Analyzing the Employee Perception of CRM Systems in Two ICT Companies

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This thesis corresponds to 20 weeks of full-time work.
Abstract

In today’s business environment companies are customer oriented rather than product or business oriented. Hence to build the good relations with their customers they need to keep their information in appropriate manner for the appropriate usage, to accomplish this task companies implement the Customer Relationship Management (CRM) information systems and the stored information is used for different business purposes in future.

The successful implementation of CRM systems is a significant issue nowadays as these systems are complex and expensive. In this study many factors are revealed which have their influence over the successful implementation and/or use of CRM systems.

The main purpose of this thesis work is to know and analyze the employee perception of selected ICT companies which help out to understand the behavior and attitudes of the people in companies who are interacting with the implemented CRM system.

The result of this study depicts that to get the best output from the implemented CRM system it is important to identify the human behaviors that are going to interact with systems because they are one of the most important factor who lead the system towards failure or success.

If the organizations are well aware about the individual’s attitude, perception and understanding towards the CRM then it helps them to improve the efficiency of system, to move towards a new system or also help those companies who have plan to implement CRM in future.
Acknowledgment

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Chapter 1: Introduction

1.1 Background

Information technology (IT) has changed the way companies operate, and organize the business and people, (James & Suzanne, 1999). Information Technology is a part of Information Systems, (Mehdi, 1992). In the modern technological business environment where the competition is tough the IT System has played a vital role for a company success. Competitive advantage is based on the way in which one competitor gains dominance over others in a given market place, (Mehdi, 1992). Information technology can improve the production itself and also the relations between the company and its suppliers, clients and competitors, (Porter & Millar, 1985). According to Tom the major reason for strategic information planning is to assure that the firm uses its information system technology to facilitate the firm's development and implementation of strategies, (1991).

IT is helping companies to grasp more information regarding customer trends, choices and buying behaviors which help them to make analysis for further business decisions and predictions. Advances in IT not only streamline a company's daily operation but also enables customers to be more sophisticated, informed and demanding, (Dussart, 2001). IT has provided a new platform and way for negotiations between customers and sellers., (James & Suzanne, 1999). Matarazzo & Connolly are influenced by information technology on their ends. The IT based companies are more near to the customers and are easily accessible for customers because IT also helps to develop and maintain good relationships with their buyers. (James & Suzanne, 1999).

According to Kalakota & Robinson the use of technology has its effect on business and strategies of companies and because of that they have changed their mode of business from product driven to customer driven, (1999). So, at the moment customer focused companies are doing best to provide better services to catch the attention of customers. They are trying to apply IT in new ways and use the CRM systems to develop and maintain the long term relations with customers and these CRM systems also help them to get better understanding of customer’s trends, interests and dimensions of expectations.

CRM systems perform different tasks as it keeps and maintains the customer knowledge base, which is used for customer identification and differentiation and also help companies to build long term customer relationships, (Sirvastava, Shervani & Fahey, 1999). CRM systems help to manage customer information is a knowledge base and this information is of much use for organizations to understand the needs and requirements of their customers and in that sense organizations try to provide best services according to customer expectations. , (M. Xu, J & Walton, 2005).

Greenberg said about CRM that it is a disciplined business strategy used to develop and maintain long term profitable customer relationships, (2002). CRM provides a technique to organizations to keep the information about their customers and update that information all the time to make it useful to acquire customers for future business and to build long term profitable relations with customers to get a competitive advantage in the market (Thompson, 2004). So, we can say that strong customer relationships work as fuel for a company's life. Shanmugasundaram argues that CRM is a source to increase business value because of the proper interaction with customers, (1999). For all sectors of industry CRM provides effective strategic solutions for the growth and survival in the competitive market. Other technological systems of organization such as, for example ERP support
CRM. Barton said that ERP system is a back office system whereas CRM is the extended form of ERP system which is also known as front office system. Further he said CRM system is an extension of ERP system, which means ERP system of an organization definitely provides support to CRM system.

DestinationCRM.com defines CRM as business strategy based on strong and loyal customer relations which reduce the costs and increase profitability. In the combination of other information depositories of an organization CRM combines all relevant information about customers and provides one view in real time. CRM help us in business decisions in all areas like sales, customer support, and marketing.

Tracking the customer phone calls, emails, customer transactions and visits of clients etc. is a nightmare sometimes. The business owner needs some middleware between the business and clients, which manage all these things together and this often is the role of CRM. Several CRM packages are commercially available. The firms which have decided to implement the CRM strategy can expect a number of advantages, (Shanmugasundaram, 1999).

The implementation of CRM is a challenging task because its proper implementation and alignment with business strategies make a great impact on business and take part in the survival of a company in the current advanced market, (Shanmugasundaram, 1999). Furthermore, Shanmugasundaram said that to get the competitive advantage in the today’s advanced market the integration of all technological resources used in an organization and the CRM coherence with the business strategies in increasingly important and plays a vital role for company’s growth, (1999).

The use of technology reduces the barriers between buyers and sellers regardless of the part of world they exist and it also has a great impact on the customer relationships with companies. Because of the advanced means of communication and technology customers find out a lot of available options in the market and demand excellent products and, services at low prices. So, it is required for companies to handle particular business areas which results in the need of having separate departments and a properly implemented CRM of the company connects all of these departments to coordinate in a manner to reach the goal of company’s business strategy, (Paul, 2004). The successfully implemented CRM reduces cost, increase profitability and it also helps out to gain customer satisfaction and loyalty which leads the companies to compete more effectively in the market. Whereas, the unsuccessful implementation wastes company resources such as time and money, (Zoltners & Sinha, 2001). In most of the cases companies already have implemented several decision support systems and the CRM system integration is required with those systems; that is why there are many factors exist which influence the implementation of CRM. There is a range of opinions available regarding the factors which influence the successful implementation of CRM systems in a business environment. Bradshaw and Brash said that the implementation of CRM is certainly required the integration with other new technologies implemented in an organization as CRM may be integrated to ERP system or another support system, (2001). In Bose’s opinion CRM refers to the integration of technologies and business processes which work together to satisfy customer needs and requirements within a specific time of market demand, (2002). The success rate of CRM implementation is not high because many complex factors have their impact on implementation phase as business and IT architecture of company, strategies and humans etc. The preexisting understanding of CRM systems is the most important perspective to get the benefits by the implementation of CRM.
For the successful implementation of CRM system it is required to identify and evaluate the factors and in which intensity they collaborate and affect the implementation process of CRM.

In current business environment companies’ main focus is towards the customers instead of products. For a new deal, a new customer requires more money than the old existing customer. In today’s business world customer loyalty and customer retention are coined as two most basic terms at the core of customer satisfaction challenges. Organizations are implementing customer relationship management systems to gather the benefits from their business strategy plus with the help of advanced technologies from customer perspective.

