

A STUDY ON CUSTOMER RELATIONSHIP MANAGEMENT AT BAJAJ ALLIANZ LIFE INSURANCE COMPANY

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ABSTRACT

Customer Relationship Management (CRM) has emerged as a strategic imperative for life insurance companies seeking to differentiate their offerings through meaningful customer engagement. This study investigated the CRM practices of Bajaj Allianz Life Insurance Company and their influence on customer satisfaction and retention. A structured questionnaire was administered to 100 policyholders using simple random sampling. Demographic analysis revealed a predominance of males (55%) and individuals aged 26–35 (38%), with 91% holding graduate or postgraduate qualifications. ULIPs were the most purchased policy type (37%), and product features, premium affordability, and agent recommendations primarily influenced insurer selection. An omnichannel purchase landscape was evident, with bancassurance and mobile apps each capturing 21% of policy transactions. Frequency of interaction with company representatives was balanced between frequent and occasional contact, and phone calls and emails remained the leading communication modes.

Key Words:- Customer Relationship Management (CRM), Interactions, insurance sector.

I. INTRODUCTION

Customer Relationship Management (CRM) evolved as a strategic approach in response to the growing emphasis on customer-centric business operations across competitive industries. In the life insurance sector, where intangible service offerings, long-term commitment, and trust-based transactions dominate the landscape, CRM emerged as a pivotal tool for cultivating meaningful, personalized relationships with policyholders. Bajaj Allianz Life Insurance Company, one of India's leading private insurers, functioned within an intensely competitive and highly regulated environment that demanded superior customer engagement. The company's

CRM strategies were designed not only to ensure retention and loyalty of existing customers but also to enhance brand credibility, service experience, and responsiveness across multiple customer touchpoints. Given the complexities inherent in insurance services, a study focused on examining the CRM practices of Bajaj Allianz provided critical insights into how personalized engagement and systematic relationship management influenced overall business sustainability.

1.1 NEED OF THE STUDY

The study was necessitated by the dynamic nature of customer expectations in the life insurance sector and the strategic importance of CRM in ensuring policyholder loyalty. As customers increasingly demanded personalized and technology-driven service experiences, insurers faced mounting pressure to upgrade CRM systems and align them with evolving preferences. Furthermore, intensified competition among private insurers and declining policy persistency ratios underscored the need to evaluate the real-world efficacy of CRM practices. Therefore, this study served to assess how well Bajaj Allianz's CRM initiatives addressed these market realities and delivered measurable outcomes in terms of customer satisfaction and retention.

1.2 SCOPE OF THE STUDY

The scope of the study was limited to the evaluation of CRM practices at Bajaj Allianz Life Insurance Company and their influence on customer satisfaction and retention. The research focused on analyzing CRM effectiveness through the perceptions of existing customers, including demographic segmentation and behavioral responses. It excluded operational and technical evaluations of CRM software systems and was confined to service-related aspects of customer management within the company.

1.3 OBJECTIVE OF THE STUDY

1. To study the customer relationship management (CRM) strategies of Bajaj Allianz.
2. To assess impact of CRM practices of Bajaj Allianz on customer satisfaction.
3. To know the relationship between CRM practices and customer retention at Bajaj Allianz.

II. REVIEW OF LITERATURE

Gil-Gomez (2020) examined the role of digital transformation in reshaping customer relationship management (CRM) frameworks and its influence on sustainable business model innovation. The study analyzed how organizations leveraged digital technologies to integrate CRM processes, enabling seamless data exchange, personalized customer interactions, and improved decision-making capabilities. Gil-Gomez highlighted specific mechanisms through which digitalization facilitated real-time customer insights, enhanced service delivery, and fostered long-term customer loyalty.

