Report On

Implementing a Customer Relationship Management (CRM) System to Optimize Sales, Marketing, and Support for QNB's Starlink Venture

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
October, 2025

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing my BBA degree at BRAC University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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Md. Jawad Zahin Nakib (ID: 21104103)

Supervisor's Full Name & Signature:

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Raad Ryasaat Khan (Senior Lecturer, BRAC Business School)

Co-Supervisor's Full Name & Signature:

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Noushin Laila Ansari (Senior Lecturer, BRAC Business School)

Letter of Transmittal

Raad Ryasaat Khan

Lecturer,

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Kha-224, Merul Badda, Dhaka-1212

Subject: Submission of Internship Report on "Implementing a Customer Relationship Management (CRM) System to Optimize Sales, Marketing, and Support for QNB's Starlink Venture"

Dear Sir,

As part of the BBA program requirements at BRAC University, I am honored to submit my internship report titled *"Implementing a Customer Relationship Management (CRM) System to Optimize Sales, Marketing, and Support for QNB's Starlink Venture"* This report is based on my three-month internship at *Quack n Buy*, a cross-border e-commerce platform, where I contributed as a Business Development Intern.

The report provides an overview of my internship activities, an analysis of Quack n Buy's organizational structure and market position, and culminates in a project proposing the implementation of a Customer Relationship Management (CRM) system to address observed operational inefficiencies in sales, marketing, and support processes . I have endeavored to present the analysis and recommendations clearly and concisely.

I sincerely hope the report meets your expectations and fulfills the academic standards of BRAC Business School.

Sincerely yours,

____

Md. Jawad Zahin Nakib
ID: 21104103
BRAC Business School
October, 2025

Non-Disclosure Agreement

This internship report, titled “Implementing a Customer Relationship Management (CRM) System to Optimize Sales, Marketing, and Support for QNB's Starlink Venture”, contains confidential and proprietary information belonging to Quack n Buy. As the author, I, Md. Jawad Zahin Nakib (ID: 21104103), a student of BRAC Business School, BRAC University, hereby acknowledge and agree to the following terms:

1. **Confidential Information:** All non-public business data, operational processes, and strategic insights shared by Quack n Buy during my internship (July–September 2025) are strictly confidential.
2. **Permitted Use:** This information is used solely for academic purposes. No commercial or unauthorized use is permitted.
3. **Restrictions:** I will not disclose, reproduce, or distribute this report or its findings to any third party without explicit written consent from Quack n Buy.
4. **Data Retention:** All confidential materials will be securely archived after evaluation by BRAC University.
5. **Duration:** This confidentiality obligation remains in effect for two (2) years from the date of report submission (September 2025).

Student Declaration: I confirm that I have adhered to the above terms and BRAC University’s academic integrity policies.

Student Name: Md. Jawad Zahin Nakib

Signature: ________________________

October, 2025

Acknowledgements

I would like to express my deepest gratitude to all those who contributed to the successful completion of this internship report.

First and foremost, I am sincerely thankful to my supervisor, **Raad Ryasaat Khan**, Lecturer and co-supervisor, **Noushin Laila Ansari,** Senior Lecturer at BRAC Business School, BRAC University, for his invaluable guidance, constructive feedback, and continuous support throughout this research journey. His expertise and encouragement were instrumental in shaping this report.

My heartfelt appreciation goes to Quack n Buy for providing me with the opportunity to complete my internship and for granting access to the necessary resources and information. Special thanks to my mentors at Quack n Buy for their patience and for sharing their industry knowledge, which greatly enriched my learning experience.

I am also grateful to my professors and peers at BRAC University for their insightful discussions and encouragement.

Lastly, I would like to thank my family and friends for their unwavering support, patience, and motivation during this endeavor.

Md. Jawad Zahin Nakib

ID: 21104103

BRAC Business School

October, 2025

Executive Summary

This report details a three-month internship (July-September 2025) undertaken at Quack n Buy (QNB), focusing on the business development and marketing activities for its new Starlink satellite internet reselling venture. The report provides an organizational analysis of QNB, examining its management, marketing, operations, and competitive positioning within the cross-market e-commerce and connectivity industries . The core of the report is a project proposing the implementation of a Customer Relationship Management (CRM) system . Analysis revealed fragmented data management, reliance on manual processes using Excel and social media inboxes, inability to track marketing ROI, and unsystematic sales pipeline management . The proposed Social CRM implementation, presented with a phased framework and visual architecture, aims to integrate sales, marketing, and support functions, automate lead capture, enable data-driven decisions, and enhance operational efficiency to support QNB's scalability . Key recommendations include adopting a phased CRM rollout, securing top management support, and prioritizing user training .

Keywords: Customer Relationship Management; CRM; Social CRM; SME; Starlink; Quack n Buy; Sales Pipeline; Marketing ROI; Process Improvement; Bangladesh

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B2B: Business-to-Business B2C: Business-to-Consumer B2B2C: Business-to-Business-to-Consumer BBA: Bachelor of Business Administration BTRC:Bangladesh Telecommunication Regulatory Commission CEO: Chief Executive Officer CMO: Chief Marketing Officer CRM: Customer Relationship Management CSF: Critical Success Factor EMI: Equated Monthly Installment	FIFO: First-In, First-Out ISP: Internet Service Provider LEO: Low Earth Orbit NGO: Non-Governmental Organization NID: National ID QNB: Quack n Buy ROI: Return on Investment SaaS: Software as a Service SME: Small and Medium Enterprise SWOT: Strengths, Weaknesses, Opportunities, Threats

Glossary

Backhaul: In telecommunications, the portion of a network that connects the core network to the smaller, local networks at the edge.

Blue Ocean: A market strategy focused on creating new, uncontested market space, thereby making existing competition irrelevant.

Cloud-Based: Refers to software (like CRM) that is hosted on the internet by a vendor, rather than being installed on a company's local servers. It is accessed through a web browser or app.

Cross-border e-commerce: An online business model where transactions (sales) occur between a business and a consumer located in different countries.

Data Silos: A collection of information within an organization that is isolated and disconnected from other departments or systems.

Red Ocean: A market strategy of competing in an existing, saturated market space where companies fight for a share of limited demand.

Resilience Gap: A term used in this report to describe the systemic vulnerability of Bangladesh's terrestrial internet infrastructure (fiber, mobile) to failures, creating unaddressed demand for reliable, independent connectivity.