Francis said that for companies CRM system is a source to validate customer satisfaction, loyalty and in return they increase the business performance to fulfill the customer requirements. (2004). Customer needs, requirements, desires and wishes lead us to customer understanding. Customer understanding is important because it is a huge source of profit. Ideal customer perceptions cannot be imagined without the leveraging capability of Information Technology. Like all other fields. IT has track record services for better business cohesion of customer and enterprises, (David & Leslie, 2007). Networking and new database management technologies have helped us to manage customer data in more efficient manner.

Recent data ware-housing concepts asses in looking and integrating the customer data between different departments like sales, marketing etc. and help us to learn about the customer with greatest profit potential and share the data among other departments to lead us to meaningful decisions, (David & Leslie, 2007).

1.2 Problem Area

In present age most of the companies are customer oriented. Customer Relationship Management systems are considered as a solution to organize, and manage the customer data which is used for different business purposes. Companies are getting benefits by implementing CRM systems and these systems are serving as backbone to their routine work.

Companies are spending a lot of money on the implementation of these systems and according to Goodhue survey report of 2002, 91 percent of organizations either already had a CRM system in place or were planning to acquire one. These systems are perceived as important strategic imperatives and in the coming years this is expected that more investment will be done on these systems.

Rigby said that there are high rates of failure have been reported for the implementation of CRM systems, (2002). According to Boardman the percentage of CRM projects failure is nearly 70% and 50% of the companies who invested on this system considered it as a disappointment, (2005).

CRM systems are expensive, complex and there are high risks of failure integrated with the implementation of these systems. So, this is a difficult task for companies to identify, evaluate think about different perspectives and factors before the implementation of CRM system either they are going to introduce it first time in their company or even if they want to switch over any other CRM package from the existing one. In this thesis I investigate the perception of employees of organizations who have direct interaction with the implemented CRM systems. The results of this investigation potentially helpful for the organizations that how they can improve the efficiency of their implemented CRM systems or even if they want to implement new CRM system.
1.3 Purpose of Research
The purpose of this thesis is to analyze the employee’s perception regarding the implemented CRM system.

1.4 Research Questions
How does CRM contribute for an individual’s daily activities in a company?

How do companies improve the efficiency of CRM systems?

1.5 Limitations
Only the ICT companies are focused so, the conclusion of this work helps out the ICT companies to understand and improve the efficiency of CRM system to get a move towards successful CRM systems.
Chapter 2: Research Methodology

This chapter illustrates the research methodology used in this thesis. The chapter contains the overview of research methodologies, includes literature review and the research strategy which was adapted to conduct this research.

2.1 Introduction to Research Methodology

A research methodology is a method: how to conduct a research, how to proceed and how we can we conclude the results. According to Zikmund the initial purpose to conduct a research is to identify, and define the ambiguous problems in a manner which leads to find out the solutions properly, (2000).

There is a wide availability of research methods for example some of those are qualitative, quantitative, and mixed research. Qualitative and quantitative methods are tools, and their efficiency depends on quality of the empirical study methods, (Kvale, 1996). Though qualitative and quantitative methods share the basic principal of science but both the approaches differ in several ways. Lorraine, Christina and Malcolm says that qualitative approach is concerned with collecting the figures in non-numeric format and focus on a few number of instances to find out the information in depth instead of in breadth which provides the illuminating results, (2002).

Whereas their view about quantitative research is that this method tends to involve large scale of experiences and presented in the format of numerical set of data which corresponds to being about the gathering of facts, (2002). The third research method is the mixed research approach; this method of research is the combination of qualitative and quantitative research methods.

The Mixed method research works as a bridge to combine the differences of quantitative and qualitative research method (Onwuegbuzie & Leech, 2004a). (Onwuegbuzie & Leech, 2004a). Denscombe says approaches are selected because they are specific types of investigation and specific kinds of problems. Now the selection of research approach depends upon the researcher or the nature of problem, (2007). This is not necessarily important to just focus on single research approach for a thesis because this is relevantly difficult to determine and fix just a single research approach so alternatively different research approaches could be combined for appropriate results.

For this thesis work, mixed research methodology is used. Johnson, and Christensen explains the Mixed research method where a researcher can use qualitative research method for one phase and the quantitative research for the other phase during a study work, (2009). The mixed method of research is chosen for this research work because the empirical data and the relevant theories both are used as a tool to conduct this research work and the mixed research method also seems quite appropriate to evaluate the empirical results with the existing available theoretical material.

Figure 2.1 shows the flow of this thesis. The figure illustrates the progress process to achieving the results, the first step was identification of the problems in the CRM systems and for this, I did literature review to understand the domain of knowledge and to set the scope of my work. The next step was to select the research methodology, for my thesis work, so I prefer to use mixed research method approach because the real world empirical data is used to conduct this research and to collect that data a questionnaire is designed which includes open-ended and close-ended questions which are sort of qualitative and quantitative research method respectively.
In research methodology on one hand there is literature review, in which I studied different research papers, thesis, books, journals etc. to know what literature says about my research area. The second part was related to the research strategy and I used surveys as a tool to grasp the knowledge. In next section the detail of conducted surveys is written.

**Fig 2.1: Thesis Layout Design**

### 2.2 Literature Review

Literature review refers to getting the knowledge from other resources that relates to a research area and by doing this we know that what others are saying on that topic. Literature review which is consulted about the CRM helps out to understand the work flow, methods procedures for different tasks of the current research work. Different approaches are in use to conduct literature review for a specific topic. Author used different key words to search the terms related to topic for example CRM System, CRM System Implementation, CRM in ICT Companies, and Employee’s Perception about CRM System. KTH Electronic library, Libris, and other online resources available as Google search engine was used as net suffering to get data about CRM. Author selected research papers, journals, articles, websites, and documents related to CRM. A literature review helps to learn about the previous research works, systems, functions and it also helps to identify the area where there is further need of research work.
2.3 Survey
Jankowicz said about surveys that this approach is useful for the researchers when they need to contact a large number of population to gather the data on a particular issue and require answers for some specific questions, (2005). Further he describes that the survey methodology is used to get the views, ideologies, thinking and beliefs of a particular sample of population and after that the results are combined and presented in a generalized format, in a shape of conclusion. They are used as a supportive tool for an argument or statement, (2005). In order to conduct this thesis work I have used the survey research approach, which seems the appropriate method to conduct quantitative and qualitative research. In survey questionnaire the open-ended and close-ended questions are included which are designed to grasp the practical knowledge of interviewees. The other reason to select survey research method is that I need to know the views of many people as much as possible to conclude results for this thesis.

