



South East European University

Master of Business Administration MBA

Department of Management

Master Thesis

Topic: “Customer Relationship Management: The positive effect of CRM in an organization”

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Declaration

I hereby declare that this Master Thesis is my own personal work, and it does not include any others work without it being stated or mentioned, all references refer to this bibliography. I understand that any violation to this rule will be considered as cheating or plagiarism.

Acknowledgements

Writing this thesis has been both difficult and fun to do, it has been an interesting journey, knowing more about the connection of technology and business which I truly believe that tomorrow's world will belong to these two worlds.

There have been many late nights and early mornings, and after all the work I can finally conclude that the thesis is finished. Through all of this there have been several helpful people I would like to thank for their support.

My supervisor/mentor Gadaf Rexhepi has been a great resource throughout the research. He has steered me in the right direction and given me great support throughout the work process. Furthermore, I want to thank my family and friends who have been very supportive and helpful and encouraged me every step of the way.

Abstract

In today's high competitive market it is very hard for companies, to gain a competitive advantage and even to run their businesses. There are some serious aspects that are very important and that influence the new situation that businesses are facing.

First of all, the rapid development of technology has changed the way of collecting and distributing information, which have affected both companies and customers. With new communication technology companies can change their way of marketing as well as the possibility of gathering data and communicating with their customers.

Another change is due to the fact that the competition on the market is growing not only domestically but also globally. In order companies to be successful they need to build long term objectives, it is not enough to have and rely to advanced technology only, the solution for this is to understand the wants and needs of your customers, keep them satisfied with the purpose to increase customers value of the products or services.

That is why it is very important for companies to find one way or another to keep their customers as close as possible.

To keep customers satisfied and loyal to the company and provide better service and quality to them it requires hard work and dedication, to do so companies need to try and find the most appropriate business strategy.

A famous tool now on the market is called CRM (Customer Relationship Management) which is a system that manages information and processes pertaining to the relationship and interaction with customers, in other words CRM is a tool designed with the aim to help companies manage their business relationships effectively.

CRM is an integration of both technology and business processes used to satisfy the needs of the customer during any interaction with the company. CRM involves different customer analysis and knowledge about them to help the management make easy decisions in an effectively and efficient manner.

Starting with this thesis it will show different analysis and different case studies about companies that use CRM system.

Furthermore, the analysis will show the benefits that companies gain by using this system that they have a need for CRM functionality in order to support the Marketing, Production, Sales and Service process. However, there are several more aspects that are discussed in order to have a better understanding of what CRM system is.

In order to describe how companies can use a CRM system, this thesis includes an explanation of how CRM functionality can be used at different steps in the sales processes.

Besides this, as the thesis will go on there will be mentioned several factors that lead to failures when trying to integrate this system and that not only large companies can use or benefit from this system but it is also beneficial for small and medium size companies.

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Chapter 1: Introduction

1.0 Introduction

This chapter starts with the research background in order to sum up the situation for the reader. This is then followed by the problem discussion, which will end with an overall purpose of the study. Then a specific research problem will be formulated from the problem discussion.

1.1 Background

The rapid and radical changes resulted in a focus on relationship marketing and building strong relationships with their customers. The importance of information technology in creating, maintaining and enhancing the business relationships between customers and organization are very important. The knowledge and investment in technology has had a large impact on the development of marketing and management. This trend is confirmed by Zindelin M. (2006), who states that relationship marketing will not be established without IT-based relationships using advanced technical tools.

Companies must learn and adapt to changing technology if they would, like to stay successful in the future. Throughout history the marketplace has never been static; hence, there has always been a must to respond to changes in order to survive. (Bose.R, 2002) The famous term Globalization, that everyone is talking about have forced companies into a tough competition. In order to stay in the market place and to efficiently maximize their revenues companies focus on managing costumer relationships in particular customer satisfaction.

Organizations use the best technologies and tools for developing and maintaining long term relationships with their costumes. In the later 90s, Customer Relationship Management evolves along with information and communication technology. (M Viljoen, JA Bennett, AD Berndt & CR van Zyl,)

CRM is considered one of the most essential strategies for keeping profitable customers, as well as attracting new customers by using feedback system to gather important information and providing them with quality products ns services.

However, apart from having many benefits of implementing the CRM system many companies have experience huge failure.