Social CRM: An evolution of CRM that strategically integrates social media channels and data with traditional customer management processes to provide a unified view of customer interactions .

Chapter 1: Overview of Internship

1.1 Student Information

- **Name:** Md. Jawad Zahin Nakib
- **ID:** 21104103
- **Program:** Bachelor of Business Administration
- **Major:** Management Information System

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

- **Period**: July 2025 - September 2025 (Three Months)
- **Company Name:** Quack n Buy (QNB)
- **Industry:** Cross Market E-Commerce and Connectivity Industry
- **Department:** Business Development/ Marketing
- **Address:** House 6, Road 16, Block D, Mirpur 6, Dhaka 1216

1.2.2 Internship Company Supervisor's Information

- **Name:** Abdullah Al Mamun
- **Position:** Chief Marketing Officer
- **Contact:** +880 1761-615438

1.2.3 Job Responsibilities

As a Business Development Intern at Quack n Buy, my multifaceted role encompassed four primary areas:

- **Sales and Business Development:** Lead generation through web scraping and social media, customer query clarification via messenger apps, sales calls to communicate Starlink's value proposition, and participation in pitch meetings with prospective customers.

- **Marketing and Content Creation:** Collaborating with the graphic designer to develop digital marketing content, designing drafts and writing copies for social media posts. Video content creation was attempted but suspended due to resource constraints.
- **Operations and Client Support:** Overseeing Starlink setup processes for new clients, handling customer queries, and managing hardware exchange logistics.
- **Field Testing and Technical Evaluation:** Participating in field testing of the Starlink Mini in Bhola to assess product performance in remote Bangladeshi environments.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

My internship contributions directly supported QNB's early market share acquisition strategy. I developed comprehensive product knowledge—including exclusive value benefits, pricing models, and technical support capabilities—which I communicated to potential customers through digital marketing campaigns, telemarketing, and on-field client handling. Field testing and on-site setup experiences enhanced my product expertise, enabling more effective customer engagement. I supported digital marketing efforts by assisting the graphic designer with content ideation using Pinterest, applying Canva skills, and delivering written copies for engaging social media posts. These efforts helped spread brand awareness and convert interested prospects into potential QNB clients.

1.3.2 Benefits to me as a student

This internship provided invaluable practical experience across the full business development cycle. I developed hands-on competencies ranging from technical tasks like web scraping for lead generation to direct B2B sales engagement through calls and pitch meetings. Marketing involvement enhanced my content creation and copywriting abilities for social media campaigns. I acquired substantial operational and technical knowledge specific to Starlink through client support, setup logistics management, and direct field testing in Bhola. This diverse experience enabled me to connect BBA theoretical concepts with real-world operational and strategic challenges in launching a new technology venture within Bangladesh's dynamic market.

1.3.3 Difficulties (faced during the internship period)

As QNB is just beginning this venture, many processes remain informal. Limited human resources and concurrent ventures by directory bodies created operational ambiguity in workflows, time allocation, and resource management. This resulted in shifting roles and frequent situations requiring independent problem-solving without direct supervision. Resource constraints prevented several initiatives from reaching completion—for instance, weeks of video content rehearsal were abandoned when camera equipment became unavailable, my content creation partner left for exams, and cameras were redirected to other ventures. The experience required high adaptability and problem-solving skills.

1.3.4 Recommendations (to the company on future internships)

Based on my experiences and the challenges faced during the internship, I would offer the following recommendations to potentially enhance Quack n Buy‘s internship program for the future. First, I believe developing a more structured onboarding process and defining clearer project scopes for the interns will be beneficial. Additionally, the assigned supervisor should be specifically tasked with providing regular guidance, perhaps with time formally allocated for this, could significantly lessen the ambiguity interns might face. Furthermore, allocation of tasks with proper schedules and availability of resources will help in streamlining work of new hires during the training period. Ultimately, executing these measures would empower interns to follow their assignments through to a concrete conclusion, making their contributions more impactful and guaranteeing their time is used in the most effective manner.

Chapter 2: Organization Information

2.1 Objective, Scope, and Methodology

This chapter provides a comprehensive analysis of the host organization, Quack n Buy (QNB). The objective is to understand the internal functions and external environment of QNB. The scope of this chapter covers the company's overview, its management and marketing practices, its operational framework, and its information systems. It also includes a formal analysis of the industry and QNB's competitive position. The methodology for this chapter is qualitative, established on direct observation, involvement in company processes, and casual interviews with team members and management during my internship from July to September 2025. This primary data is supplemented by an analysis of the company‘s public-facing materials (social media, website) A key limitation is the lack of access to formal financial statements and detailed internal HR policy documents, as QNB is a private company. The analyses in those specific sections are therefore based on observable practices and publicly available data.

2.2 Overview of the Company

Quack n Buy (QNB) is a dynamic cross-border e-commerce micro-enterprise established approximately two years ago. It initially focused on importing quality goods from Dubai and Singapore for pre-ordered items. The company's primary stakeholders have a proven track record of establishing successful and well-known business ventures in Bangladesh (such as Adventor Interactive, Adventor Communications, and Tickify), demonstrating a strong ability to navigate the local marketplace. Recognizing the strategic opportunity presented by SpaceX's technology, QNB began leveraging its operational strengths to enter the connectivity market. The company is now strategically positioning itself as the cheapest independent reseller of Starlink subscription in the country.

2.3 Management Practices

This section analyzes the internal management and human resource practices observed at Quack n Buy (QNB) during the internship period.

2.3.1 Leadership Style

The leadership style at Quack n Buy, driven by its founding directory bodies (CEO, CMO), is a hybrid of laissez-faire and consultative management. For day-to-day operations, team members, including interns, were given essential task outlines and significant autonomy to manage their own work. This fostered a "freestyle" and less formal organizational culture. However, for certain strategic decisions, while the final authority rested with the directory bodies, employees with related expertise were encouraged to provide suggestions. This hybrid style is crucial in achieving the company‘s goal of agile market entry. The laissez-faire approach strengthens the small, entrepreneurial team to be self-sufficient and adapt quickly without the constraint of micromanagement. The consultative element, which permits anyone to provide suggestions, guarantees that valuable on-the-ground feedback (for instance, from sales or marketing) is channeled directly to fundamental decision-makers. This permits QNB to pivot its approach established on real-time market intelligence, which is essential for a new venture.