The design of questionnaire is based on the purpose of this research work which is defined previously. After studying and evaluating the related reading material, articles, existing research work available on the topic of this thesis, I have designed the questionnaire which I think appropriate to get knowledge about the employee practical experience of the field work.

To review the designed questionnaire it was sent out to CRM personals of the organizations who have direct interaction with implemented CRM system and to the supervisor. After that according to their comments and suggestions the questionnaire design was modified.

The survey questions are designed with the method where participant is forced to select at least one option from the available list of options against a. A range of levels is described with each question, which makes an ease for the reader to understand and respond. The Likert scale method is used with following options:

- Level 0 - Poor
- Level 1 - Fair
- Level 2 - Good
- Level 3 - Excellent
- Comments

The user is allowed to just select one radio button to answer whereas the blank space is also provided to add personal comments in case no provided answer seems suitable. The survey questionnaire is included in Appendix A.

2.4 Questionnaire Planning and Design
To conduct this research work author has planned and designed a questionnaire to get the information from the employees of organizations about the CRM system. During the plan and design phase of questionnaire the related literature was considered to make the questions appropriate as much as possible which also force the interviewee to provide the answers.

2.5 Reliability, Validity and Verification of Data
For a research work it is important that the collected data must be reliable and valid. Reliability means the state of collected data consistency and validity refers that the data is worthy for the research work. Different methods are
suggested by different authors to evaluate the reliability and validity of data. Stanley said that there are many methods available to evaluate survey items before they are used in the final survey including conventional pretests followed by interviewer debuffering, respondent debuffering, interaction or behavior coding, cognitive interviews, expert panels, computer programs, (2004). Guba and Lincoln define different criteria or approaches to achieve the rigidness of research data as internal validity, external validity, reliability, and objectivity, (1981). Furthermore, they also described negative cases, peer debriefing, prolonged engagement, persistent observation, audit trails and member checks approaches to attain the reliable and truthful data for research work, (1981).

According to Kvale to verify the results of analysis from the participants of interviews to validate and make reliable the collected data is also acceptable approach, (1996). Dörnyei described in his book Questionnaires in second language research that statistical procedure and techniques makes the data reliable after analysis, (2003). To make the survey questions the literature study and the previous related research work is used. After the preparation of questionnaire those were reviewed by the supervisor and participants of interview to achieve the validity and reliability and according to their suggestions some modifications included in the final questionnaire design. Although the questions are scope specific but the option is also provided with each question which allows respondents to add the open personal perception about the CRM system of their company.

2.6 Distribution of Questionnaire

To conduct the survey two companies are contacted which have implemented CRM system. In each of the company the selection of employees was done carefully to get the maximum output for the survey questions. Questionnaire was distributed among 10 employees of each company who are interacting with the CRM system including front office, education and training, system management and business management people. The Questionnaire was designed in English language.

2.7 Data Presentation and Analysis of Collected Data

After the data collection it was organized to analyze and present properly as many comments were also the part of interviewee’s responses. Two categories of questions are included in the questionnaire closed ended and open ended. First of all the closed ended data responses are categorized on the basis of survey questions as functionality, user friendly, education and training, security etc. Author performs the quantitative and qualitative analysis of questionnaires to get the accurate results which are calculated and presented in table format in percentages.

Secondly the data which is received in descriptive format in the response of open ended questions converted into brief and precise format and presented as citations. On the basis of strategies adapted to categories, and organize the collected empirical data the following tables show the concluded questionnaire results. Two tables are separately created to demonstrate the results of both companies followed by the discussion on the factors which are identified and analyzed during the research to get knowledge about the perception of employee’s regarding the implemented CRM system of their companies. Each factor is investigated separately and the meaningful interpretation is added by the end of each concluded table.

2.8 Introduction of ICT Companies

To conduct this study two companies are being contacted and to collect the answers for the empirical findings sample target is the people who have the direct interaction with the implemented CRM system. To investigate the
key factors to know about the perception of the individual employees of a company regarding the system interviewees are different people of a company including help desk, system support, experts and management.

2.8.1 Company A
Company A was founded in 2003 and is serving in a Southwestern Asian country and its associated communities. Company A provides communications and e-commerce services including online recruitment, social networking and classifieds to the internet market. Company is using CRM system which collaborates dynamically to perform different business operations.

The survey questionnaire was splintered to different employees of the company who are directly working with CRM system.

2.8.2 Company B
Company B is an international provider of quality telecommunications services. Right now Company B operates mobile communication networks in several Asian countries as well. It is a dynamic organization positioned in a rapidly changing market environment. Company has implemented CRM system, the increased focus on business and operational processes facilitated by this implemented system which help the organization to improve its processes.

The survey questionnaire was splintered to different employees of the company who have interaction with CRM system.
Chapter 3: Theoretical Background

3.1 Introduction of CRM

A CRM system provides a comprehensive way for companies to create, manage and expand long term relationships with customer, (Kristin & Carol, 2001). The term CRM turned out to be acquainted in the late 1990s, especially when the practitioners from industry shared their views about the implementation of these systems. The theoretical principles of these systems were regarded as relatively complex and researchers from academia took great interest to explore their experiences about this new technological solution. Now CRM has become an interesting topic of research and many researches are already working in this area. Most of the companies are now customer oriented and CRM system provides a way for companies to keep, organize and use the customer information in a beneficial way for the future business. From a business viewpoint the customer is one of the major actors who plays an important role in the success and failure of a business which is why this is required for companies – they must properly take care of customers and before introducing a new product, they must keep the expectations of customers in their minds to make a product successful. The CRM systems provide help to companies in marketing and sales for the products as their CRM store complete information about customers, so these departments can use the customer information to contact the customers individually as by sending them the birthdays alerts, the seasonal virtual gifts or by sending reminders for any customer related events. In this way customer may feel more special and valuable for the company. Business call-centers use CRM systems to keep the information about their customers and they also use that information to track the customers if required. The complete success of CRM does not only rely on its implementation, the employee’s training and knowledge about the implemented CRM package is equally vital. E.g. how much he/she is able to dig in the system to grasp the advantages which increase employee performance and also affect the business performance. CRM helps companies to access their current customers and also to identify the future customers. These systems work as an interaction bridge for customers and companies. According to Francis the main reasons to build long term and strong relationships with customers relate to economic reasons, because companies utilize their customer information to identify the most profitable customers groups and try to satisfy them with the products and services according to the their expectations and trends.

The implemented CRM system of a company could be accessible by different departments. They could retrieve information from the CRM system for analysis, planning and future decision making. As Hedman & Kalling said company can benefit from shared information to other departments where all information of the customer is stored in the central system, (2002). It means different departments of a company as sales, marketing, or management has access to stored customer data of CRM and they could use that data for analysis and future planning and decision making.