Libai (2020) explored the advent of artificial intelligence (AI) in the management of customer relationships and the implications for traditional CRM practices. Through a comprehensive review of AI-driven applications—such as machine learning, predictive analytics, and natural language processing—the study showcased how AI tools enabled firms to anticipate customer needs, deliver hyper-personalized experiences, and automate routine service tasks. Libai emphasized the transformative potential of AI to optimize customer acquisition, retention, and lifetime value by leveraging large-scale data analysis and decision-making algorithms.

Chaithanapat (2022) investigated the interrelationships among knowledge-oriented leadership, customer knowledge management

(CKM), innovation quality, and firm performance within small and medium-sized enterprises (SMEs). By surveying SME managers and employees, the study demonstrated that leaders who prioritize knowledge sharing and learning cultivated robust CKM systems, which in turn enhanced the quality of innovation outputs. This improvement in innovation quality was linked to significant gains in overall firm performance, measured by profitability, market share, and customer satisfaction.

III. RESEARCH METHODOLOGY

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

3.1 Sources of data:

Primary Data:Qualitative data collection methods are time consuming, therefore data is usually collected from a smaller sample than would be the case for quantitative approaches.

Secondary Data:The data that is already written and has gone through prior statistical analysis. This data can be collected from various data , internet downloads, business articles, business periodicals , annual reports of the company.

3.2 Sample Technique: Convenience Sampling Method

3.3 Sample Size: 100

3.4 LIMITATIONS OF THE STUDY

The study was limited by its cross-sectional design and reliance on convenience sampling within a single life insurer, which restricted the generalizability of findings to other companies or regions; furthermore, the small sample size (n = 100) may have constrained the statistical power to detect certain subgroup differences, and self-reported measures introduced potential response biases.

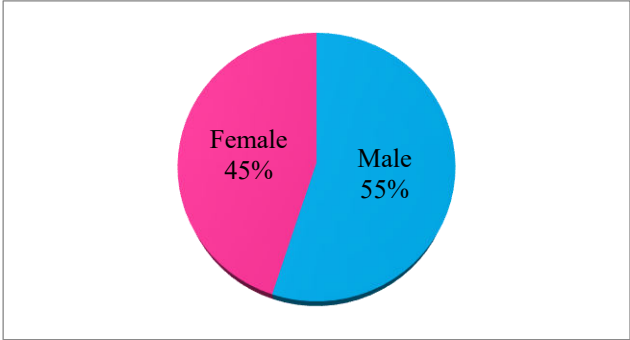
IV. DATA ANALYSIS AND INTERPRETATION:

1. Gende

Table 2: Gender

Gender	Frequency	Percentage
Male	55	55.0%
Female	45	45.0%
Total	100	100.0%

Figure 3: Gender



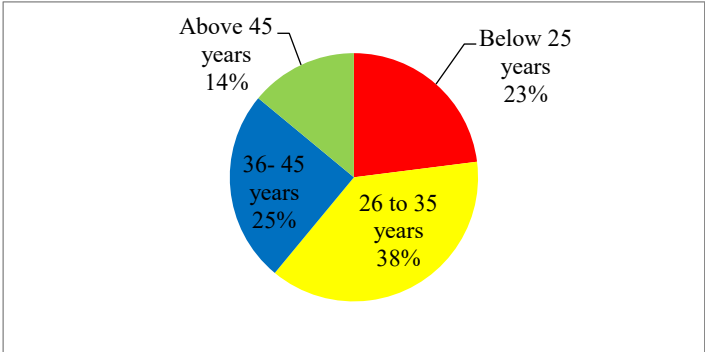
Interpretation: The distribution indicated that 55.0% of the respondents were male, followed by 45.0% female from gender identities. This reflects a male-dominated participation in the sample, affirming that the study captured gender-based perspectives with relative representativeness.