2.3.2 Human Resource Planning

As a dynamic SME, QNB's human resource processes are agile and relationship-driven rather than formally structured.

- **Recruitment and Selection:** Relies heavily on direct referrals and professional networks, supplemented by public-facing social media "we are hiring" campaigns.
- **Compensation System:** Interns and employees receive fixed monthly stipends; independent hires are compensated through verbal contracts.
- **Training and Development:** Primarily on-the-job and experience-based, with new team members assigned straightforward tasks with essential instructions. No formalized structured training module currently exists.
- **Performance Appraisal:** Entirely informal and continuous. Assigned task related feedback is provided during daily workflow rather than scheduled formal reviews.

2.4 Marketing Practices

2.4.1 Pricing Strategy and Competitive Comparison

Plan Name	Standalone Monthly Price (BDT)	12-Month Package Price (BDT)	12-Month Savings considering the official website(BDT)
Residential	৳5,000	৳55,000	৳17,000
Residential Lite	৳4,200	৳38,500	৳11,900
Roam Unlimited	৳12,000	৳117,500	৳26,500

Table 1: Subscription Package Prices of QNB

These subscriptions must be used with a Starlink Device. The Starlink Standard kit is currently sold at 43,000 BDT and the price of the Starlink Mini Kit device is 25,000 BDT. Roaming Package and internet access for remote places can only be availed with the Mini Kit. There are other kits designed for large enterprises and other package outlines present as well (eg, “Ocean packages") which can be availed by QNB. Its pricing strategy also focuses on securing long-term customer value through bundles. There are yearly bundle options such as “Package: Starlink Mini Lite" at ৳70,000” which includes the hardware cost (Mini Kit) with a discounted 12-month subscription. This approach secures significant upfront cash flow and locks in customers, making the initial hardware investment more palatable.

Comparison with SME ISP Solutions A direct comparison reveals QNB's disruptive pricing. Local ISPs like Dot Internet and Inspire Broadband market "SME" plans offering 110 Mbps (dedicated or shared) for ৳6,000 per month. In stark contrast, QNB's "Residential" plan, which boasts speeds up to 400-450 Mbps, is offered for only ৳5,000/month (or its 12-month package equivalent of ৳55,000/year, approx. ৳4,583/month). Even QNB's "Lite" plan (approx. 250 Mbps) is only ৳4,200/month. This pricing structure shows that QNB is not just selling resilience; it is offering 2x to 4x the bandwidth for a reduced monthly cost than comparable high-tier SME plans from terrestrial ISPs. The value proposal is consequently twofold: customers get a superior price-per-Mbps and the technological benefits of satellite resilience (immunity to fiber cuts, ubiquity) that conventional ISPs can not provide.

The value is also clear when compared to high-end mobile data when it comes to remote uses. A single-user "limitless" plan from Grameenphone (GP) is throttled at 15 Mbps for ৳899/month. While QNB's cheapest monthly plan ("Lite" at ৳4,200) has a higher absolute price, it is designed for a different use case. For a multi-user scenario (e.g., a family, a small remote office, or a boat crew) requiring five separate GP plans, the cost would be (৳899 x 5) = ৳4,495/month for five individual, slow connections. QNB's "Lite" plan provides a single, shareable, and vastly faster (over 15x) 250 Mbps connection for *less* total cost, making it the superior economic choice for any multi-user group operating outside the fiber network.

2.4.2 Marketing Strategy, Target Customers, and Positioning

Marketing Strategy: QNB positions itself as the undisputed value leader for resilient connectivity nationwide by synthesizing SpaceX's global technological leadership with local execution, support, and superior pricing. The Bangla slogan "From sea to hills, internet is now for everyone" emphasizes connectivity anywhere traditional infrastructure fails.

Target Customers: Multi-pronged targeting strategy includes:

- **Urban Enterprise & SME Resilience:** high-margin businesses needing failsafe backup connectivity.
- **High-Value Remote Operations:** remote factories, maritime operations, and offshore locations.
- **Rural B2B and Individual Connectivity:** local entrepreneurs using Starlink for backhaul and individual consumers like freelancers.

Positioning Strategy: QNB's brand positioning is built upon three key pillars:

- **"Powered by SpaceX": Delivered and Supported by QNB"**—leveraging SpaceX's global brand equity with local support assurance.
- **"The Undisputed Value Leader":** superior technology at affordable packages with 1-day trial, EMI facility, and bulk-order discounts
- **Technical Superiority:** emphasizing high speed, resilience, and enhanced security.

2.4.3 Marketing Channels and Promotion

Marketing Channels: The primary channels are digital, with a clear web presence:

- **Social Media:** QNB maintains an active presence across Facebook (fb.com/quacknbuy).. Facebook serves as the primary channel for B2C engagement, while QNB will soon focus on Instagram to capture tech-savvy audiences and Tik Tok to extend reach.
- **Direct B2B Outreach:** This includes proactive direct sales initiatives, targeting the "Corporate," "NGO," and "Remote Operations" clients identified in various methods.
- **Website & Print:** The company website (www.quacknbuy.com) and physical print media, serve as important information hubs and sales instruments.

Advertising and Promotion:

Content Strategy: Content strategies include,

- Reels and short-form recordings demonstrating installation and performance.
- Informative recordings with technical deep-dives.
- Static infographics and print materials that communicate pricing and value propositions.

Community Building: QNB established the "Starlink Bangladesh Users Network" Facebook group. This platform serves as a hub for peer-to-peer discussions, generates user-generated material, and positions QNB as the central authority for Starlink in Bangladesh.

Strategic Collaborations: The company collaborates with popular technology reviewers and influencers to generate credible, third-party validation and assessments, enhancing brand credibility.

2.5 Financial Performance and Accounting Practices

As a private company, Quack n Buy's detailed financial statements and accounting records were not publicly available or accessible during my internship. Therefore, a quantitative analysis of the company's financial performance in terms of liquidity, profitability, and leverage using ratio or trend analysis could not be conducted.

2.5.1 Financial Practices

While detailed financial statements were unavailable, observed practices reveal strategic financial management. QNB maintains minimal ready stock for immediate sales while taking larger orders on a pre-order basis, minimizing capital tied up in inventory and reducing storage costs. The pricing strategy is designed for fast ROI and upfront cash flow; while monthly payment choices exist, the sales team actively promotes yearly packages (such as ৳93,000 Residential Bundle) added with notable discounts. This approach is essential for managing liquidity, funding processes, and financing inventory purchases during high-growth stages.