Furthermore, CRM systems help companies to improve their understanding about customers, markets and, in the long term to improve a firm’s market position and profitability. The customer preferences, competitors, emerging competing business models, relation with the customers, and function of the offering and all other important aspects pertaining to the market can be well analyzed through CRM system, (Hedman & Kalling, 2002). The understanding which we gain by the point of views of different author’s, is that CRM is an efficient interaction tool
which initiates, creates, maintain and enhance the collaboration between customers, stakeholders and companies.

3.2 CRM as Information System (IS)

Information is the most important component to create a collaborative environment in a company. The effective circulation of information leads to plan, manage and control the business tasks in more efficient and effective way. The Information system provides the required information for effective functioning of the business organizations, (Bagad, 2008). The main purpose of the companies to invest in information system is to integrate the IT with their business to fulfill the requirements and needs to survive and compete in the most advanced market.

Different categories of IS exist and companies implement some of those according to their requirements. Many times it happens that different implemented IS within a company overlap each other because of some similar functionality. So this is important for a company to categorize their implemented systems to avoid redundancy, for the better alignment with business and to make the performance effective.

CRM is a type of information system and this is important for companies to focus the correct alignment of CRM with their business strategy to get the potential benefits of implemented information system. IS strategy effects business strategy, so this is very important issue to combine IS with business model, according to the expectations of business people from the IS department and that alignment will illustrates that how IT strengthens the company’s business.

3.3 CRM as Customer Knowledge Management System

Traditionally, IT was playing a role in company’s business as a tool which helps to access, collect and prevent the data from different locations. With the passage of time IT also changes its role and emerges with business strategies of the companies. In CRM technology help out the companies to gather knowledge and information about customers, stakeholders and environmental factors, and then on the basis of that learnt knowledge and information companies became able to utilize the relationship technologies.

According to Swift customer information is the core of info-structure of a company, (2001). Companies develops knowledge bases to retain the transactions, interactions and other information related to their customers and in future they grasp the information from their historical data bases to act on timely manner, which is the most important issue of today’s business. Swift (2001) describes some considerable points, which could be grasped from the company’s knowledge base to get the better understanding about:

- Revenues and sales
- Asset utilization
- The margin each customer generates
- The cost of doing business with each customer
- Transaction mapping and stimulus to utilize new information technologies in the market place
• Costs of and uses channels
• Procedure evaluation
• Customer satisfaction levels
• The present and future earnings potential of customers

3.4 Components and Objectives of CRM
The components, functions and objectives of CRM system are considered and described by different authors in cross-sectional manner. According to Hedman & Kalling the objectives of CRM systems should be to enable collaboration between people working within a business model or between business models, (2003). Furthermore they describe the components of CRM in following words as:

• Opportunity management component
• Configuration component
• Partner relationship component
• Interactive selling component
• A call center component
• Analysis component
• Campaign management component

Alexis Leon divides the CRM system in three components as operational, analytical and collaborative. Furthermore Alexis explains these three categorize in depth, (2007).

3.4.2 Analytical CRM
Analytical CRM analyses the stored data in an attempt to identify means to enhance a company’s relationships with its clients, customers or stockholders. The analytical reports generated by these systems are helpful for different purposes as:
i. Used for cross selling or up selling

ii. Identification of profitable customers

iii. Gathering information about customer trends

iv. Target right customers with right product

The implemented CRM system of a company continuously works to collect the data which is utilized for different analysis and provides base to plan the future business decisions on different time slots so the information system all the time remains in the iterative state.

### 3.4.3 Collaborative CRM

To collaborate with the customers the interaction medium could be face to face communication, telecommunication resources, email etc. The collaborative CRM includes:

i. Utilize different communication channels to be in touch with customers

ii. Reduce customer expenses and costs through online services

iii. Provides complete view of customer information while interacting with them

Different writers divide CRM systems in categories, levels or approaches but all are talking about the same thing as Francis describes the CRM categorize whereas the similar concept is defined in levels by Alexis. So, the following table shows the three common levels of CRM system:

<table>
<thead>
<tr>
<th>Level of CRM</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational</td>
<td>This level focuses on automating the sales and marketing process of a business organization.</td>
</tr>
<tr>
<td>Analytical</td>
<td>It refers to the intelligent data mining applied on stored customer information which is used further for strategic purpose.</td>
</tr>
<tr>
<td>Strategic</td>
<td>This approach refers that the purpose of CRM of keeping and managing the most profitable business customer’s information which is beneficial for future business.</td>
</tr>
</tbody>
</table>

**Table 3.4: Level of CRM Francis (2004)**

We can conclude that the basic idea behind the categorization of CRM components and objectives is somehow similar, now it depends on the business strategy of a company that which components and objectives of the CRM system they want to utilize and drive through the system.

### 3.5 Functions of CRM

CRM is a strategy which is adapted by companies to keep customers information in a format which is to be utilized to establish good relationships with customer. Different authors have different viewpoints to describe the functions of a CRM system.
According to Alexis Leon within an organization CRM system is integrated with all strategies, policies and business processes and it governs over different processes as customer support services, customer information management, sales and marketing process automation, and also for employee’s training and education, (2007). Furthermore, regarding the functionalities of CRM system Alexis said that a CRM system must perform the following:

- Identify factors which are important to customers
- Promote customer-oriented attitude
- Promote critical thinking like a customer
- Provide consistent and successful support
- Increase efficiency at customer support
- Handle customer complaints and try to fix those efficiently
- Track all aspects of sales, marketing and services provided to customer

Judith says about the functions of CRM that it normally covers the activities of the four functions labeled marketing, sales, product support and customer services, (2002). So, we conclude that as CRM system is used to collect customers, stockholders and competitor’s information and data, which is used to make different analysis and decisions by the management, which means the CRM functionalities, have direct impact on business strategy of a company as the marketing, sales, customer orientation and product services are the main components or focus areas of a business model.

### 3.6 Benefits and Drawbacks of CRM System

Like other systems, CRM systems also have benefits and drawbacks but most of the time benefits offered by CRM overshadow the drawbacks. Shanmugasundaram, (1999) mentioned the following benefits offered by CRM system which are followed by drawbacks:

**Benefits:**

- Improve care through individual treatment: Through CRM systems organizations have interaction with their customers individually, so the help desk/front desk people understands the expectations, needs and requirements of their customer on the individual basis. One-to-one customer communication also helps organizations to answer the expected questions of the customers.

- Reduced costs through customer’s self-service: Mostly the customers questions placed to the front desk of a company are made to ask the predictable list of questions. So, the customer’s profile helps the company to answer the questions before they were asked on the basis of customer needs. Some times during the customer care dialogue the cross and up-selling opportunities became available, so in this way the customer relationships applications helps to increase revenues.
• Increased repeat buying through long-term customer relationship: Companies invest a lot of resources to their customer care applications, and services departments. And in return company expects the customer loyalty. Today 60% business is the repeat business and in future this figure will be increased.

