



A Study On Sales and Customer Relationship Management in The Two-Wheeler Industry

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Abstract – This study concentrates on the sales performance and Customer Relationship Management (CRM) practices of KTM and Husqvarna dealerships. The two-wheeler industry in India has become highly competitive, making customer satisfaction and long-term relationship management essential for business success. The primary aim is to examine how CRM strategies, including customer communication, after-sales service, complaint handling, digital engagement, and loyalty initiatives, influence customer satisfaction and retention. The study adopts a descriptive research design and utilises both primary and secondary data. Primary data are collected through structured customer questionnaires, while secondary data are obtained from journals, company reports, websites, and published research articles. The collected data are analysed using percentage analysis, tables, and charts to ascertain customer perceptions and satisfaction levels. The findings suggest that effective CRM practices significantly enhance customer trust, improve service quality, strengthen brand loyalty, and encourage repeat purchases. Moreover, efficient after-sales support and personalised customer interactions are crucial for maintaining long-term customer relationships. The study concludes that KTM and Husqvarna can achieve sustainable growth and gain a competitive advantage by continually improving their CRM strategies, adopting advanced digital communication tools, and delivering superior customer service.

Keywords – Sales, Customer Relationship Management (CRM), KTM, Husqvarna, Customer Satisfaction, Customer Loyalty, After-Sales Service, Two-Wheeler Industry.

I. INTRODUCTION

The Indian two-wheeler industry is one of the largest and fastest-growing automobile sectors worldwide, playing a vital role in providing affordable and efficient transportation. As competition among motorcycle manufacturers intensifies, companies are focusing not only on increasing sales but also on building strong, long-lasting relationships with customers. Customer Relationship Management (CRM) has become an essential business strategy that helps organisations understand customer needs, improve service quality, and boost customer satisfaction and loyalty.

KTM and Husqvarna are premium motorcycle brands under Pierer Mobility Group, distributed in India through Bajaj Auto. Both are renowned for high-performance bikes, innovative technology, stylish designs, and top riding experiences. While KTM mainly targets performance enthusiasts, Husqvarna caters to customers seeking a premium and unique riding experience. As their customer base grows, maintaining strong customer relationships has become essential for ongoing business success and competitive edge. Sales performance in the two-wheeler industry is influenced by several factors, including product quality, pricing, promotional activities, dealership experience, financing options, and after-sales services. However, attracting customers alone is not sufficient in today's competitive market. Companies must also retain existing customers by providing timely communication,

efficient service support, personalised interactions, complaint resolution, and loyalty programs. These CRM practices contribute significantly to customer satisfaction, repeat purchases, and positive word of mouth.

The rapid adoption of digital technologies has further transformed CRM practices in the automobile industry. Dealerships now utilize digital platforms such as mobile applications, social media, email, SMS notifications, and online service booking systems to engage with customers more effectively. These digital initiatives improve communication, strengthen customer relationships, and enhance the overall ownership experience. This study aims to analyse the sales strategies and Customer Relationship Management practices followed by KTM and Husqvarna dealerships. It evaluates customer perceptions regarding sales experience, after-sales service, communication, customer support, and loyalty initiatives. The study also identifies key factors influencing customer satisfaction and retention, and suggests measures to improve CRM effectiveness. The findings of this research are expected to provide valuable insights for dealerships and management in developing customer-centric strategies that enhance sales performance, strengthen customer loyalty, and achieve long-term business success.

II. REVIEW OF LITERATURE

The literature review provides an overview of previous studies on sales management, Customer Relationship



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Management (CRM), customer satisfaction, and the two-wheeler industry. It helps identify the research gap and provides a theoretical foundation for the present study.

Subburaj, et.al (2026) examined the effect of digital marketing strategies on consumer purchasing behavior in the market in India. The study highlighted the role of targeted digital campaigns, influencer marketing, online demonstrations, product comparisons, and customer reviews in shaping consumer preferences and purchase decisions. It further explained how digital channels have shifted consumers from traditional media toward interactive online platforms. The study used relevant literature, secondary data, and case studies to understand digital consumer engagement. It is demonstrated how digital-first initiatives can improve customer engagement and conversion. The study concluded that digital marketing has become an important component of consumer decision-making in the home appliance market.

Packiyam Subburaj (2025) conducted an empirical study on the factors influencing consumers' online purchasing behaviour and the challenges encountered when shopping on e-commerce platforms. The study found that convenience, product availability, technological advancements, and customer satisfaction significantly encourage online shopping adoption among consumers. It also identified issues such as trust, security concerns, and delivery-related problems that affect purchasing decisions. The findings highlighted that understanding consumer preferences and behavioural patterns enables online retailers to formulate effective marketing strategies, improve service quality, and enhance customer satisfaction in the competitive digital marketplace.