2.5.2 Accounting Practices

Based on its e-commerce and pre-order business model, QNB appears to follow the accrual basis of accounting. For its original e-commerce venture, it was observed that customers likely paid a fraction of the total amount upfront. This deposit would be recorded as 'unearned revenue' (a liability), and the full revenue would only be recognized as 'earned' once the product was delivered to the customer. For the Starlink venture, the Starlink kits and accessories represent critical inventory components. This inventory is possibly valued with a standard procedure, such as FIFO (First-In, First-Out) or Weighted Average Cost, to correctly state the cost of goods sold on the income statement and the value of remaining inventory on the balance sheet. Furthermore, the company‘s standard long-term assets (such as office equipment) would be depreciated over their lifespan, probably employing the straight-line technique as is a common and frequent practice.

2.6 Operations Management and Information System Practices

2.6.1 Operations Management

Quack n Buy's (QNB) operational structure for the Starlink venture is centered around its role as an independent reseller. This model encompasses the entire customer process from initial engagement to after-sales support. Unlike simple hardware retailers, QNB manages consultation, sales, logistics coordination, optional installation services, and ongoing local customer support .

The current operational workflow involves several key roles and functions, often overseen by top management who also handle specific endpoints like supply chain communication and interactions with key networks when necessary. The social media manager handles online presence, comprising campaigns via the page, community engagement via the category, and direct messaging, feeding information upwards and contributing to content creation efforts. The sales team is responsible for lead collection through approaches like web scraping and networking, and later giving sales pitch to prospects via calls and formal meetings.

Once a sale progresses, the Accounts and Operation Manager takes over, handling QNB accounts, confirming payments, providing price quotations, scheduling operational tasks (like delivery and setup), and managing resource allocation to ensure fulfillment. This operational capability relies fundamentally on QNB's Supply Chain, specifically its exclusive supplier network which provides access to Starlink hardware and subscriptions at preferential rates. Service delivery includes standard product dispatch and after-sales support. Additionally, QNB offers optional, specialized on-field setup services at an external price point, managed by the operation manager, to cater to clients needing professional installation and network configuration . Here is a visual of the existing operational workflow in Figure 1.

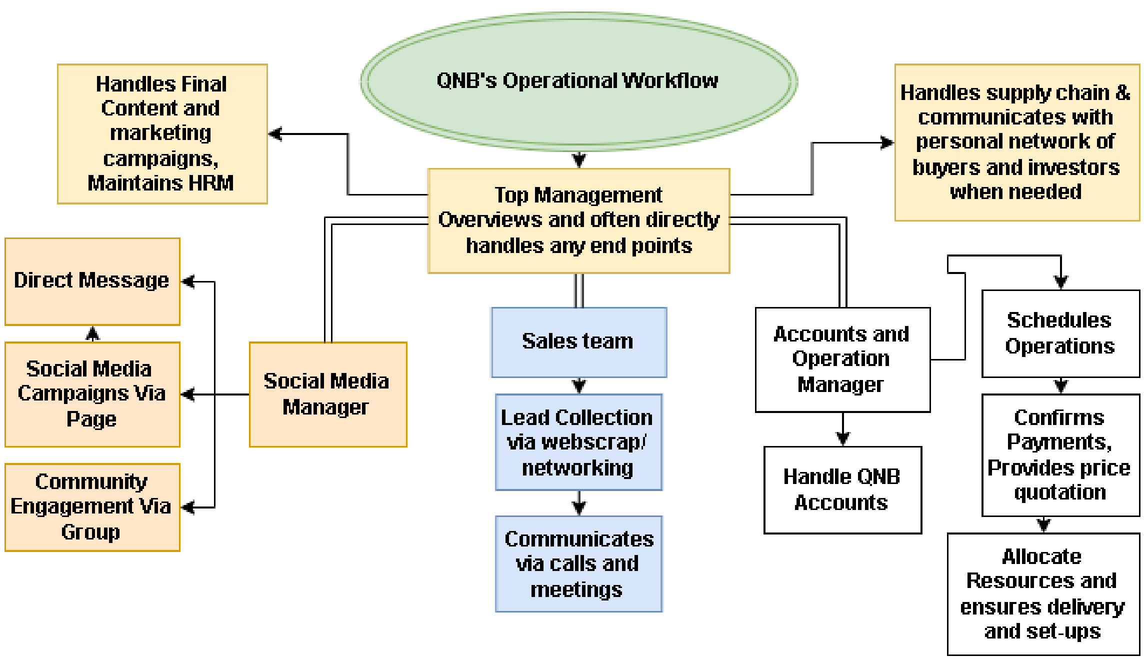


Figure 1: Existing Operational Workflow at QNB (Starlink Venture)

2.6.2 Information System Practices

QNB's information systems are practical, manual, and agile, prioritizing direct operational workflow over integrated analytics.

- **Data Collection and Processing:** Fragmented between sales and purchase recording. Sales teams independently track leads through individual records; completed purchases are manually entered into Excel spreadsheets serving as the purchase database. Website orders are extracted and manually transferred to this database, concluding with digital payslips stored on hard drives.
- **Office Management Software:** Relies on accessible, non-specialized tools. Microsoft Excel serves multiple separate functions—sales lead tracking and operations purchase records. WhatsApp handles internal communication and remote coordination, supplemented by in-office meetings. Free web scraping tools generate leads; Canva and Adobe software satisfy creative needs.
- **Customer Relationship Management:** No formal CRM software exists. Separate Excel spreadsheets function as a de facto fragmented CRM. Customer queries from social media are managed through Facebook Messenger with shared team access. A significant gap exists in systematically reviewing sales and marketing efforts, hindering quality monitoring and performance assessment.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

Porter‘s Five Forces are a framework for analyzing the competitive intensity and hence the attractiveness of a sector. It helps identify the essential structural forces that shape competition within a sector. This analysis investigates the emerging satellite ISP market QNB is creating with its Starlink venture, evaluating the threats and pressures from potential entrants, suppliers, buyers, substitutes, and existing rivals.

- **Threat of New Entrants (Moderate currently, High future):** QNB currently benefits from moderate barriers against new resellers due to its exclusive supplier network providing price advantages. However, the primary long-term threat is Starlink's potential direct entry into the

Bangladeshi market. Evidence of this includes Starlink establishing a business hub and ground station in Rajshahi, suggesting future direct operations that would bypass resellers like QNB and introduce powerful competition.