• Facilitates sharing the information across the company.

• Allows users to learn more about people and organizations, which helps them to facilitate customer more effectively.

• Improving the profitability of company

• Improving productivity

• Helps to alter or design the business plan for future

• Helps to make future decisions for the business

**Drawbacks:**

• CRM packages are expensive and the implementation, customization, maintenance and operational cost is also much high.

• These systems come with very complicated licenses terms and conditions.

• These systems need extensive user training and environments where employees have higher turnover rate these systems appears to be a bit more expensive.

**3.7 Benefits of CRM in Daily Business**

Organizations are spending heavy amounts for the implementation of information systems and a large body of research is conducted to evaluate the benefits of those systems for business. The benefits which are evaluated and concluded about the CRM systems are follows:

• It saves efforts and resources to great extent and lot of the administrative tasks are done automatically by CRM and these saved resources could be utilized with customer in main focus.

• It allows to evaluate and predict market very well, in advance and to conduct appropriate counter measures to keep business strategy aligned.

• It allows daily business to keep record of customer preference and their needs which is effectively used to draw business strategies

• It provides a great opportunity of assessment of services to any customer (like value added services) and improves those services constantly to keep a head of competitors.

• It saves efforts and resources to great extent and lot of the administrative tasks are done automatically by CRM and these saved resources could be utilized with customer in main focus.
• It allows to evaluate and predict market very well, in advance and to conduct appropriate counter measures to keep business strategy aligned.

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• It provides a great opportunity of assessment of services to any customer (like value added services) and improves those services constantly to keep a head of competitors.
Chapter 4: Empirical Data Results and Analysis

To analyze the perception of employees of an organization about their implemented CRM system and its effectiveness on business, I have prepared a questionnaire which is based on the literature review.

The interviewees which took part in the collection of this empirical data fall in following categories as front office, system support and training staff, and management. This chapter presents the results and analysis of the collected empirical data.

**Fig 4.1 Categorize and Analysis of Key Factors of Employee’s Perception of CRM System**

**Fig 4.1.1 Company A**

<table>
<thead>
<tr>
<th>Questions</th>
<th>Level 0: Poor</th>
<th>Level 1: Fair</th>
<th>Level 2: Good</th>
<th>Level 3: Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functionality</td>
<td>0%</td>
<td>20%</td>
<td>70%</td>
<td>10%</td>
</tr>
<tr>
<td>System Interactive</td>
<td>0%</td>
<td>20%</td>
<td>70%</td>
<td>10%</td>
</tr>
<tr>
<td>User Friendly</td>
<td>0%</td>
<td>20%</td>
<td>30%</td>
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<tr>
<td>On-Line Help</td>
<td>0%</td>
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<td>60%</td>
<td>10%</td>
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<tr>
<td>Supports Daily Tasks</td>
<td>0%</td>
<td>40%</td>
<td>50%</td>
<td>10%</td>
</tr>
<tr>
<td>Overall Efficiency</td>
<td>0%</td>
<td>20%</td>
<td>60%</td>
<td>20%</td>
</tr>
<tr>
<td>System Recovery</td>
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<td>20%</td>
<td>50%</td>
<td>20%</td>
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<tr>
<td>Education and Training</td>
<td>0%</td>
<td>70%</td>
<td>30%</td>
<td>0%</td>
</tr>
<tr>
<td>Training Sessions</td>
<td>0%</td>
<td>80%</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>Training Method Effectiveness</td>
<td>0%</td>
<td>60%</td>
<td>40%</td>
<td>0%</td>
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<td>Reporting System Efficiency</td>
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<tr>
<td>Reporting Effectiveness</td>
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<td>Management Perception</td>
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<td>60%</td>
<td>30%</td>
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<tr>
<td>Support Management Activities</td>
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<td>20%</td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>Add Value to Business</td>
<td>0%</td>
<td>20%</td>
<td>50%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Table Fig 4.1.1: Company A, Key Factors of Employee’s Perception of CRM System
The concluded results in average shows that 20% interviewee’s point of view about the functionality of CRM system is fair, 70% says it good and 10% are in favor of excellent. Some further comments also provided as:

**Citation:**
“The system is functional as on the basis of our customer database we automate our sales and marketing forces to target the customer group.”[i4]

**Citation:**
“The reporting functionality of the system isn’t much satisfactory and efficient because reports could be generated only monthly and in that case system isn’t capable to generate reports as per user requirement,”[i7]

**Citation:**
“As a tool CRM works well to be in contact with the customers through different communication channels via email, chat, web and telephone.”[i9]

The perception towards the system’s interaction is quiet good as 20% represents its fair, 70% good and 10% for excellent.
Citation:
“The UI is quite clear which provide ease to interact with the system.”[i7]

Fig 4.1.3 User Friendly

The 50% majority of interviewee’s response shows that system is to a large extent user friendly. System includes menu driven approach to get access to the required functionality which increases its user friendliness.

Citation:
“The user friendliness of the system increases the user's productivity.”[i4]

Fig 4.1.4 Online Help

The 30% responses show that the provided online help is fair, 60% good and 10% are in favor of excellent. The further comments of employee’s shows that majority is satisfied with the provided help of the system, which works in crucial moments.

Citation:
“The online provided support for the system has an impact on end-user attitude towards the use of this system and as I think support is enough at least according to my concerns so it seems also a source of satisfaction.”[i2]
Fig 4.1.5 Supports Daily Tasks

The 40% respondents say system supports their daily tasks at fair level, 50% agree on good level and 10% says it’s excellent.

Citation:
“System helps us to evaluate about the changing behaviors and demands of the customers, so obviously it has a great impact on our daily tasks to make the services and products according to the customer desire”. [i6]

Citation:
“The system has not so much concern with our daily tasks because all the departments don’t have access to the system’s most of the functions and access is limited.”[i10]

Fig 4.1.6 Overall Efficiency

Three variables are considered to evaluate the overall efficiency of the system which is system’s effectiveness, efficiency and the user satisfaction. In this study all the variables are measured independently.

The 70% employee’s responses show that system’s overall efficiency is fair, 60% for good whereas 20% are on excellent.
About the system recovery the 20% respondents say that it’s fair, 50% think it is good and according to 30% excellent. Some interviewees provide comments on the system recovery.

Citation:
“System is not integrated with any other enterprise system because of that the recovery is not much difficult.”[i3]

Citation:
“The concerned responsible team for recovery all the time exists at the same place so in case of disaster this is easy to manage the system recovery, even its much time consuming task because of the multi-task responsibilities of employee’s.”[i10]

Here the 70% respondents say the education and training is fair whereas 30% say it’s good. The other variables related to education and training factor are evaluated separately, which provide in depth understanding as number of training sessions, training method, training location etc.
Fig 4.1.9 Training Sessions

The numbers of training sessions arrange is at 80% fair level and rest of 20% responses say its good.