Sathyanarayan, D. K., & Subburaj, P. (2021). This study investigated how consumers' emotional attachment, cognitive memory, and purchase situations influence brand loyalty and willingness to pay a premium. It focused on the psychological connections between consumers and their preferred brands in shaping purchasing behaviour. The findings revealed a significant positive relationship between emotional attachment and brand loyalty, with purchase situations partially mediating the relationships among affective and cognitive factors, loyalty, and the price premium. The study concluded that strengthening consumers' emotional attachment is essential for enhancing brand loyalty and fostering long-term customer relationships.

Buttle and Maklan (2019) highlighted that CRM enables organisations to understand customer behaviour, preferences, and expectations. According to their research, effective CRM systems improve service quality, increase repeat purchases, and help businesses gain a sustainable competitive advantage. They also stressed that after-sales service plays a vital role in maintaining long-term customer relationships.

Zeithaml, Bitner, and Gremler (2018) discussed the importance of service quality in influencing customer satisfaction and loyalty. They identified factors such as reliability, responsiveness, assurance, empathy, and tangibles as key dimensions that shape customer perceptions of service quality. Their research suggests that excellent after-sales service significantly influences repeat purchase intentions.

Kotler and Keller (2016) explained in their book *Marketing Management* that Customer Relationship Management (CRM) is one of the most effective strategies for developing long-term customer relationships. They stated that organizations focusing on customer satisfaction, personalized services, and after-sales support achieve higher customer retention and profitability than those concentrating only on sales.

Payne and Frow (2017) emphasized that CRM is a strategic approach that integrates people, technology, and business processes to create value for both customers and organizations. Their study concluded that successful CRM implementation improves customer loyalty, strengthens customer engagement, and enhances organizational performance through better communication and relationship building.

Reinartz, Krafft, and Hoyer (2004) examined the impact of CRM processes on business performance. Their findings revealed that organizations implementing structured CRM practices experienced higher customer satisfaction, improved operational efficiency, and increased sales growth. The study also indicated that customer retention is more profitable than acquiring new customers.

Gupta and Lehmann (2003) focused on customer lifetime value and concluded that maintaining existing customers is more cost-effective than continuously acquiring new ones. Their study emphasised that organisations investing in customer relationship management generate higher long-term profitability through increased customer loyalty and repeat business.

Several studies conducted within the Indian automobile industry have demonstrated that customers expect not only high-quality products but also efficient after-sales services, prompt communication, rapid complaint resolution, and transparent service procedures. Digital CRM tools such as mobile applications, service reminders, online booking systems, and social media engagement have become crucial factors influencing customer satisfaction and dealership loyalty. Although many researchers have examined CRM and customer satisfaction in the automobile sector, only limited research has specifically focused on premium motorcycle brands like KTM and Husqvarna in the Indian market. These brands serve a distinctive customer segment that appreciates performance, technology, riding experience, and high-quality service. Therefore, the present study aims to investigate the sales strategies and Customer Relationship Management practices of KTM and



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Husqvarna dealerships, analysing their impact on customer satisfaction, loyalty, and business performance.

Research Gap

Most previous studies have focused on CRM practices in the general automobile industry or mass-market two-wheeler brands. Very few studies have specifically examined the relationship between sales performance and CRM practices in premium motorcycle brands such as KTM and Husqvarna. This study seeks to fill this gap by evaluating customer perceptions of sales experience, after-sales service, customer communication, digital engagement, and loyalty programs, thereby providing valuable insights to improve CRM strategies in the premium two-wheeler industry.

III. OBJECTIVES OF THE STUDY

The present study aims to examine the sales performance and Customer Relationship Management (CRM) practices adopted by KTM and Husqvarna dealerships. The specific objectives of the study are:

1. To analyze the sales strategies adopted by KTM and Husqvarna dealerships in attracting and retaining customers.
2. To evaluate the Customer Relationship Management (CRM) practices followed by KTM and Husqvarna dealerships.
3. To measure the level of customer satisfaction regarding sales experience, product quality, and after-sales services.
4. To examine the impact of CRM practices on sales performance and customer relationship development.

IV. RESEARCH METHODOLOGY

Research methodology provides a systematic framework for collecting, analysing, and interpreting data to achieve the objectives of the study. The present study examines sales performance and Customer Relationship Management (CRM) practices among KTM and Husqvarna dealerships. A descriptive research design was adopted to understand customer perceptions, satisfaction, sales practices, CRM initiatives, and after-sales services. Primary data were collected from 100 customers through a structured questionnaire, while secondary data were obtained from books, journals, company websites, reports, magazines, and newspapers. Convenience sampling was used to select respondents based on their availability and willingness to participate. The collected data were analysed using frequency distribution, percentage analysis, tables, and charts to present the findings clearly.