- **Bargaining Power of Suppliers (High):** This is the most significant force. QNB's model is highly dependent on SpaceX (Starlink) as the sole supplier of the technology. While QNB has a strong distributor relationship, SpaceX ultimately controls the base pricing and technology.
- **Bargaining Power of Buyers (Low):** Large buyers have some bargaining power as they can offer large orders. However, for QNB's target segments, this power is reduced because of the lowest subscription rates provided. For urban businesses seeking resilience, or rural businesses with no alternatives, QNB is offering a unique value proposition that lowers buyer power.
- **Threat of Substitute Products or Services (High):** The primary substitutes are the incumbent terrestrial ISPs (fiber-optic) and mobile internet (4G/5G). However, the core of QNB's strategy is that these are flawed substitutes, as they all rely on the same fragile terrestrial infrastructure, which is the very "resilience gap" QNB is designed to solve.
- **Rivalry Among Existing Competitors (Moderate):** QNB have rising competition in Starlink kits and accessory sales, however, there is no other competitor but Starlink's official channel in selling Starlink Subscription. Only QNB currently offers kits and subscriptions at rates offered nowhere. QNB is not a direct competitor of ISPs because it has reconstructed the value curve enabled by Starlink, making direct rivalry irrelevant by catering to specific niches.

2.7.2 SWOT Analysis

Strengths (Internal):

- **Exclusive Supplier Network:** Unique distributor relationship providing preferential access to Starlink hardware and subscriptions at competitive rates.
- **Price Leadership:** Offers the most competitive Starlink pricing in Bangladesh through supplier advantages.
- **First-Mover Advantage:** Early market entry enables brand establishment before significant competition emerges.
- **Market Intelligence:** Deep understanding of Bangladesh's connectivity "resilience gap" and ability to target high-value underserved segments.

- **Experienced Leadership:** Stakeholders with proven track record in Bangladesh's business landscape.
- **Agile Operations:** SME structure enables faster decision-making and market adaptation.

Weaknesses (Internal):

- **High Supplier Dependence:** Business model completely dependent on a single technology provider (SpaceX/Starlink) .
- **Scalability Limitations:** Manual manages for logistics, inventory, and support insufficient for expansion.
- **Fragmented Information Systems:** Excel-based monitoring and scattered social media direct messages hinder productivity and data-driven decisions.
- **Limited Resources:** Financial and human resource constraints compared to large potential competitors.

Opportunities (External):

- **Resilience Market Gap:** Terrestrial ISPs ‘systemic dependability failures create notable unaddressed demand.
- **Rural-Urban Digital Divide:** Vast underserved rural market where customary system deployment is economically unviable.
- **Niche Market Development:** Maritime, remote agriculture, and B2B2C community provider segments remain largely untapped.
- **Global Brand Leverage:** SpaceX/Starlink's technological reputation and brand equity advantage in the Bangladesh market.
- **Value-Added Service Expansion:** Potential for installation, network management, and premium support services beyond basic connectivity.

Threats (External):

- **Direct Starlink Competition:** Rajshahi ground station and business hub indicate Starlink's plans for direct operations, potentially bypassing resellers.
- **Regulatory Uncertainty:** BTRC's evolving satellite ISP regulations may impose licensing restrictions or unfavorable operational requirements.

- **Government Intervention Risk:** State power to block or ban service (example: Russia, Myanmar) poses existential threat despite offering shutdown immunity.
- **Reseller Market Entry:** Additional authorized Starlink resellers erode first-mover advantage and may direct customers to official Starlink channels.
- **Supplier Relationship Changes:** Loss of preferential pricing, exclusivity terms, or distributor access would eliminate core competitive advantage.

2.8 Summary and Conclusions

Quack n Buy is an agile and strategic SME that has identified a significant Blue Ocean opportunity in the Bangladeshi connectivity market. Its organizational strengths—particularly its exclusive supply chain, price leadership, and superior value offerings—are perfectly aligned to fulfill the market's primary vulnerability: a systemic lack of resilience. The company's marketing and operational practices are designed to capture this new demand. The primary organizational challenges will be managing its supplier dependency and scaling its operations and HR practices to meet growth.

2.9 Recommendations

Based on the organizational analysis in this chapter, the following recommendations are made:

1. **Mitigate Supplier Risk**: QNB must prioritize strengthening and safeguarding its exclusive vendor relationship. It should also explore contingencies in the event that this supply chain is disrupted.
2. **Formalize Internal Processes:** As the company scales, it must move from informal, on-the-job training and appraisal systems to more formalized HR practices. This includes developing a structured technical training module and a formal performance management system.
3. **Dedicated Brand Identity:** QNB should create a distinct service brand identity for its connectivity venture separate to cross market ec-commerce business to effectively target high-value B2B clients.
4. **Adopt Scalable Systems:** The company should invest in a dedicated Customer Relationship Management (CRM) system and a formal inventory management system to manage its growth efficiently.

Chapter 3: Project: Implementing a Customer Relationship Management (CRM) System to Optimize Sales, Marketing, and Support for QNB's Starlink Venture

3.1 Introduction

3.1.1 Background and Problem Statement

Quack n Buy (QNB) is a growing micro enterprise within the SME category specializing in cross-border e-commerce, now launching a high-growth Starlink satellite internet reselling venture. This business line introduces notable operational inefficiencies requiring management of diverse customer segments (B2B, B2B2C), high-value leads from multiple channels, and ongoing technical support.

Observed during internship, QNB's customer management process is manual and fragmented, relying on at least two separate Excel spreadsheets—one for web-scraped leads and another for completed purchases. Critically, leads from Facebook (the most effective channel) remain untracked in social media inboxes. This fragmentation creates data silos, lead leakage, untraceable marketing ROI, and inefficient customer support.

These problems are common among SMEs. Loh et al. (2011) observe that numerous SMEs "lack knowledge about CRM or absence of resources or skill to execute CRM systems." Without centralized systems, QNB's venture cannot scale effectively and risks poor customer relation lifecycle.