2. Age Group

Table 3: Age group

Age Group	Frequency	Percentage
Below 25 years	23	23%
26 to 35 years	38	38%
36- 45 years	25	25%
Above 45 years	14	14%
Total	100	100.0%

Figure 4: Age group



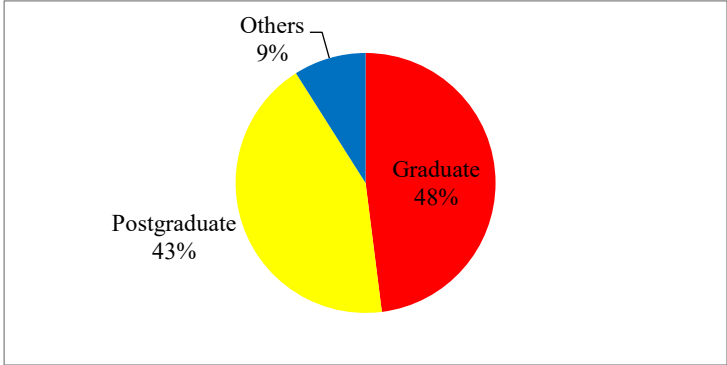
Interpretation:The dominant age category was 26–35 years, comprising 38.0% of the sample, followed by 36–45 years (25.0%) and Below 25 years (23.0%). This pattern reflected a higher inclination towards life insurance among the younger and middle-aged demographic groups, suitable for analyzing CRM practices in a digitally aware segment.

3. Educational Qualification

Table 4: Qualification

Educational Qualification	Frequency	Percentage
Graduate	48	48.0%
Others	9	9.0%
Postgraduate	43	43.0%
Total	100	100.0%

Figure 5: Qualification



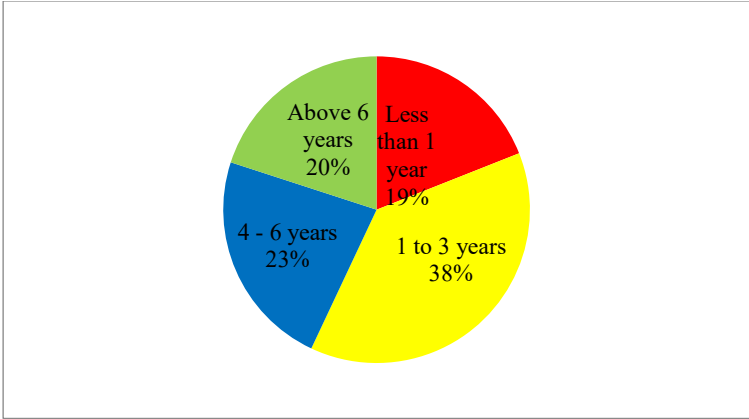
Interpretation:The findings revealed that 48.0% of respondents were graduates, 43.0% were postgraduates, and only 9.0% held other qualifications. This educational profile indicates that the majority of respondents were well-educated, enabling a more informed evaluation of CRM strategies at Bajaj Allianz.

4. Duration of Customer Relationship

Table 5: Duration

Customer Duration	Frequency	Percentage
Less than 1 year	19	19.00%
1 to 3 years	38	38.00%
4 - 6 years	23	23.00%
Above 6 years	20	20.00%
Total	100	100.00%

Figure 6: Duration



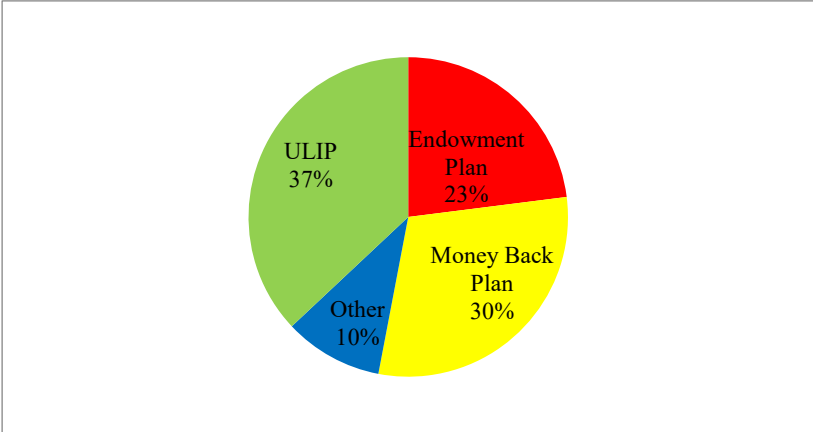
Interpretation:A plurality of respondents (38.0%) reported a relationship duration of 1–3 years with the company, while 23.0% and 20.0% were associated for 4–6 years and more than 6 years respectively. This data provided a balanced mix of recent and long-term customers for evaluating CRM effectiveness.