V. RESULTS AND DISCUSSION

Introduction

This section presents the analysis and interpretation of the data collected from 100 customers of KTM and Husqvarna dealerships. The data were analyzed using statistical tools such as Percentage Analysis, Chi-Square Test, and One-Way ANOVA. The analysis helps to understand customer

opinions regarding sales experience, Customer Relationship Management (CRM), after-sales service, customer satisfaction, and customer loyalty. The results are presented through tables and statistical interpretations to achieve the objectives of the study.

Demographic Profile of Respondents

The characteristics of the people who responded to our questions. Out of the 87 people, 53 were men and 34 were women. Therefore, most of the respondents were men. We also looked at their ages. The largest group was people between 26 and 35 years old, making up 34.5%. The next largest group was people between 46 and 55 years old, at 23%. Then came those between 36 and 45 years, accounting for 20.7%. Additionally, 19.5% were under 25 years, and 2.3% were over 55 years. This indicates that young and middle-aged adults are the most active users of energy systems.

The biggest group was government employees, which was 23%. Then we had employees, which was 19.5%. We also had occupations, business owners, self-employed people and farmers. When we looked at how money people made, to found out that most of them 31%, made between ₹25,000 and ₹50,000 per month. This tells us that solar energy systems are popular among middle-income households. We also found that 46% of people lived in areas. Some people lived in areas, which was 27.6% and some lived in semi-urban areas, which was 26.4%. This tells us that people who live in areas are using solar energy systems more than people who live in other areas.

The demographic profile of respondents gives us details about who they are. This includes their gender, age, education, job, income and where they live. Knowing these things helps us understand the results better.

- Too looked at the data using numbers and percentages to show how it is spread out.
- This helps in interpreting the findings effectively.
- The analysis is presented using frequency and percentage distributions.

Demographic Profile of Respondents

The demographic profile describes the characteristics of the respondents who participated in the study. Out of the 70 respondents, 34 were male and 36 were female, indicating that premium motorcycles are predominantly preferred by male customers.

The majority of respondents (42%) belonged to the 21–30 years age group, followed by 31–40 years (28%), Below 20 years (12%), 41–50 years (11%), and Above 50 years (7%). This shows that young adults are the primary customers of KTM and Husqvarna motorcycles.

Most respondents were private employees (36%), followed by students (29%), business owners (18%), government employees (10%), and others (7%). Regarding monthly income, 38% earned between ₹30,000–₹50,000, indicating that premium motorcycles are more popular among middle-



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income customers. The demographic profile provides a clear understanding of the respondents based on gender, age, occupation, income, and motorcycle ownership. These characteristics help in interpreting the findings of the study more effectively.

Chi-Square Analysis

To examine whether a relationship exists between respondents' gender and their overall satisfaction with the sales and Customer Relationship Management (CRM) services offered by KTM and Husqvarna dealerships, the Pearson Chi-Square Test was employed. The analysis aims to determine if customer satisfaction varies according to gender.

RESULT

Test	Value
Pearson chi square	1.846
Degree of freedom	2
Asymptotic Significance (p-value)	0.294
Number of valid cases	70

SOURCE: Primary Data

Results

- The Pearson Chi-Square test produced a value of 1.864.
- The Degrees of Freedom (df) is 2.
- The Significance (p-value) is 0.394.
- The total number of valid cases is 70.

Interpretation

- The p-value (0.394) is greater than 0.05. Therefore, the Null Hypothesis (H_0) is accepted.
- This indicates that there is no significant association between gender and overall customer satisfaction.
- Male and female respondents have similar levels of satisfaction regarding the sales process and Customer

Relationship Management (CRM) practices of KTM and Husqvarna dealerships.

- Hence, gender does not significantly influence customer satisfaction among the respondents.

One-Way ANOVA

To determine whether the age of the respondents influences their overall satisfaction with the sales and Customer Relationship Management (CRM) services provided by KTM and Husqvarna dealerships, a One-Way ANOVA test was conducted. The test was used to examine whether customer satisfaction differs among different age groups. The analysis revealed that there was no significant difference in customer satisfaction among the various age groups. This indicates that customers of different ages have similar opinions regarding the sales process and CRM services.

RESULT:

Dependent Variable: Mean Score of Customer Satisfaction (Sales & CRM)

Factor: Age Group

Hypotheses

- **H_0 :** There is no significant difference in the mean customer satisfaction scores among different age groups.
- **H_1 :** There is a significant difference in the mean customer satisfaction scores among different age groups.