Citation:
“The number of training sessions is not in accordance to the requirement as many of employee’s have difficulties in interaction with IT tools.”[i2]

Citation:
“The time dedicated to training sessions are not at satisfactory level because to prepare a user to handle different situations this is necessarily important to spend sufficient amount of time to train them where the company don’t arrange the sessions frequently.”[i7]

Citation:
“Employees who are responsible for education and training have more than one role in company; they could not spend much time on these activities. If company goes for the other solutions to solve this issue then the financial and human resources expense will increase and company’s finance department doesn’t allow spending that much on the single enterprise system.” [i9]

Fig 4.1.10 Training Method Effectiveness

The employee’s response for the training method effectiveness is that 60% say that’s fair and 40% response for good.
Analyzing the Employee Perception of CRM Systems in Two ICT Companies

Citation:
“The training method is very difficult and that’s not easy for each person to follow up, within that much time period.”[i6]

Citation:
“The training sessions are arranged onsite in the format of groups and groups are constructed by the employee’s themselves which isn’t good for the learning perspective.”[i10]

Fig 4.1.1.11 Reporting System Efficiency

[Diagram showing reporting system efficiency with categories: Excellent 10%, Poor 0%, Good 30%, Fair 60%]

The responses of employees are 60% fair, 30% good and 10% for excellent. The reporting system of the implemented CRM system just creates monthly reports and doesn’t allow users to download reports weekly or quarterly.

Citation:
“All the departments don’t have the option to view the full detail of customer data and they are not permitted to take the reports for that.”[i2]

Citation:
“The CRM system doesn’t provide the details to our department even this is the requirement to perform different tasks which we do otherwise by adapting long procedures. As to fetch the required customer’s information we have to communicate with other departments which take much time and other barriers also exist there.”[i7]

Citation:
“The department has full view of the CRM and could open the required information which is used for analytical purposes but thing is that we spend a lot of time to communicate with other departments who are not permitted for the full view or don’t have access to the reporting mode of system, even it has concern with their daily work.”[i10]
The 20% interviewee’s responses suggest that reporting is fair, 30% says this module works good, whereas 50% responses point to that it is excellent.

The reports are effective especially the business strategic authorities who have power of decisions are fully satisfied with the reporting function of CRM system.

Citation:
“The generated reports provide detail and comprehensive view which helps to make decisions.”[i2]

Citation:
“Reports could be created on the basis of suppose most frequent users, users of specific geo location, users for specific product etc… So these reports are effective in a sense that these help to make change in business strategies to create the customer value.”[i6]

The collected data about the management perception towards the implemented system shows that 10% vote for fair, 60% as good and 30% for excellent.

Answer for some open ended questions also provided by interviewees regarding the perceived usefulness, perceived ease of use, and their attitude towards using the system.
Citation:
“The system is menu driven with clear interface which is easy to operate.”[i4]

Citation:
“System allows viewing the data in different modes and according to different variables which help to make any change in business strategy and other decisions.”[i10]

Fig 4.1.1.14 Support Management Activities & Decision Making

The provided answer by the management for this question that is implemented CRM help management in different activities and decision making, the received response average results show that 20% for fair level, 40% good and 40% say it’s excellent.

Citation:
“As system works very efficiently to create the collaboration with the customers so it is also needed to maintain that collaboration through different mediums of communication, to do these all definitely management has a strategy which is adapted to create customer value.”[i6]

Fig 4.1.1.15 Add Value to Business

The 20% interviewees say that system is on fair level to add value to business, 50% good and 30% response for excellent.
Fig 4.1.16 Summary (Company A):

![Bar Chart]

**Figure Fig 4.1.16:** Key Factors of Employee’s Perception of CRM System in Company A
Fig 4.1.2 Company B

<table>
<thead>
<tr>
<th>Questions</th>
<th>Level 0: Poor</th>
<th>Level 1: Fair</th>
<th>Level 2: Good</th>
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<td>Functionality</td>
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<tr>
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<td>Training Sessions</td>
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<td>30%</td>
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<td>0%</td>
</tr>
<tr>
<td>Training Method Effectiveness</td>
<td>0%</td>
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<td>60%</td>
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<tr>
<td>Reporting System Efficiency</td>
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<td>10%</td>
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<td>Reporting Effectiveness</td>
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<td>Management Perception</td>
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<td>Support Management Activities &amp; Decision Making</td>
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<td>Add Value to Business</td>
<td>0%</td>
<td>30%</td>
<td>50%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Table Fig 4.1.2: Company B, Key Factors of Employee’s Perception of CRM System
Fig 4.1.2.1 Functionality

As result shows that 60% responses show that the system functionality exists at good level which means users are quite satisfied with the functionality of the system.

Citation:
“System allows to identify old users, as it acquires to take business decisions and for the launch of new packages.” [i1]

Citation:
“We can quickly open the history of old customers as per requirement.” [i2]

Fig 4.1.2.2 System Interactive

The calculated percentage shows that 60% responses are saying that interaction with the system is good. Further in comments some interviewees say because of GUI it’s easy to work with system.
Fig 4.1.2.3 User Friendly

The 90% responses are in favor of good. The participants were predominantly having a view that system is much user friendly especially the front desk people show greater appreciation towards the system’s friendliness.

**Citation:**
“System provides hints to make the proper interpretations which improves the performance and leads to user satisfaction.”[i7]

Fig 4.1.2.4 Online Help

The 60% of responses say that online help for the system is just fair, whereas 30% says that it’s poor. The conclusion of provided answers to further open ended questions related to the online help depict the picture that the response time to get the online help is much higher and a user’s who are especially working on front desk could not spend that much time to wait for that online help.

**Citation:**
“The source of online help is getting the support through live chatting or email. Sometimes the support is required immediately whereas the response time delays.”[i5]
Fig 4.1.2.5 Supports Daily Tasks

The 20% responses that system has no role in their daily tasks, 60% responses are in favor whereas 20% says system support their daily tasks at good level. Especially the front desk line says that this system support their daily tasks while they interact with their customers.

Citation:
“The system is obviously supported our daily tasks as it’s the main interaction medium for the front line help desk with the customers”. [7]

Fig 4.1.2.6 Overall System Efficiency

The overall system efficiency could be measured by system’s effectiveness, efficiency and satisfaction but in this study all the variables are measured independently so here the overall system efficiency represents that 70% employees say that system is good, and remaining 30% say it’s fair.
Disaster response and system recovery requires timely interaction and with the good coordination system became responsive. In case of system disaster 70% of interviewees say the system recovery task is at fair level, whereas rest of 30% represents to the good status.