5. Type of Policy Purchased

Table 6: Policy type

Policy Type	Frequency	Percentage
Endowment Plan	23	23.0%
Money Back Plan	30	30.0%
Other	10	10.0%
ULIP	37	37.0%
Total	100	100.0%

Figure 7: Policy type



Interpretation

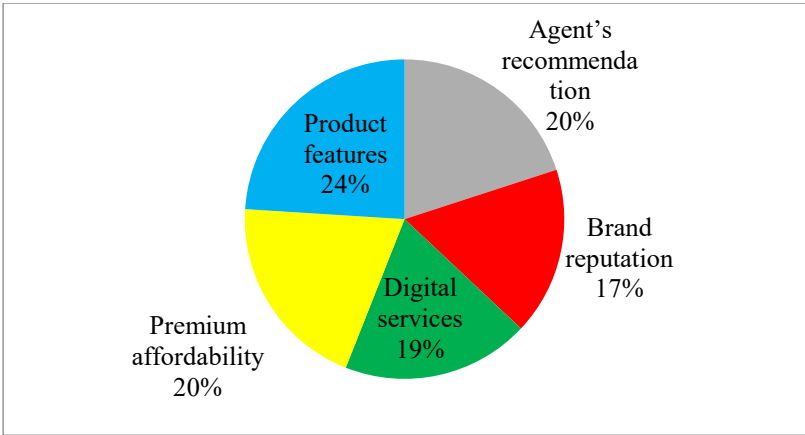
ULIPs represented the most frequently purchased policy type at 37.0%, followed by Money Back Plans (30.0%). The pattern suggested a preference towards investment-linked products, aligning with emerging customer interests in hybrid financial products.

6. Reason for Choosing Bajaj Allianz

Table 7: Rationale

Reason for Choosing	Frequency	Percentage
Agent’s recommendation	20	20.0%
Brand reputation	17	17.0%
Digital services	19	19.0%
Premium affordability	20	20.0%
Product features	24	24.0%
Total	100	100.0%

Figure 8: Rationale



Interpretation

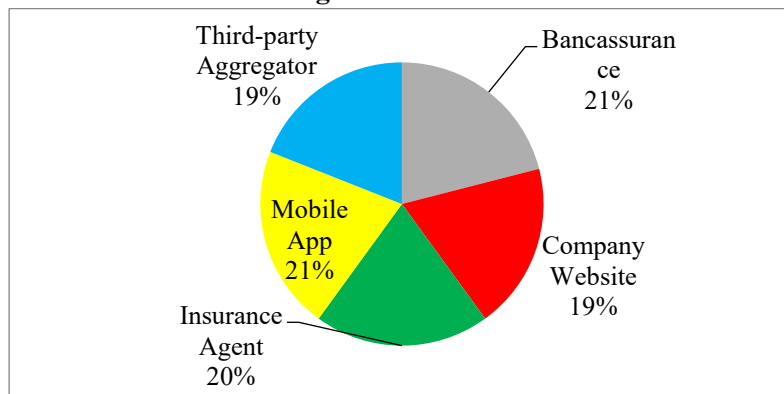
Among various factors influencing purchase decisions, 24.0% of respondents cited product features, while digital services and premium affordability followed closely. This distribution highlighted the multifactorial appeal of Bajaj Allianz’s offerings in the competitive insurance market.