Some of the reasons that they fail in implementing this system is poor marketing, not improving their services it is required to further develop and evolve with the system.

That is way it is very important to identify the key factors influencing the success of CRM strategy. The main objective of this study is to explain the key factor of a successful CRM strategy in small and big companies.

Study Hypothesis

H1: CRM (Customer Relationship Management) is the tool that contributes to profit, it can create positive effect on: customer satisfaction, acquisition, retention, loyalty, and decrease customer's loss.

The study variable

- Dependent variable
CRM contributes to profit
- Independent variable
Customer Satisfaction
Customer Retention
Customer Acquisition
Customer loyalty
Customer loss

H2: CRM can be effective as much as the people that use it.

The study variable

- Dependent variable
Effectiveness of CRM
- Independent variable
Define business objectives and requirements
Maintain staff knowledge
Staff involvement
Invest in training to empower end users

H3: CRM is not just only for big companies, small companies can also apply CRM.

Importance of the study

The importance of this thesis is to provide a better understanding of the usage of CRM and the benefits of using this tool as well as demonstrating some failure factors that companies should avoid when implementing the CRM tool. To reach this understanding the thesis goes to several steps and stages.

Adopting CRM in companies would be a platform for building good relationships with customers which consequently leads to service development and improvement. However, other public enterprises could benefit from the study because this study would highlight the importance of building good relations with customers which could result in improving better performance and better decision making for future plans.

Understanding the major factors and the steps of adapting the CRM is the key to grow up your business.

CRM is a program that can help your organization lead its business needs successfully but only if you know how to run it. There are several things that you need to keep in mind while implementing this kind of a system in to your company.

First of all, it is very expensive to implement it and you need to train your employees in order to know how to use it, as well as many other things that we will discuss later in the chapter 2. This thesis concentrates mainly on understanding of what the CRM system is and how you need to use it in order to gain a competitive advantage from this system.

Chapter 2: Literature review and previous studies

2.1 What is Customer Relationship Management?

What is CRM? Is it a technology solution? Is it a data mining or business analytics? Or is it marketing? We may make all these questions about what a CRM system is. In fact it contains all these parts that we mentioned and asked earlier. CRM system includes it all, it includes technology, marketing, analytics as well as people. (Carmin D'Arconte, 2013)

First of all, Customer Relationship Management is a very delicate system so before companies decide to implement the CRM system in the organization they need to exactly know and understand what a CRM system is. (Gartner Group, 2008). A CRM (Customer Relationship Management) is a system that manages information and processes pertaining to the relationship and interactions with your customers. (Zaidan A. Zaidan Dhman, 2011) In other words it is more than just a technology because CRM encompasses people, sales aspects of business relationships and also the ongoing services and support aspects.

CRM is very famous now in the market, it has attracted the attention of both marketing perceptions and researchers over the last decade. (Francis Buttle, 2004) CRM is an excellent strategy on how to keep and handle customer relationship in a company's perspective, by trying to establish, develop and increase customer relation in order to fulfill their wants and desires. The underlying aspect of CRM is that the management and marketing activities need to establish beneficial relationships with customers and their partners in order for them to become profitable and successful. (Omer Minkara, 2012). The CRM system is an integration of all parts and structure of the organization such as: sales, logistics accounting, marketing forces etc. (Johansson & Storm, 2002) stated that *"Those are the activities a business performs to identify, qualify, acquire, develop and retain increasingly loyal and profitable customers by delivering the right products or services to the right customer through the right channel at the right time and the right cost"*

CRM is a system that encompasses several of elements inside it that is why it includes tools that address.

Sales Force Automation (SFA): The SFA automates business daily activities and tasks such as; inventory control, sales processing, tracks customer interaction and also analyzing sales performance and forecasts.

Opportunity Management: the opportunity management makes sure to have real potential for becoming what everyone in the sales force is after and also keeps in track revenues.

Sales Pipeline Tracking: It as the ability to give the data a graphical and chart representation.

Marketing Automation: is automates the representation of marketing such as campaigns and emails.

Flexible Reporting: In order to indentify various business issues it uses the flexible reporting to analyze the data that is collected by CRM from different perspectives. (Angel Magana, Michael Whitehead, 2010).

However there are also more tools such as: Service case tracking, activity management, employee directory, document management and revision control etc.