3.1.2 Objectives

The primary objective of this project is to propose a strategic framework for the selection and implementation of an integrated Customer Relationship Management (CRM) system at QNB. The secondary objectives are:

- To examine the distinct gaps of processes in QNB‘s sales, marketing, and support lifecycle.
- To conduct a literature review on the advantages and potential challenges of CRM, specifically for Social CRM in SMEs.
- To provide actionable recommendations for a phased implementation to ensure user adoption and maximize return on investment for QNB.

3.1.3 Significance

This project provides QNB an actionable blueprint for transitioning from manual procedures to modern, scalable, integrated systems. Nethanani et al. (2024) suggest CRM implementation enables businesses to "optimize customer interactions" and achieve quantifiable advantages, including "15-30% increase in sales" and "25-40% improvement in customer retention." For QNB, CRM implementation directly addresses the critical need to manage and convert valuable social media leads.

3.1.4 Scope of the Study

This qualitative case study focuses exclusively on QNB's Starlink venture's sales, marketing, and customer support functions. The study does not examine finance, human resources, or executive management processes.

Inclusions:

- Analysis of current customer management workflows
- Identification of operational gaps in lead tracking and data management
- Literature review on Social CRM implementation in SMEs
- Strategic framework for CRM selection and phased implementation

Exclusions:

- Technical software configuration details
- Specific vendor selection recommendations
- Implementation timeline beyond phased framework
- Financial cost-benefit analysis

The project proposes a strategic framework adaptable to various cloud-based Social CRM platforms rather than prescribing a specific technical solution.

3.2 Literature Review

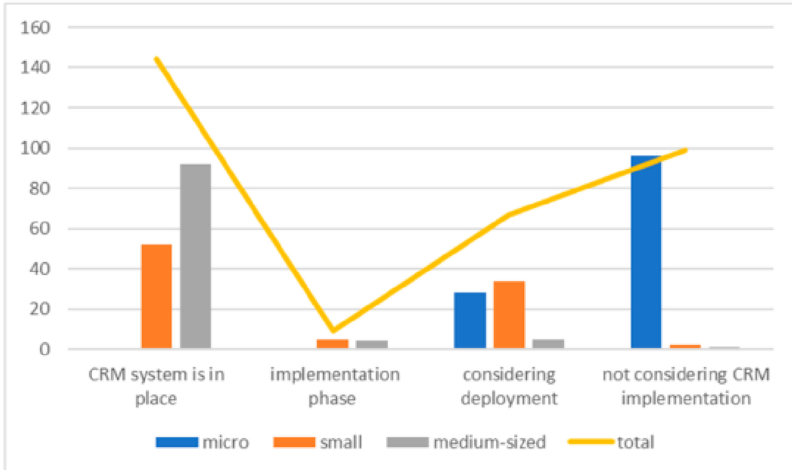
Customer Relationship Management (CRM) is a business strategy concentrated on enhancing customer contentment and loyalty through personalized engagement (Galimi, 2000, as cited in Loh et al., 2011).

Technologically, CRM systems centralize customer information, breaking down data silos and enhancing cross-departmental coordination (Loh et al., 2011). However, successful CRM adoption transcends technology implementation, requiring fundamental changes to business processes and a holistic organizational approach (Piskar & Faganel, 2009).

Given the significant role of online interactions, social CRM has emerged as a strategic evolution, combining social media engagement with traditional customer management practices (Yasiukovich & Haddara, 2021). This approach integrates social interactions into the central customer database, providing comprehensive relationship views crucial for businesses relying heavily on social media platforms (Soler-Labajos & Jiménez-Zarco, 2016).

CRM implementation presents distinct challenges for Small and Medium Enterprises (SMEs), including cost constraints, lack of technical expertise, and organizational resistance to change, all contributing to high project failure rates (Loh et al., 2011). The Sanolabor SME case shows that successful implementation is feasible through dedicated project management, effective training, and robust leadership commitment, yielding benefits including better-informed staff and enhanced strategic decision-making (Piskar & Faganel, 2009). Additionally, success highly depends on tackling critical success factors (CSFs), securing the right people and competencies, aligning procedures with CRM abilities, selecting proper technology, fostering customer-centric culture, and acquiring top management support (Kamalian et al., 2013).

Empirical evidence from the Czech Republic offers quantitative insights into CRM adoption patterns among SMEs. Pohludka and Štverková (2019) surveyed 319 small and medium enterprises, revealing that only 45% had implemented CRM systems, with 3% in implementation phase, 21% considering deployment, and 31% not considering CRM at all (see Figure 2). The study revealed a clear correlation between company size and adoption rates, with 80% of medium-sized enterprises implementing CRM compared to significantly lower rates among micro-enterprises—a trend QNB should note as it scales operations. Primary barriers identified were insufficient information, inadequate technical background, and concerns about cost-effectiveness relative to perceived business benefits (Pohludka & Štverková, 2019).



.**Figure 2.** Czech CRM Implementation in SMEs (Adopted from Pohludka & Štverková, 2019)

The same study identified critical factors influencing CRM selection decisions among 621 respondents from both SMEs and global enterprises (see Figure 3). System reliability emerged as the most significant criterion (81%), followed by user-friendliness (68%), support and service quality (58%), compatibility with existing information systems (37%), and price considerations (35%) (Pohludka & Štverková, 2019). These empirical results align with the CSFs identified by Kamalian et al. (2013), especially regarding technology choice and user adoption necessities. For QNB, these insights underscore the weight of selecting a CRM platform that balances technical robustness with accessibility, guaranteeing the system enhances instead of complicating existing workflows.

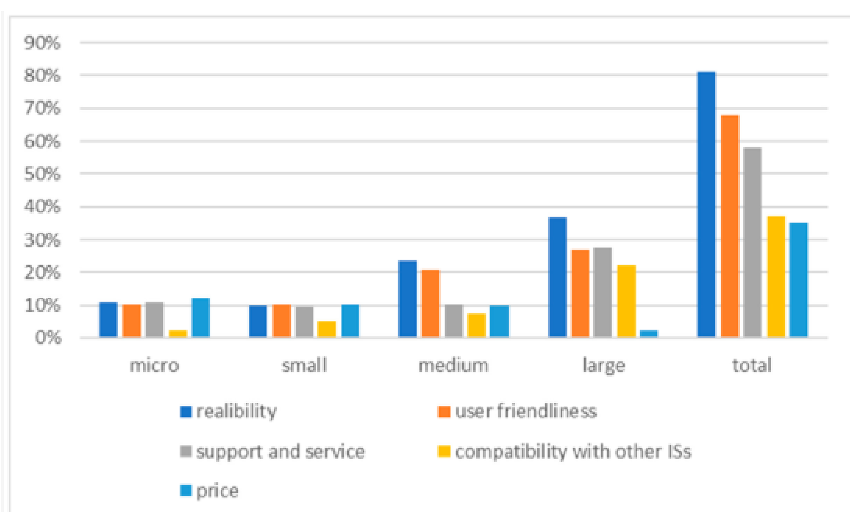


Figure: 3 : The CRM implementation criteria by priority (Adopted from Pohludka & Štverková, 2019)