7. Purchase Channel

Table 8: Channel

Purchase Channel	Frequency	Percentage
Bancassurance	21	21.0%
Company Website	19	19.0%
Insurance Agent	20	20.0%
Mobile App	21	21.0%
Third-party Aggregator	19	19.0%
Total	100	100.0%

Figure 9: Channel



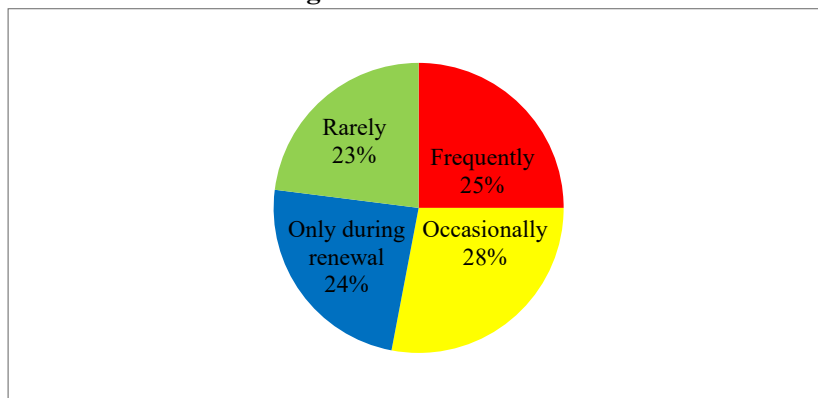
Interpretation: The channels through which policies were bought were nearly evenly distributed, with bancassurance and mobile apps tied at 21.0%. This balance confirmed the multichannel strategy adopted by Bajaj Allianz to target tech-savvy and traditional customers alike.

8. Frequency of Interaction

Table 9: Interaction

Interaction Frequency	Frequency	Percentage
Frequently	25	25.0%
Occasionally	28	28.0%
Only during renewal	24	24.0%
Rarely	23	23.0%
Total	100	100.0%

Figure 10: Interaction



Interpretation

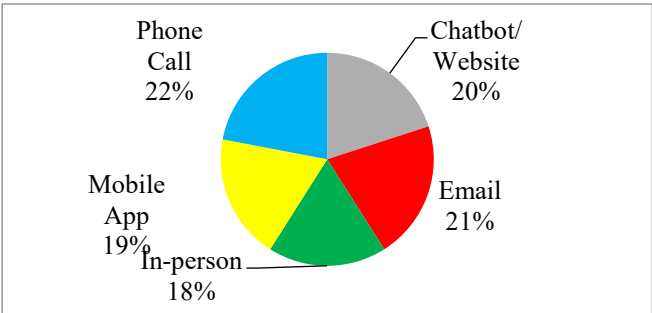
Customer interaction frequency appeared balanced, with 28.0% indicating occasional contact and 25.0% indicating frequent interactions. These figures enabled assessing whether contact regularity influenced satisfaction and retention under CRM mechanisms.

9. Preferred Mode of Communication

Table 10: Preference

Communication Mode	Frequency	Percentage
Chatbot/Website	20	20.0%
Email	21	21.0%
In-person	18	18.0%
Mobile App	19	19.0%
Phone Call	22	22.0%
Total	100	100.0%

Figure 11: Preference



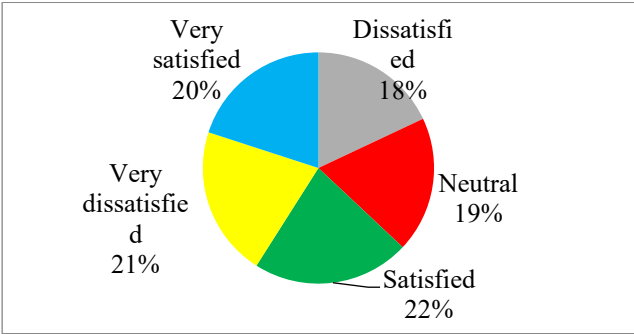
Interpretation:Phone calls (22.0%) and emails (21.0%) were the most common modes of communication, followed closely by chatbot and mobile app. The data validated the company’s diversified customer support infrastructure, catering to both digital and traditional preferences.