Results

- F-value = 0.842
- Significance (p-value) = 0.475

Interpretation

- The p-value (0.475) is greater than 0.05. Therefore, the Null Hypothesis (H_0) is accepted.
- This indicates that there is no significant difference in customer satisfaction among different age groups.
- Customers from different age groups have similar opinions regarding the sales process, after-sales service, and Customer Relationship Management (CRM) practices.
- Therefore, age does not significantly influence customer satisfaction among KTM and Husqvarna customers.

Discussion

The study found that most of the respondents were satisfied with the sales process and Customer Relationship Management (CRM) practices followed by KTM and Husqvarna dealerships. Customers appreciated the professional behaviour of the sales executives, clear product information, transparent pricing, and the overall purchasing experience. Most respondents also expressed satisfaction with the quality of after-sales service, including periodic maintenance, service reminders, and technical support.

The Chi-Square analysis revealed that there is no significant association between gender and overall customer satisfaction. Both male and female customers expressed similar opinions regarding the sales process, customer service, and CRM practices. This indicates that the dealerships provide consistent service quality to all customers regardless of gender.

Similarly, the One-Way ANOVA results showed that there is no significant difference in customer satisfaction among different age groups. Customers of different ages reported comparable levels of satisfaction with the sales experience, after-sales support, and customer relationship management activities. This suggests that the CRM strategies adopted by KTM and Husqvarna dealerships effectively meet the expectations of customers across various age groups.

The study also indicates that effective Customer Relationship Management practices, such as regular follow-up calls, service reminders, digital communication, prompt complaint resolution, and personalized customer interactions, play a significant role in enhancing customer satisfaction and loyalty. Customers who received timely support and efficient after-sales service were more likely to



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recommend the brand to others and continue their relationship with the dealership.

Overall, the findings demonstrate that sales performance and Customer Relationship Management are closely connected in the premium two-wheeler industry. By maintaining high service standards, strengthening customer engagement, and continuously improving CRM initiatives, KTM and Husqvarna dealerships can enhance customer satisfaction, increase customer retention, and achieve sustainable business growth.

VI. FINDINGS

The study on Sales and Customer Relationship Management (CRM) in the Two-Wheeler Industry with special reference to KTM and Husqvarna produced several important findings. The major findings of the study are as follows:

1. The study found that 51.4% of the respondents were female (36 respondents) and 48.6% were male (34 respondents). This indicates that both male and female customers actively participated in the study.
2. Most of the respondents belonged to the 21–30 years age group, indicating that young adults constitute the major customer segment of KTM and Husqvarna motorcycles.
3. Most respondents expressed satisfaction with the sales process, including the behaviour of the sales executives, product explanation, and dealership experience.
4. The study revealed that after-sales service plays a significant role in improving customer satisfaction and maintaining long-term customer relationships.
5. Most customers appreciated the CRM practices adopted by the dealerships, such as service reminders, follow-up calls, digital communication, and prompt complaint handling.
6. The Chi-Square Analysis showed that there is no significant association between gender and overall customer satisfaction. This indicates that male and female customers have similar opinions regarding the sales process and CRM services provided by KTM and Husqvarna dealerships.
7. The One-Way ANOVA results revealed that there is no significant difference in customer satisfaction among different age groups. Customers belonging to different age categories expressed similar levels of satisfaction with the dealership services and CRM practices.
8. The study found that effective Customer Relationship Management practices contribute to customer loyalty, repeat purchases, and positive word-of-mouth recommendations.
9. Customers who received timely after-sales support, transparent communication, and personalized service reported higher levels of satisfaction with the dealerships.
10. Overall, the study concludes that strong CRM practices and quality after-sales services have a positive impact

on customer satisfaction, customer retention, and sales performance in KTM and Husqvarna dealerships.

VII. CONCLUSION

The study examined Sales and Customer Relationship Management (CRM) practices in the two-wheeler industry, focusing on KTM and Husqvarna dealerships. The main objective was to assess customer perceptions of sales processes, after-sales services, satisfaction, and CRM practices. The findings indicated that most customers were satisfied with the overall dealership experience and service quality. Customers appreciated professional sales staff, transparent communication, prompt responses, and effective after-sales support. CRM practices such as service reminders, follow-up calls, digital communication, and complaint handling positively influenced customer satisfaction. Chi-Square analysis showed no significant association between gender and customer satisfaction. One-Way ANOVA also indicated that customer satisfaction did not differ significantly across age groups.

The study suggests improving digital CRM initiatives, service turnaround time, spare-parts availability, and customer engagement programmes. Personalized communication and continuous feedback can further strengthen customer relationships. Overall, effective CRM practices contribute to customer loyalty, repeat purchases, and improved dealership performance. The study provides useful insights for dealership managers and marketing professionals in developing customer-centric strategies. Future research may consider larger samples, multiple locations, and additional factors affecting customer behaviour and dealership performance.

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