Viable implementation choices for SMEs contain in-house development, open-source solutions, or commercial vendors (Loh et al., 2011). Modern cloud-based platforms (for example, Zoho CRM, HubSpot, Salesforce Essentials) offer scalability and features like social media integration well-suited for SME requirements (Loh et al., 2011). Selection must be directed by established CSFs, guaranteeing sufficient and acceptable user support (Kamalian et al., 2013) and thorough vendor oversight (Piskar & Faganel, 2009).

3.3 Methodology

This qualitative case study employed three data collection methods during my July-September 2025 internship at QNB:

1. Participant Observation: Direct involvement in lead generation, sales calls, marketing content creation, and client support provided first-hand observation of workflows, communication channels, and data management challenges.

2. Document Analysis: Examination of Excel spreadsheets used for sales lead tracking and purchase records confirmed data fragmentation and inability to connect marketing campaigns to sales outcomes.

3. Informal Interviews: Discussions with CEO (Md. Arif Arman) and CMO (Abdullah Al Mamun) revealed strategic context and management perspectives. Key insights included:

- **Management perception:** When asked : "Do you believe implementing a formal CRM platform would be beneficial for the company at this stage?" to the CMO of the company, he replied "We don't think we need CRM. We are satisfied with the current flow of information; our manual processes seem to be working for now" – revealing organizational resistance despite observable operational gaps.
- **Marketing approach:** When asked "How do you determine the strategy and target audience for your Facebook ad campaigns?"CMO replied, “Since Starlink has an obvious demand, a basic understanding of who to target and regular boosts with simple service information and professional visuals is enough. As people are now mostly into reels, we will try to capture the market using reels.” – confirming intuition-driven rather than data-driven campaign strategy.

3.4 Findings and Analysis

3.4.1 Fragmented Data and Process Silos

Finding: QNB's customer data and lead generation are fragmented across disconnected channels:

- **Silo 1:** Prospect List -Excel from web scraping
- **Silo 2:** Social Media Inboxes -Mainly Facebook, contains valuable leads.
- **Silo 3:** Informal Records -Personal network leads.
- **Silo 4:** Buyer List -Excel for completed purchases.

Analysis: This siloed structure prevents unified 360-degree customer views, scattering information across spreadsheets, chat logs, and casual and informal notes. Fragmentation hinders information flow throughout organizational hierarchy and within departments, producing disjointed workflows and notable operational inefficiency.

3.4.2 Inability to Track Marketing ROI and Lack of Integrated Campaign Management

Finding: QNB actively invests in Facebook boosted posts. While Facebook provides campaign-specific metrics (like reach or messages generated) , QNB's workflow lacks the mechanism to systematically link leads from specific ads back to confirmed sales recorded in the separate buyer list (Excel) . Furthermore, the company lacks a unified tool to plan, execute, and monitor campaigns across potential future channels (like TikTok, Instagram) or even centrally manage current Facebook efforts beyond native insights .

Analysis: This represents a critical gap in measuring true marketing Return on Investment (ROI) based on actual sales and managing campaigns efficiently. Without linking specific campaigns to final revenue, QNB cannot accurately determine which efforts are most profitable, preventing data-driven budget optimization. Modern CRM systems, especially those with Social CRM features, address this by providing integrated marketing campaign management tools . These systems allow planning, scheduling, and monitoring across channels, and crucially, they integrate campaign data with the sales pipeline, enabling accurate ROI tracking and linking specific marketing activities to sales outcomes.

3.4.3 Lack of Systematic Sales Pipeline Management and Proactive Engagement

Finding: QNB lacks a formal system for tracking sales pipeline stages, leading to ad-hoc follow-ups reliant on memory or manual checks . Proactive engagement with existing or dormant customers is also unsystematic.

Analysis: CRM systems directly address this through visual sales pipeline management. Organizing leads into plain and understandable stages (for instance, 'Contacted', 'Qualified', 'Proposal') offers immediate visibility into each prospect's status, guaranteeing managers and salespeople know precisely which leads need attention and preventing potential customers from being ignored or forgotten. Features like automated reminders enforce timely follow-up, adding consistency to the sales process. Furthermore, the CRM's central database assists proactive engagement. By storing past interaction and acquisition history, it enables customer segmentation established on relevant criteria. This enables for directed, tailored messages like special offers or re-engagement initiatives, fostering stronger connections beyond entirely reactive responses. Social CRM instruments can augment this by observing social media for outreach opportunities, further contributing to relationship nurturing and maximizing customer lifetime value.

3.5 Proposed CRM Information Flow Infrastructure

To address the identified operational gaps, an integrated CRM system is proposed to adopt. This new, proposed workflow (fig.4) would be enabled by a configurable cloud-based platform, which QNB would set up to match this diagram.demonstrating how the CRM would serve as a central hub joining essential business functions.

The proposed architecture centers on a "Central Database" that acts as the most central unit, solving the data fragmentation problem. All key functions—"Social Media Management" (handling "Direct messages" and campaign data), "Sales Interactions" (managing "Lead lists" and "Follow-Up tasks"), and "Accounts & Operation Manager" (handling "Sales Confirmation" and "Inventory Update")—feed information into this central hub . This unified data allows the "Delivery/Set-up Schedule" to feed status updates back into the database, ensuring operational visibility . This database powers the "Realtime Information Dashboards", which provide management with critical analytics like Marketing ROI and Sales Performance, while also driving automated "Routines, Notifications, and Schedules".