10. Overall Experience

Table 11: Satisfaction

Overall Experience	Frequency	Percentage
Dissatisfied	18	18.0%
Neutral	19	19.0%
Satisfied	22	22.0%
Very dissatisfied	21	21.0%
Very satisfied	20	20.0%
Total	100	100.0%

Figure 12: Satisfaction



Interpretation: The distribution showed a mixed perception of overall experience. While 42.0% of respondents were either satisfied or very satisfied, 39.0% were either dissatisfied or very dissatisfied. This split underscored the importance of optimizing CRM touchpoints to reduce dissatisfaction.

V. FINDINGS:

1. The sample comprised 55% male and 45% female respondents, reflecting a male-dominated participation.
2. The largest age cohort was 26–35 years (38%), followed by 36–45 years (25%), indicating that young and middle-aged adults predominantly purchased life insurance.
3. Nearly half of the respondents were graduates (48%) and 43% were postgraduates, demonstrating that the majority of participants were well-educated.
4. A plurality of customers (38%) had maintained a relationship with Bajaj Allianz for 1–3 years, while 23% and 20% had been associated for 4–6 years and over 6 years, respectively.
5. Investment-linked policies (ULIPs) constituted 37% of purchases, followed by Money Back Plans at 30%, indicating a strong preference for hybrid financial products.
6. Product features accounted for 24% of reasons for selecting Bajaj Allianz, with premium affordability and agent recommendation each at 20%, reflecting a multifactorial decision process.
7. Bancassurance and mobile app channels each captured 21% of purchases, demonstrating the effectiveness of Bajaj Allianz's multichannel distribution strategy.
8. Approximately 28% of respondents interacted occasionally and 25% interacted frequently with Bajaj Allianz representatives, emphasizing moderately regular engagement.
9. Phone calls (22%) and email (21%) were the most common modes of communication, validating the continued importance of traditional contact methods alongside digital channels.
10. Only 42% of respondents reported being satisfied or very satisfied with their overall experience, while 39% were dissatisfied or

very dissatisfied, indicating mixed levels of customer satisfaction.

11. Sixty percent of participants agreed or strongly agreed that Bajaj Allianz offered a wide range of insurance products, confirming broad product diversification.
12. Seventy-one percent of respondents agreed or strongly agreed that they received timely premium reminders, underscoring the effectiveness of Bajaj Allianz's reminder system.

VI. SUGGESTIONS:

Subsequent research could employ a longitudinal design to track changes in CRM efficacy and customer satisfaction over time, incorporate multiple private and public life insurers to compare CRM practices across firms, and utilize mixed methods by adding qualitative interviews to gain deeper insights into the nuanced behavioral drivers behind customer perceptions.

VII. CONCLUSION:

This study examined the CRM strategies of Bajaj Allianz Life Insurance and their impact on customer satisfaction and retention within a sample of 100 policyholders. Demographically, the sample skewed toward male graduates aged 26–35, reflecting the consumer profile commonly targeted by private insurers. Purchase behavior indicated a pronounced preference for ULIPs (37%) and Money Back Plans (30%), underscoring the rising appeal of investment-linked products in the Indian market. The omnichannel purchasing landscape—with bancassurance (21%) and mobile app (21%) representing leading channels—highlighted the firm's success in making its products accessible across diverse customer touchpoints. The findings demonstrated that product features, premium affordability, and agent recommendations were the primary drivers of policy selection.

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