The formal education and training of the system is seem to at satisfactory level as the ratio represents that 60% responses are for good education and training and 40% says its fair. Some other variables related to education and training are also questioned to the interviewees and their results are evaluated separately including no number of training sessions, training method, training location etc.
Fig 4.1.2.9 Training Sessions

Here the responses of employee’s are collected for the number of training sessions. The 70% response is in the conduct of good whereas 30% say it’s fair.

Citation:
No. of training sessions which are arranged are quite well and because of that it become easy to understand the system and its changes.“[i2].

Fig 4.1.2.10 Training Method Effectiveness

The 60% respondents say that training method is good and 40% rate it as fair.

Citation:
“The onsite group training is conducted and the training tutorials are also easy to follow.“[i5]

Citation:
“The training method is simple and easy, that is why it is affected for the trainees even who are not very familiar with IT tools or if they have some fear about the use of technology.”[i8]
Fig 4.1.2.11 Reporting System Efficiency

The system is efficient to generate the reports as 50% interviewees say the system is excellent, 40% response the system is good and 10% reports it’s fair.

Citation:
“System allows creating on demand report as we can download weekly, monthly or quarterly reports.”[i10]

Fig 4.1.2.12 Reporting Effectiveness

The 10% says reporting effectiveness is excellent, 80% response it’s good, and 10% are for fair. Overall the reporting functionality of the system is working well. Especially the management and front desk people can create the reports on demand.

Citation:
“Reporting functionality is just enabled for front desk and management section of the company.”[i3]
Fig 4.1.2.13 Management Perception

The management perception towards the CRM system is calculated as 70% average result shows its good whereas 30% represents its fair.

The open ended questions to evaluate the management perception also asked as perceived usefulness, perceived ease of use, and attitude towards using.

Citation:
“The systems interface is design is simple so it’s easy to work with it.”[i4]

Fig 4.1.2.14 Support Management Activities

The 10% respondents say that the implemented CRM system supports management activities on excellent level, 70% for good and 20% for fair. In open ended questions response management comments are:

Citation:
“For sales force and enterprise marketing automation the system helps where we can access the complete customer information to make the future decisions.”[i10]

Citation:
System provides different mediums to communicate with the customer as telephone, email, SMS messaging, the
proper collaboration with customers tells about their behavior, attitudes and demands so in result this collaboration helps to make decisions.”[i2]

**Fig 4.1.2.15 Add Value to Business**

![Add Value to Business](image)

On fair level 30% management respondents say that it adds value to business, the 50% responses are for good and 20% for excellent.

**Fig 4.1.2.16 Summary (Company B):**

![Key Factors of Employee’s Perception of CRM System in Company B](image)
4.2 Cross Case Analysis of CRM Strategy View

After completing the individual analysis for each company cross case analysis is done with respect to the research questions.

During the study this is realized that both of the companies have some strategies and they are using their CRM system in accordance to those strategies, which are derived from their business viewpoint. Here are some highlights which are concluded from interview results as the focus point which affect business strategy of a company through CRM system.

4.2.1 Customer Identification and Differentiation

After gathering and analyzing the data from both companies it became clear that CRM is used to keep the customer identification and differentiation which is further utilized by sales and marketing to target the right customer segment according to products. Both interview companies are in agreement that the customer identification is used to be in contact and provide the specific services to the specific customers. Companies also use customer identification to find new customers. For example when they start some specific packages for their existing customers accompanied with family, friends or colleges, in this sense we can see the practical use of customer identification as a business strategy to extend it.

From the strategic point of view the customer differentiation plays vital role. According to Company A the customer must be treated on individual basis because each and every customer has his own needs and requirements, satisfaction level and behaviors so the differentiation in groups may become ambiguous. So, according to Company A’s business strategy they focus on customer’s personalization.

On the other hand Company B said that they have focus on customer differentiation and because of this customer grouping it’s easy to target right group of customers with right products. They also said that customer differentiation helps to make different business decisions and strategies.

4.2.2 Creating Long Term Customer Relationships

Both companies agreed that CRM system helps them to establish long term customer relationships. By combining different tools with CRM as keeping knowledge about customer interests, demographic location, purchased history, web visits etc. help companies to get better understanding of their customers. These tools by combining with CRM are also helping as a marketing tool. Companies try to present the products according to customer’s expectations and in return companies gain customer’s trust and customer loyalty.
Chapter 5: Discussion, Conclusion, and Recommendations

5.1 Discussion

To gain the goal of this research work different factors are considered and investigated to know about the employee’s perception of a CRM system of a company and according to employee’s view point how companies can improve the efficiency of CRM system. All the factors are described in previous chapter followed by the detailed comments of employees of each interviewed company. Here is just a prescribed discussion and conclusion of both of the company’s employee perception of use of CRM followed with some suggestions and recommendation to make the improvements in the use of their CRM system in concern to make it more beneficial, and efficient. The evaluated results of this research work also potentially helpful for other ICT companies who have implemented CRM system or have a plan to go towards that in future.

Now, we discuss the received responses of both of companies.

The response of company A for the system’s user friendly and reporting effectiveness are at excellent level. The average responses for system interaction, functionality, online help, support daily tasks, overall efficiency, system recovery, management perception, support management activities and add value to business are at good level. Whereas the factors as education and training, training sessions, training method effectiveness, and reporting efficiency is at fair level.

As according to some employees the reporting module of the system is not efficient according to their requirements. The employees of all departments don’t have access to the full view of customer information even it is required so the system doesn’t proved to support their daily tasks and to do that they have to contact other departments and perform the same tasks manually. No doubt this is a time consuming and frustrating even a system exists to support them on this issue the management responds that they don’t provide equal rights to every department because of security perspective. The other important factor is education and training of employees which is provided on the fair level and the related variables are less number of training sessions, and difficult method of training.

In company B the average responses for excellent level are received for reporting system efficiency. Functionality, system interaction, user friendly, reporting effectiveness, overall efficiency, education and training, training sessions, training method effectiveness, support management activities & decision making, management perception and add value to business are at good level. By the end online help, support daily tasks, and system recovery lies at fair level.

The online help factor has great impact on the efficiency of employees who are working with the CRM system. The online help respond time is much higher which creates delay in the daily routine tasks of employees.

The other factor is the system recovery as the company has outsourced the system recovery, in any case of disaster or failure the response time again here is an issue which could not be handled and it takes considerable time to recover the system.
Employee of both companies believe that CRM system has positive effect on their daily work and according to top management it also has good effect on business strategies while they differentiate and keep identification of their customers and with combination of other influenced parameters these help out a company to make decisions, for effective sales and marketing process and to maintain the customer loyalty and long term customer relationships.

