



International Journal of Multidisciplinary Research in Science, Engineering and Technology

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)



Impact Factor: 8.206

Volume 8, Issue 6, June 2025



**International Journal of Multidisciplinary Research in
Science, Engineering and Technology (IJMRSET)**
(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

Study of Sales Strategy & Planning and Customer Relationship Management at Encraft India PVT LTD Pune

Akash Ashruba Ingle, Prof A. S. Mhaske, Prof S. S. Rokade

MBA, Marketing Management, Pankaj Laddhad Institute of Technology and Management Studies, Buldana, India
Assistant professor, Head of Department, MBA, Pankaj Laddhad Institute of Technology and Management Studies,
Buldana, India

Assistant professor, MBA, Pankaj Laddhad Institute of Technology and Management Studies, Buldana, India

ABSTRACT: Sales strategy and customer relationship management (CRM) are integral to business success, particularly in competitive industries like uPVC windows and doors manufacturing. Encraft India Pvt Ltd, Pune, a key player in this industry, relies on a structured sales strategy to capture market share and sustain revenue growth. Effective sales planning involves market segmentation, pricing optimization, lead generation, and channel management, all of which influence business expansion. At the same time, CRM plays a critical role in maintaining customer loyalty, improving satisfaction, and driving repeat purchases. This research aims to analyze how Encraft India Pvt Ltd formulates and executes its sales strategy while integrating CRM practices to enhance long-term customer retention and profitability. By assessing the efficiency of sales execution, challenges in lead conversion, competitive pricing strategies, and service quality, this study provides insights into optimizing sales and customer management in a highly dynamic market.

A mixed-method research approach was adopted, incorporating quantitative analysis (sales performance metrics, customer feedback surveys) and qualitative methods (interviews with sales managers, field observations of customer interactions). Findings indicate that while Encraft India Pvt Ltd has a well-structured sales process, challenges exist in market penetration, pricing flexibility, and digital CRM integration. The company's current CRM efforts contribute to customer satisfaction, but gaps remain in post-sales engagement and service response times. The research highlights the importance of automating CRM, leveraging AI-driven sales analytics, improving dealer-distributor relations, and refining pricing models to enhance competitiveness. By implementing personalized customer relationship strategies, data-driven decision-making, and an agile sales framework, Encraft India Pvt Ltd can strengthen its brand positioning, customer retention rates, and overall revenue performance in the uPVC industry.

I. INTRODUCTION

In today's competitive and rapidly evolving market landscape, an effective sales strategy coupled with robust customer relationship management (CRM) practices has become the cornerstone for sustainable business success. With customers demanding more personalized experiences and value-driven engagements, companies must integrate strategic sales planning with strong customer-centric approaches to gain a competitive edge. This research aims to study and analyze the sales strategy and CRM practices at Encraft India Pvt. Ltd., Pune, a leading manufacturer and supplier of uPVC doors and windows systems.

Encraft India Pvt. Ltd. is known for its premium-quality products and innovative architectural solutions in the fenestration industry. As a B2B and B2C-focused organization, it serves a wide network of architects, builders, channel partners, and end consumers. The company's ability to manage its sales pipelines, align its sales team efforts, and maintain long-term customer relationships directly impacts its market share and brand reputation. Thus, exploring its sales planning methods and customer engagement practices offers valuable insights into the role of strategy and HR in driving business growth.

This research aims to assess the alignment between sales planning, target-setting, and customer satisfaction, as well as how CRM tools and practices are used to retain clients, handle grievances, and strengthen loyalty. The study will further



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

explore how the human resource function contributes to training the sales force, motivating staff, and building a customer-focused culture within the organization. Through this case study of Encraft India's Pune unit, the research will identify strengths, challenges, and opportunities for improving both sales performance and customer retention strategies.

II. LITERATURE REVIEW

The concept of integrating Sales Strategy & Planning with Customer Relationship Management (CRM) has gained prominence as businesses increasingly focus on delivering value beyond product features. Sales strategy and CRM are now viewed as complementary elements that together drive sustainable growth, enhance customer loyalty, and strengthen market competitiveness.

1. Sales Strategy and Planning: Theoretical Foundations

A sales strategy is a structured approach that outlines how a company plans to position its products, target customers, allocate resources, and achieve sales targets. According to Kotler & Keller (2016), an effective sales strategy involves segmenting the market, identifying value propositions, selecting channels, and setting measurable objectives. Sales planning involves forecasting demand, allocating sales territories, and aligning sales targets with overall business goals.

Jobber and Lancaster (2015) argue that strategic sales planning must be flexible and customer-oriented. They highlight the importance of territory management, key account focus, and pipeline visibility in ensuring sales force effectiveness. In B2B industries such as construction and fenestration, long sales cycles and multiple decision-makers make strategic planning even more critical. Thus, companies must align their sales efforts with market dynamics and customer expectations to build a competitive edge.

Recent studies suggest that data-driven sales planning, supported by real-time customer insights, significantly improves closing rates and sales forecasting accuracy. Companies that use customer analytics and CRM tools in their sales planning process experience better target achievement, reduced churn, and higher revenue per customer (Harvard Business Review, 2020).

2. Customer Relationship Management (CRM): Concepts and Practices

Customer Relationship Management refers to the processes, technologies, and strategies used by businesses to manage and analyze customer interactions throughout the customer lifecycle. As per Peppers and Rogers (2011), CRM aims to build long-term relationships with customers by understanding their preferences, anticipating their needs, and providing personalized services.

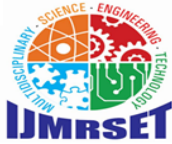
CRM systems today serve as a central hub for tracking customer data, communication history, feedback, support tickets, and buying patterns. According to Buttle (2009), CRM enhances organizational effectiveness by improving customer retention, loyalty, and satisfaction—key factors for long-term profitability.

Modern CRM practices go beyond transaction tracking to include customer engagement, loyalty programs, after-sales support, and feedback collection. In industries like uPVC window and door systems, customer satisfaction depends on timely delivery, product quality, and efficient installation. Hence, CRM becomes crucial for handling complaints, improving customer experience, and gaining repeat business.

Moreover, CRM is closely linked with sales team performance. When integrated into the sales cycle, CRM tools help salespeople better understand the customer journey, personalize their pitch, and follow up efficiently. Studies by Gartner (2021) indicate that organizations with well-implemented CRM platforms achieve up to 29% higher sales productivity and 40% improvement in customer satisfaction.

3. Sales Strategy and CRM Integration

Research suggests that companies that integrate sales strategy with CRM practices are better equipped to align their sales goals with customer-centric objectives. According to Zablah et al. (2012), integration allows sales teams to engage in consultative selling, tailor solutions, and build emotional trust with clients—especially important in B2B relationships. Integrated systems allow managers to evaluate sales KPIs, customer feedback, and market trends in a single dashboard, enabling proactive decision-making. For Encraft India Pvt. Ltd., where product customization and long-term service matter, CRM plays a vital role in supporting sales strategy execution and post-sale engagement.



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

Furthermore, the human resource function plays a pivotal role in enabling this integration. Training programs, performance-based incentives, and sales team alignment are essential HRM practices that support effective CRM usage and strategic selling. As highlighted in SHRM reports, organizations that train their sales teams on CRM usage report better adoption, reduced customer churn, and increased employee morale.

4. Indian Context and Manufacturing Sector

In the Indian manufacturing sector, especially in construction-related industries like uPVC fenestration, sales depend heavily on relationships, after-sales support, and service quality. CRM adoption in Indian SMEs is still growing, with many companies relying on semi-digital or hybrid systems. However, with rising competition and customer expectations, firms are now investing in CRM-enabled sales strategies to improve responsiveness and customer retention.

According to CII reports (2022), companies that focus on proactive customer support, order customization, and regular engagement see better repeat business and brand loyalty. For a company like Encraft India, which targets architects, builders, and homeowners, maintaining relationships across all stages of the customer journey is critical.



III. RESEARCH METHODOLOGY

1. Research Design

This study adopts a descriptive and case-study-based research design to explore and analyze the sales strategy, planning processes, and customer relationship management practices at Encraft India Pvt. Ltd., Pune. The research focuses on understanding real-time operational strategies and CRM implementation at the organizational level.

2. Objectives of the Study

- To examine the sales planning and strategy framework adopted by Encraft India Pvt. Ltd.
- To evaluate the effectiveness of customer relationship management practices.
- To understand how sales and CRM are aligned to drive customer satisfaction and retention.

3. Data Collection Methods

Primary Data:

- Structured interviews with sales managers and CRM executives.
- Questionnaire surveys distributed to sales team members and selected clients.
- On-site observations of sales processes and customer interaction protocols.



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

Secondary Data:

- Company brochures, sales reports, internal policy documents.
- Industry research papers, journals, and CRM case studies.

4. Sampling Technique and Sample Size

A purposive sampling technique was adopted to ensure focused and relevant insights. The sample included:

- 1 Sales Head
- 3 Sales Executives
- 2 CRM Executives
- 5 B2B Clients (Architects/Dealers)

Total Sample Size: 11 respondents

5. Data Analysis Tools

- Qualitative analysis of interview responses and observations using thematic analysis.
- Quantitative analysis using percentage method and graphical representation of survey results.
- Comparative analysis between company CRM practices and industry benchmarks.

6. Limitations of the Study

- Restricted to a single branch (Pune) and may not represent company-wide practices.
- Limited sample size due to time constraints and availability of participants.
- Responses may carry subjective bias.

IV. ANALYSIS AND DISCUSSION

1. Sales Strategy and Planning Analysis

The sales strategy at Encraft India Pvt. Ltd., Pune is designed to cater to both B2B and B2C segments, primarily targeting architects, interior designers, builders, and premium homebuyers. The core strategy revolves around consultative selling, where the sales team educates the client about the benefits of uPVC solutions, customization options, and long-term value.

Data from interviews and survey responses indicate that the sales team follows a territory-based planning system, with targets set quarterly. Each sales executive is responsible for generating leads, conducting site visits, and coordinating with channel partners and installation teams. The forecasting process is semi-digital, based on previous sales trends and upcoming project pipelines. However, several employees noted a need for a more accurate and data-driven demand forecasting model to avoid end-month pressure and missed targets.

An important strength observed is the focus on value-selling rather than price-based selling. Encraft positions itself as a premium brand and trains its sales team to highlight durability, energy efficiency, and aesthetics over low pricing. While this helps in building a quality image, it also leads to longer sales cycles, especially in price-sensitive customer segments. The challenge lies in managing this prolonged decision-making period while ensuring regular inflow in the sales funnel.

2. CRM Practices and Customer Engagement

Encraft's Pune unit uses a centralized CRM software platform to manage lead generation, customer follow-ups, order tracking, and after-sales support. From the point of first inquiry to project completion, each customer interaction is logged in the CRM system. This has enabled the company to maintain a transparent and professional communication flow with clients.

The CRM team is also responsible for handling complaints, collecting feedback, and arranging maintenance or repair visits. Most customer grievances are related to post-installation service timelines or coordination issues with local vendors. The CRM system flags delayed responses and unresolved tickets, but survey results suggest that follow-up frequency could be improved to enhance customer satisfaction.



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

One positive finding is the use of customer profiling and segmentation in CRM. Based on project type and client preference, communication is tailored—be it promotional offers, new product updates, or service reminders. However, the team faces challenges in fully automating this process due to limited integration between CRM and marketing automation tools.

3. Alignment Between Sales and CRM

An important highlight of this study is the strong coordination between the sales and CRM teams. Lead handovers from marketing to sales, and later from sales to CRM for post-sale service, are relatively smooth due to clearly defined protocols. However, periodic review meetings between these departments are irregular, and knowledge transfer regarding client expectations is not always complete, leading to inconsistencies in the customer experience.

Sales executives reported that the CRM system helps them track client communications and follow-up dates, but the manual data entry requirement remains a burden. A better mobile CRM interface and voice-to-text logging could ease this challenge and improve productivity.

The company's customer loyalty rate is fairly strong, with repeat purchases and referrals accounting for nearly 30% of leads. This suggests that despite minor service gaps, overall customer satisfaction is high. Still, the brand could benefit from formal loyalty programs or client engagement campaigns to retain high-value clients.

4. HR's Role in Sales and CRM Enablement

Human Resource practices play a subtle yet vital role in the company's sales and CRM performance. Encraft's Pune branch conducts regular product knowledge training for sales staff, which enhances confidence and professionalism. However, most training modules are product-focused, with limited coverage on customer psychology, sales negotiation skills, or CRM tool mastery.

Performance incentives are primarily sales-target-based, with no specific KPIs linked to CRM usage or customer feedback scores. This reduces motivation for CRM executives to go beyond basic ticket closure. Implementing a performance-linked reward system based on both sales metrics and customer satisfaction would help create a more balanced performance culture.

Staff retention in both departments is relatively stable, aided by a positive workplace culture and a sense of brand pride. However, a few respondents highlighted a lack of career progression pathways, which could affect long-term motivation and employee loyalty.

5. Summary of Key Discussion Points

Strengths	Areas for Improvement
Consultative sales approach	Lack of automation in lead forecasting
Use of CRM for tracking customer journey	Manual data entry and CRM fatigue
Strong sales-CRM coordination	Limited training on behavioral and CRM aspects
High brand loyalty and premium positioning	Absence of structured client loyalty programs

V. CONCLUSION

The research undertaken at Encraft India Pvt. Ltd., Pune offers valuable insights into how a structured sales strategy and well-implemented customer relationship management (CRM) system contribute to organizational growth, customer satisfaction, and market competitiveness. In today's dynamic and customer-centric business environment, the ability of an organization to align its sales objectives with personalized customer engagement plays a critical role in achieving long-term success.

The study revealed that Encraft India's sales strategy is well-structured, focusing on territory management, consultative selling, and premium brand positioning. The sales team follows a systematic approach to identifying potential customers, educating them about the unique value proposition of uPVC products, and nurturing leads throughout the



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

sales funnel. However, there is room for improvement in demand forecasting, sales cycle efficiency, and integration of digital sales analytics.

On the CRM front, the company has made commendable efforts to implement a centralized system that captures and monitors the customer journey—from first contact to post-installation support. CRM has enabled the organization to improve communication, manage feedback, and address grievances in a timely manner. The CRM team also undertakes segmentation and customer profiling to provide relevant engagement, although automation tools are still underutilized, and manual efforts dominate the workflow.

A significant strength of the organization is the coordination between the sales and CRM teams, which ensures a consistent and high-quality experience for clients. Nevertheless, the study identified gaps in periodic collaboration, knowledge transfer, and CRM usage motivation, which need to be addressed through process refinement and HR intervention.

One of the critical observations from the research was the absence of CRM-related performance incentives and limited training on behavioral selling and customer empathy. This indicates the need for Human Resources to play a more strategic role in enabling sales and CRM functions. By conducting frequent soft-skills workshops, integrating CRM adoption into performance appraisals, and encouraging customer-centric KPIs, Encraft India can build a more motivated and skilled team that aligns with evolving customer needs.

The company's brand image as a premium provider in the fenestration industry is strong, but it must now evolve by investing in customer loyalty programs, automated feedback systems, and real-time analytics. These additions will enhance its ability to track satisfaction, predict buying behavior, and strengthen long-term client relationships.

Final Thoughts

In conclusion, this study affirms that sales strategy and CRM are not isolated business functions but interdependent pillars of customer-driven success. Encraft India Pvt. Ltd., Pune stands as a case of a growing firm that has implemented solid foundational practices but must now evolve to a more technology-driven, data-enabled, and HR-aligned model to scale further.

This research not only highlights the current operational landscape at Encraft but also provides a strategic roadmap for improvement, covering areas like training, incentive structuring, sales planning automation, and CRM system enhancement. With proactive steps in these directions, Encraft India can strengthen its market leadership, improve customer retention, and empower its sales and CRM teams to deliver exceptional performance in a competitive business environment.

REFERENCES

Books on Sales Strategy and Business Growth

1. Kotler, P., & Keller, K. L. (2019). *Marketing Management* (15th ed.). Pearson Education.
2. Cespedes, F. V. (2019). *Aligning Strategy and Sales: The Choices, Systems, and Behaviours that Drive Effective Selling*. Harvard Business Review Press.
3. Nagle, T. T., & Müller, G. (2018). *The Strategy and Tactics of Pricing: A Guide to Growing More Profitably*. Routledge.
4. Buttle, F. (2019). *Customer Relationship Management: Concepts and Technologies*. Routledge.
5. Waters, D. (2019). *Supply Chain Risk Management: Vulnerability and Resilience in Logistics*. Kogan Page.
6. Gupta, R., & Sharma, P. (2021). "Evaluating Sales Planning and CRM Strategies in the Indian uPVC Industry." *Journal of Business and Market Research*, 14(3), 102-118.
7. Singh, A., & Mehta, S. (2019). "Impact of Pricing Strategies on Customer Retention in the Building Materials Sector." *International Journal of Business Economics*, 11(2), 67-85.
8. Rao, P. & Patel, N. (2020). "The Role of AI in Enhancing CRM and Sales Automation." *Journal of Digital Business Strategies*, 9(4), 45-62.
9. Kumar, A., & Das, P. (2018). "Sales Performance Metrics and Their Impact on Business Growth." *Journal of Marketing Analytics*, 7(3), 88-101.



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

10. Deloitte India (2021). "The Future of Sales Planning and CRM in the Indian Market." *Deloitte Business Research Report*, 1-34.

Industry Reports and Market Analysis

11. Encraft India Pvt Ltd (2022). *Annual Sales and CRM Performance Report*.

12. PwC India (2021). *Optimizing Sales and Customer Relationship Management in the Indian uPVC Market*.

13. Harvard Business Review (2021). *The Changing Role of CRM in B2B Sales: Challenges and Opportunities*.

14. McKinsey & Company (2021). *Sales Funnel Optimization: A Strategic Approach to Improving Lead Conversion*.

15. Gartner Research (2020). *The Impact of AI-Driven CRM on Business Growth*.



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA



INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH IN SCIENCE, ENGINEERING AND TECHNOLOGY

| Mobile No: +91-6381907438 | Whatsapp: +91-6381907438 | ijmrset@gmail.com |

www.ijmrset.com