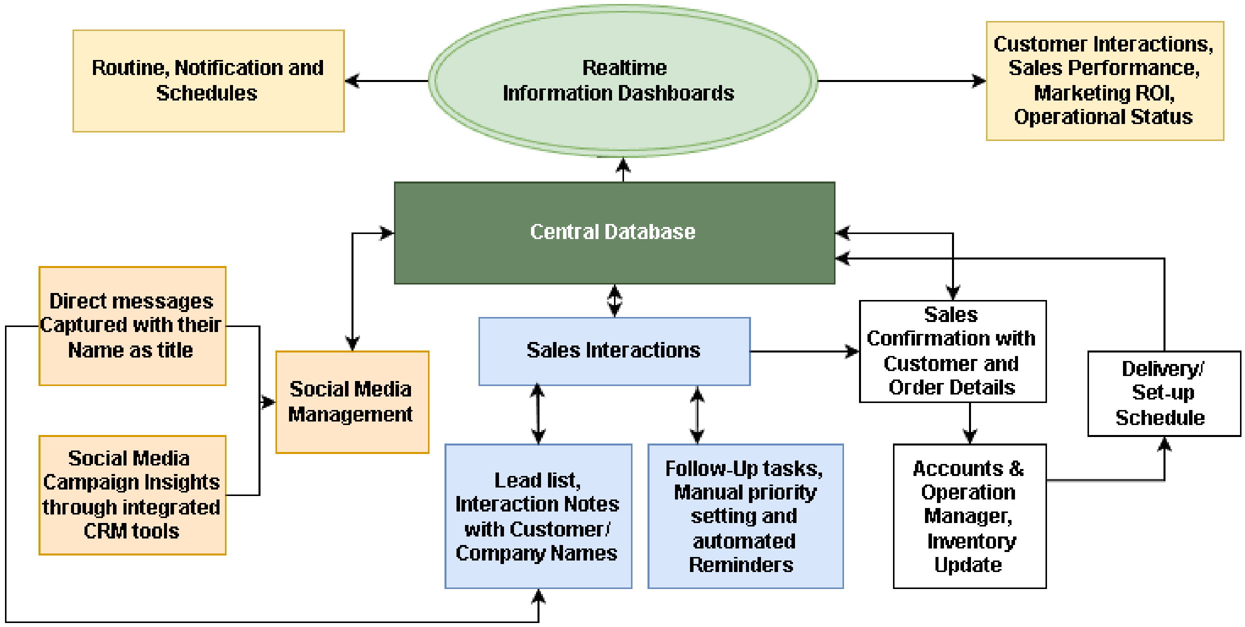


Figure 4: Proposed concept CRM Information Flow Infrastructure

3.5.1 Platform Selection Considerations

When selecting a CRM, QNB must consider the underlying technology models and how they align with its requirements as a micro-enterprise. Models requiring a notable upfront hardware investment, such as on-premise systems or custom-built CRMs, represent a high-cost, high-maintenance approach. Even an essential and primary, entry-level server proper and right for dependable and trustworthy, multi-user business processes can cost anywhere from ৳75,000 to over ৳200,000 BDT in Bangladesh. Additionally, software for customization can be expensive and time-consuming as well (31West, 2025; 4Degrees, 2025). This combination of high capital investment effectively eliminates these customized, self-hosted choices for QNB at its present and existing stage.

The ideal model for QNB is a cloud-based (SaaS) solution. Here, the vendor hosts and preserves all the hardware and software, which QNB accesses online (Creatio, 2025; Salesforce, 2025). This model eliminates the need for any server hardware investment, reduces the internal IT strain, and offers remote accessibility and automatic revisions (ServiceTitan, 2024; Zendesk, 2025). These cloud platforms are usually sold on a subscription basis (for instance, per user, per month), converting the cost into a controllable operational cost (Zoho, 2025). Standard functions QNB requirements, like guidance monitoring and ROI measurement, are readily available in these pre-built systems. Therefore, QNB should focus on selecting a customizable, cloud-based Social CRM platform. The choice must be guided by the critical success factors identified in the literature: reliability, user-friendliness, and quality of vendor support, which are often more important than price alone (Pohludka & Štverková, 2019)

3.6 Summary and Conclusions

This project analyzed the sales, marketing, and support processes for QNB's Starlink venture. The findings revealed that the current reliance on manual, fragmented Excel files and unmanaged social media inboxes creates critical data silos hampering organizational workflow. These silos make it impossible to track social media leads effectively, measure marketing ROI, and provide efficient customer support. These gaps are identified by researchers like Loh et al. (2011) as common barriers for SMEs and represent the primary threat to the scalability of this new, high-potential business.

The analysis concludes that the most effective and strategically sound solution is the implementation of a Social CRM. This technology is specifically designed by definition to bridge the gap between social media engagement and the sales process (Soler-Labajos & Jiménez-Zarco, 2016). It would provide QNB with a unified platform to automate lead capture, enable what Nethanani et al. (2024) term "cross-functional alignment" between teams, and provide the "enhanced data management capabilities" necessary for sustainable growth (Nethanani et al., 2024).

3.7 Recommendations

3.7.1 Phased Implementation Framework

A phased adoption technique is proposed to build towards the proposed architecture (Figure 4) and ensure user adoption :

Phase 1: Platform Selection & Foundational Setup

- Validate proposed architecture (Figure 4) against QNB's needs
- Select cloud-based Social CRM prioritizing reliability and user-friendliness
- Configure basic structure, user roles, and core data fields

Phase 2: Sales Integration & Lead Flow Consolidation

- Migrate existing Excel data to CRM
- Integrate Facebook Messenger/Ads and website forms
- Train sales team on unified pipeline management and interaction logging

Phase 3: Marketing & Operations Integration

- Connect Facebook Ads Manager for ROI tracking
- Configure automated handoff notifications (sales → operations)
- Train marketing and operations teams on CRM workflows

Phase 4: Support & Analytics Deployment

- Integrate customer support channels
- Deploy real-time dashboards for management
- Provide analytics training for data-driven decision-making

3.7.2 Critical Success Factors

1. **Secure Top Management Support**
   "Top management support" is the "most important factor influencing adoption of CRM in SMEs" (Loh et al., 2011). QNB leadership must actively champion the project, allocate budget, and communicate strategic importance to overcome the resistance observed during interviews.
2. **Prioritize User Training**
   Address "resistance to organizational change" (Nethanani et al., 2024) through comprehensive training that demonstrates how CRM simplifies rather than complicates work, ensuring successful user adoption (Kamalian et al., 2013).

Expected Outcomes: Literature indicates potential 15-30% sales increase, 25-40% customer retention improvement, and 20-35% operational efficiency gains (Nethanani et al., 2024).

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