On the other hand the responses of employee’s regarding education, training, and knowledge about the implemented CRM system also help out companies to understand that at which level they must educate and train their employees to get the maximum output from CRM system.

The purpose to conduct this study was to acquire knowledge about the perception of employees of a company about their implemented CRM and to analyze that how CRM system contributes in their daily tasks and what should companies do to educate and train the employees for the efficient use of CRM.

To conclude the results empirical data is used which is collected through survey in two ICT companies. Total 15 factors are evaluated which illustrates the individual’s perception towards the CRM in a company. The evaluated factors are categorized according to the perception of different employee who are working on different levels and have direct or indirect interaction with the implemented CRM system including help desk, system support, different departments of company and management.

The results of this research work will be potentially helpful for the companies to improve the utilization process of implemented CRM system and on the basis of provided answers by employees, companies can make analysis for the required changes in the systems and user needs. The results of this work is also helpful for the companies who want to implement CRM system because as they know before about the needs, understanding and level of their own employees then definitely they make proper implementation of CRM system according to the business requirements and user expectations.

At the end the results of this study are potentially helpful for the companies:

- To improve the use and efficiency of existing CRM system
- Who plan to move towards any other CRM system
- Who are planning to implement the new CRM system

5.2 Recommendations

The Factors to be considered to Implement Successful CRM System

Companies spend huge amount of money for the implementation of CRM systems to keep their customers information which is much worthy for customer oriented business from different perspectives, so this is also necessarily important for companies to know about their employees perception who are the actual users of those systems and the success and failure of system depends upon the employees consideration and understanding towards the system.

In the result of analysis and conclusion of the survey responses from both of the studied companies, some of the essential factors are identified which require extra attention to get the maximum output from the CRM system after implementation and those are described below.
5.2.1 Education and Training
While there are many employees exist in companies who don’t have enough IT skills or even in its use they feel some kind of fear and because of these types of reasons they avoid and show less involvement in the use of system. In this way the proper education and training of employees helps to get appropriate advantage of CRM system.

5.2.2 Security
Some of the departments of a company don’t have access to the full or partial view of customer data even it’s required to them and they gather it manually from the other departments. During this manual exchange many factors create hurdles as communication, people, environment, and variety of behaviors, organizational politics and many more. To avoid these problems changes in security policy may bring more fruitful results for the business.

5.3 Challenges and Limitations
During this research work different CRM related theories and research work is studied but because of the lack of related work and scattered ideas of different authors who have write some material on this topic it became difficult to find out the exact ones, so that’s why it was not possible to rely on some specific related theories only and much part of time was spent to make coherent the previous study work for this thesis work. However, this is supposed that this study work will be a contribution for the future researchers of this area.

5.4 Future Work
The CRM application in practice requires more investigation, evaluation and in-depth research work which will help to make it trustable technology. To implement the CRM system successfully it is quite necessary to evaluate the internal organizational strategy, employee’s capacity and organizational capacity before the implementation of the system.

Here are some suggestions for expected future research work which may be considered by others to continue this topic as:

- The Impact of CRM in Developing Countries
- The Customers Perception of CRM System in Developing Countries
- Geographical Comparative Study of Employee’s Perception of Implementation of CRM in Global Companies
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Appendix

Questionnaire:
This section contains the detail of questionnaire which was designed and sent out to the employees of companies to gather the empirical data about the CRM system.

In this questioner every question has four options from level-0 to level-3. The explanation of the each level is described below. The interviewees are bounded to select just one option from the provided list and they are also allowed to add comments if required.

<table>
<thead>
<tr>
<th>Level 0</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Fair</td>
<td>Good</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

Q.1. How you rate the front desk module of the system from its functionality point of view?

1. Level-0
2. Level-1
3. Level-2
4. Level-3
Comments:

Q.2. Is this user friendly?

1. Level-0
2. Level-1
3. Level-2
4. Level-3
Comments:

Q.3. How would you rate that how much the system is interactive?

1. Level-0
2. Level-1
3. Level-2
4. Level-3
Comments:

Q.4. Are you satisfied with the on-line help of this module?

1. Level-0
2. Level-1
3. Level-2
4. Level-3
Comments:

Q.5. Do you think this module has supported your most of the daily tasks?

1. Level-0
2. Level-1
3. Level-2
4. Level-3

Comments:

Q.6. How you rate the system recovery methodology?

1. Level-0
2. Level-1
3. Level-2
4. Level-3

Comments:

Q.7. Does System support department provides education and training?

1. Yes
2. No

Comments:

Q.8. To which level you are satisfied with education and training sessions?

1. Level-0
2. Level-1
3. Level-2
4. Level-3

Comments:

Q.9. How you rate the tutorial training session of the system?

1. Level-0 (Don’t know)
2. Level-1 (Very Difficult)
3. Level-2 (Difficult)
4. Level-3 (Easy)

Comments:

Q.10. Which method is used to conduct the training?

1. Level-0 (Don’t know)
2. Level-1 (Onsite group training)
3. Level-2 (Online group training)
4. Level-3 (Onsite one-on-one training)
5. Level-4 (Online one-on-one training)
   
   **Comments:**

**Q.11. How you rate the reporting module of organization’s CRM system?**

1. Level-0
2. Level-1
3. Level-2
4. Level-3
   
   **Comments:**

**Q.12. On which time span reports could be generated?**

1. Level-0 (Don’t know)
2. Level-1 (Weekly)
3. Level-2 (Monthly)
4. Level-3 (Quarterly)
   
   **Comments:**

**Q.13. To which level are you satisfied with the reporting system?**

1. Level-0
2. Level-1
3. Level-2
4. Level-3
   
   **Comments:**

**Q.14. Do you think reporting functionality of the system has supported your most of the reporting time lines like weekly, quarterly etc? If your answer is yes then how much this module provides your assistance in your reporting activity?**

1. Level-0
2. Level-1
3. Level-2
4. Level-3
   
   **Comments:**

**Q.15. Does all departments of organization have access to the full view of a customer communication?**

1. Yes
2. No
   
   **Comments:**

**Q.16. How you rate the management module of the system from its functionality point of view?**

1. Level-0
2. Level-1
3. Level-2
4. Level-3

Comments:

Q.17. Do you think this module has supported your most of the management activities?

1. Level-0
2. Leve-1
3. Level-2
4. Level-3

Comments:

Q.18. How you evaluate the CRM system overall efficiency in your organization?

1. Level-0
2. Leve-1
3. Level-2
4. Level-3

Comments:

Q. 19 To which extent CRM supports for decision making?

1. Level-0
2. Leve-1
3. Level-2
4. Level-3

Comments:

Q.20. At which level do you think that CRM system add value in the business performance of your organization?

1. Level-0
2. Leve-1
3. Level-2
4. Level-3

Comments: