers through continuous improvement received within a highly qualified staff healthy and safe environment, applying known resources in the current legislation.						
SIG OBJECTIVES (SGC 9001:2008 - SGSST)						
BUSINESS LINE	PROCESS	INDICATOR	OBJECTIVE 2014	TARGET LEVEL OF COMPLIANCE 2014	RESPONSIBLE	
SERVICE	SALE OF SERVICES	BUDGET COMPLIANCE	M ECHANICS	100%	100%	MANAGER SEVICO
			COLLISIONS	100%	100%	
		OPERATING M ARGIN	M ECHANICS	12,90%	12,90%	
			COLLISIONS	36,84%	36,84%	
	REPAIR	PRODUCTIVITY	M ECHANICS	80%	95%	
			COLLISIONS	80%	95%	
		OK AT THE FIRST TIME	GUARANTEES Q7	81%	90%	
			PAYMENTS Q7	90%	90%	
	DELIVERY VEHICLES	RETENTION		65,50%	90%	
		CSI GUARANTEES	GM	75%	95%	
			INTERNAL	76%	100%	
		CSI PAYMENTS	GM	75%	95%	
INTERNAL	76%		100%			
SPARES	BUYING AND STORING	M ONTHLY ORDERS		100%	100%	COMMERCIAL MANAGER AFTER SALES
		ANNUAL ROTATION		2,50%	3,70%	
		OBSOLESCENCE		2%	5%	
	SALE OF SPARE PARTS	COM PLIANCE OF BUDGETS		100%	100%	
		OPERATING M ARGIN		13,09%	13,09%	
		INDEX P & A		\$ 295	\$ 295	
	DELIVERY AND SPARES	CSI INTERNAL		75%	100%	

Source: (Imbauto S.A. Finales, Resultados, 2014)

Manufactured by: The Author

Cost – Benefit Ratio

The cost-benefit connection from project of design of Process Management Manual System Customer Relationship "SUGAR CRM" is presented as follows:

We have in the table below the total incentive earned in the sales area for compliance indicators in 2014.

Table 11: Incentives earned by compliance of indicators aftersale (service and spare parts) 2014 IMBAUTO SA

LINE	AFTER SALES
JANUARY	\$ 7.173
FEBRUARY	\$ 4.951
MARCH	\$ 5.010
APRIL	\$ 5.939
MAY	\$ 0
JUNE	\$ 0
JULY	\$ 6.502
AUGUST	\$ 6.246
SEPTEMBER	\$ 4.540
OCTOBER	\$ 3.985
NOVEMBER	\$ 5.727
DECEMBER	\$ 4.224
TOTAL	\$ 54.299

Source: (Imbauto S.A. Finales, Resultados, 2014)
 Manufactured by: The Author

This means that during 2014, the area of aftersales generated a total incentive earned from \$ 54,299, following the implementation of the business strategy and quality

customer service we were able to identify and meet their needs thus ensuring their loyalty to the brand and company.

To develop the CRM project were incurred in the following overhead: Aside from the \$ 2,000 was spent for the personal use of the development of the thesis, the IMBAUTO SA company , contributed their own funds approximately \$ 23,000 including (Time, materials, infrastructure, other ...) With a total of \$ 25,000 in costs at the end of CRM project.

So that the opportunity cost of CRM investment project is the initial placement of cash in this case \$ 25,000 which is the proper contribution to begin the CRM project.

Based on the analysis regarding revenue according to expenditures, we can determine the cost-benefit ratio that was obtained through the implementation of CRM projects:

$$\begin{aligned}
 \text{BC} &= \frac{\$54.299}{\$25.000} \\
 \text{BC} &= \$2,17
 \end{aligned}$$

If B / C is greater than 1, we have an adequate return.

Which means that for every dollar invested, \$ 2.17 earned thereby obtaining an adequate return and a viable investment.

With this we can determine that the implementation of the CRM project, managed to capture and increase the # of customers in the Aftersale and get positive results which IMBAUTO SA Company wins. (The Author, 2014)

V. Conclusions

In IMBAUTO SA, was created a manual of process of a System Management Customer Relationship "SUGAR CRM" thank to by opening and determined cooperation of its human talent, both the service area and the spare area which has : Map Process, flowcharts, procedures, characterization, interaction etc., which we observe throughout Chapter VI. (Pages 139-234).

To ensure compliance with the standards set in the manual process management was elaborated indicators for each process in the aftersale area where the following was identified : Line of business or department, process, display, goal per year and responsible, all this information is consolidated in a matrix forming the proposed scorecard as we see in Chapter VIII, point 8.1. (Table 8.1. Page 283), to take action in the different indicators if the goal is not met, allowing to generate a continuous improvement of the processes involved.

The ratio of cost - benefit study in the IMBAUTO S.A, company gave a score of

2.7, and the total investment of the final draft CRM was \$ 25,000 and the total incentive earned by compliance with aftersale indicators is \$ 54,299. This gives us the benefit cost ($54299/25000 = 2.17$) relationship, which means that for every dollar of expenses, generated a 2.17 earned incentives (profitability). What determines the advantage of carrying out such projects through incentives and processes quality. Note in Chapter VIII, section 8.2. (Table 8.2. Page 284).

VI. Recommendations

Consider this research as a guide to raise the organization of processes and direct its implementation to all areas as a basis for the System of Health and Safety at Work.

Run frequent updating of procedures including activity diagrams developed in this project, defining responsible, scope, objectives, methodology and indicators for proper monitoring.

Train personnel pertaining to the customer in the areas of process management theory, quality, customer, process, etc.

Having the monthly monitoring management indicators of the areas under study, identifying the review methodology and responsible for compliance with them.

Continue this investigation in future thesis, with standardization and process control area sale of IMBAUTO SA company and

thus have the theoretical and practical foundations to help improve other business enterprises of the province and the country.

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