One thing that needs to be stated is that: Every business needs to know that the software alone cannot or will not do anything for your business unless you have the quality and volume of the data that will be provided to the software.

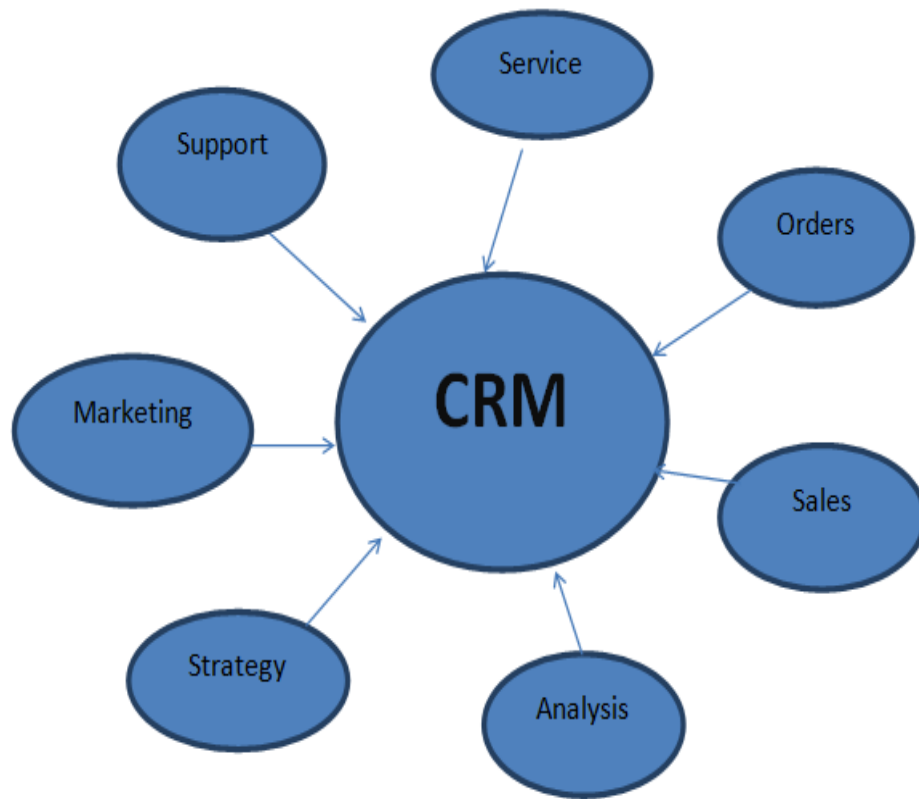


Fig.1 CRM Parts

2.2 Benefits of CRM

CRM is a system that most people call it a groupware application for managing your business. A groupware is a term that describes computer software designed to help a group of people that work together in order to make certain business decisions.

With a CRM system everyone in the company can record their interactions with the customers in order to understand their sales opportunities for making business decisions and also the state of satisfaction of their clients.

CRM system keeps in track of everything it records all new business directions or leads collects the needed information's that are valuable for managers in making important future business decisions.(Miguel Maria Colaco, 2015)

The information that is collected through the business will also provide a more clear view of the company's pipeline. A properly implemented CRM system can help the company to more

closely track and check precisely the performance of the organization with much more less effort.

The real benefit lies in the value that the CRM system can create for the customers and the value that customers can deliver back to the organization, by helping to get a clear future view and allowing more effective and effacing planning. (Henry Babu, Rajmohan Kadavil, N. Manjula, Santosh Thampi).

Some of the benefits businesses should expect include:

Increased sales: by using the marketing capabilities, the organization can keep in track of customer information and opportunities, which the system provides an insight sales pipeline and chart with win/loss ratio so it makes it easy to indentify cross- sale opportunities. In other words: tracking of customers and collecting data about their purchases, wants and needs your business will have the opportunity of giving them what they need.

Cost reductions: Having one source or entry for customer data can increase efficiency in an organization because sharing information in the same time with everyone within the organization loop can be very effective. In other words: Sharing information within the organization helps everyone keep in loop about any customer in an effective and efficient manner.

Happier customers: Employees are informed about their customers past or upcoming activities so they can provide them with better service Building relationships with your costumers and staying I touch with them gives your business the opportunity to know more about your customer wants and desires.

Better managed business: Every business trend is clearly visible. The sales pipeline makes it easy to understand every negative or positive trend that might occurs in the organization. : thought the sales pipeline your business can clearly see the picture of the positive and negative business trend right before any risk can happen. (Jens Berfenfeld), (2010), (Angel Magana, Michael Whitehead, page 18), (2010).

2.3. CRM customization

Customization is an important topic because few if any CRM system would be useful without the customization capabilities. Every Business needs its own customized CRM that can work and meet the company's desires. In order for the CRM system to perform its unique actions based on your business and the needs of your customers it needs a system that is customized based on your business desires.

Customization is a very advanced topic because it adds many advantages to the business applications. There are some negative aspects of customizations, first of all, it takes so long to implement and to customize and second it can be very expensive. The positive side is that it takes your software application and adapts it to the way your business actually works.

The challenge of customizing a CRM system lies in the clear definition of the business processes that dictate your day to day operations and their subsequent translation into functionality within the CRM system. This is the primary reason that CRM customizations can take time to plan and implement.

CRM customizations generally fall into the following classes:

Cosmetics: is adding the company's logo, customizing or changing color schemes.

User interface: customizing certain features that can be seen by all or specific users like: adding and deleting certain fields from the screen, changing the field names, rearranging the screen layouts, editing certain set of options etc.

Major application changes: Making major changes to the business functionality or in other words adding an entire new module to the existing application.

Application integration: Linking the CRM application with other business applications and processes, to more thoroughly automate and integrate your business operations. (Angel Magana, Michael Whitehead, page 16), (2010).

2.4 What will CRM do for your Business?

CRM is an application that helps an organization to improve existing customer's loyalty and capture new customers to increase sale, it also helps business to provide right information to the right person at the right time and it helps management to analyses data to set effectively future goals.

CRM provides different advantages such as: helps organization to capture and analyze customer information coming from various places, does customer segmentation based upon their buying pattern, geography, demography etc. (Gartner Group ,2008)

It helps the organization to run more targeted and effective campaign sales, provides customer communication and customer service improvement. CRM is a very important tool it matters because if you want your business to last, you know that you need a long term strategy for the future. Your business many have targets relating sales, business objectives requirements and probability (Goldenberg, B. 2000). However getting up to date and getting the needed information for perceiving your goals can be tricky nowadays. Using the CRM system can give your organization a clear overview of your customers. You can clearly see ad access everything in one place. Customizable dashboard represents the data that can inform you about a customer's previous history with your company the status of this/her order and more information. This information is very valuable for future decision making processes. (Chan J O, 2005).

2.5 CRM technology

The CRM technology is rapidly changing each and every day and is providing a variety of tools and ways of improving a better use in order to enhance the communication with the customers and build strong relationships. According to Stone (2000) there are two main forces that influence the need of CRM technology to support the completion of CRM: In order to meet the needs and wants of the customers there is a need of higher quality CRM and improvement for arranging companies resources in a proper order. And second, is the need for a greater productivity in CRM for giving the possibility to automate work previously done by hand. (Bose.R , 2002)

2.6 CRM - for whom?

The CRM application can implement most business, however most of the companies can benefit more than the other because some companies do accumulate more data and information about the customers when doing business and those customers might have highly differentiated wants and needs. In the other hand, companies that hardly have contact with their customers about their needs and preferences are less likely to benefit from the CRM system.

2.7 Success and failure factors of CRM implementation

In order to gain knowledge and to learn on how to have a successful working and implementation of CRM system it is important to take into consideration the most significant factors in CRM adoption that can increase the success rate of adoption and development. The will to achieve something needs to be evoked from employees with motivation therefore motivation is an important factor in CRM success. (Elov Olimdjon, 2012) Motivating employees means we motivated them to do something; we drive them to move towards or away from an act. However another important key is information, everyone in the company needs to be informed about several things that occur in the organization. There are many steps in having a successful CRM implementation and we will discuss all of them.

2.7.1 CRM failure Factors

Implementing CRM system can be difficult, that is way most companies do fail when implementing this system there are several steps that we need to consider or avoid when we are implementing or adopting the CRM system. The CRM system is a delicate system that needs full attention. Most times the CRM system fails because of the users of the system not from the system itself. The most common reason that CRM application fail is because of the lack of business cohesiveness, or for not having a clear understanding about their business needs. (MetaOption LLC) Another important thing is that organizations need to remember that a CRM software solution is just a tool to achieve Customer Relationship Management it does not mean that CRM system will satisfy all their customers' needs. Poor management and improper

employee training also have a huge impact on CRM system failures. Mismanagement and poor planning cannot just only be a factor of CRM application failure but also can contribute on the future of the organization and also job loss. CRM system is powerful application software that needs knowledge and lots of training, in order for employees to understand it and be able to work with it. This is the reason, organizations need to educate and train their employees and make them aware of the companies CRM strategy program and software. Without proper training adopting the system will lead to serious issues and failure. (Linnea Andersson,2011) Another reason to CRM implementation failure is when the implementation becomes very disorganized on day to day activities that is why the company needs to make sure to implement the proper CRM application for the its organization needs and make the information flow easily from one department to another. (Emma NewBury, 2016). One real case study that I have read recently is about the HP Company that failed to implement the CRM system because of lack training and knowledge of employees. Training can be very expensive but is the major factor that companies nowadays fail when implementing the CRM application.

2.7.2. CRM successful factors

One of the main problems when implementing the CRM system is that there exists no model that can be the same guide for every organization to use it. Every organization has its own business process and culture, the application of CRM routine looks different for every organization and requires hard work to be successful. (Tamilla Curtis, Donald Barrere and Tom Griffin,2008). Based on several researches one of the most important indicators to CRM success is top management involvement, they should work very hard to promote and create better understanding and commitment. (Sarika Sharma, D. P, Goyal).

Top management involvement: plays a huge role, they have the responsibilities to promote and sell the ideas and also the benefits of CRM strategy for shaping the value of CRM into the organization. Managers are very important in the performance of every organization; their job is to motivate workers and knowledge them how to respond as a group to outside influences. When the staff is motivated and committed to their way of working they

will deliver a better way of service and satisfaction to the organization. (Sarika Sharma, D. P, Goyal)

Communication of CRM strategy and goals: Introducing new ways of doing business and eliminating old ones might affect and have consequences on employees. You as a company need to make them understand why you are changing things in the organization and why they need a new process or system. It is very important communicating new strategies and objectives to your workers so they can understand the importance of the change and inspire them to a common vision and why it is important implementing CRM into the organization. (Farnaz Arab, Harihodin Selamat, Suhaimi Ibrahim and Mazdak Zamani, 2010).

Employee involvement is another success factor of implementing the CRM application. The company needs to provide and allow active involvement of employees in order to integrate everyone in understanding how the program will work and take various suggestions from them.

User resistance: Companies need the best database in order to provide its customers and suppliers with the high quality data and information. Knowledge and information crates benefit to the organization and information that flows easily throughout the organization is very efficient and has a he advantage in customer relationships.

Follow up and evaluation: Based on the feedback managers can evaluate have the business activates have perfumed so far in the organization and based on the information collected the organization can make further improvement to future plans. (Nexus Tek , 2012)

We also have some other important successful factors that contribute to a successful CRM strategy such as:

Process: The process refers to creating, establishing and managing customer interaction and relationships in the long run.

Culture: culture is based on history, expectations and social customer behavior. The relationship management needs to change and take into consideration the strategic change from a product based process to a client based process.

Technology: technology is based on computing and collecting information as well as saving, organizing and using the data that are valuable for decision making processes.

People: people are the workers that work in the organization and that means that every sector of the company has a wide variety of people doing several different things such as the: business analytics, accountants, It professionals, manager, etc. All of them must ensure that the CRM system is well defined delivered and deployed. (Chase. P. , 2004)

Chapter 3: Conceptual Framework.

H1: CRM (Customer Relationship Management) is the tool that contributes to profit, it can create positive effect on: customer satisfaction, acquisition, retention, loyalty, and decrease customer's loss.

3.1 CRM contributes to profit.

A CRM system allows you to give customers individual attention and increase profits. Investing in a CRM application is an essential part of growing up your business a good CRM application is an investment that pays for itself over and over again by helping your company to gain and keep customers and also by increasing profits. In any business nowadays information is considered as power, the CRM system provides you with data and information collected by different clients telling their wants and needs. This data can help the management make decisions for future business goals. In order to have a good CRM system you need to choose the right CRM for your business. (Tamilla Curtis, Donald Barrere and Tom Griffin, 2008)

Choosing the right CRM is critical, the key of choosing the right CRM is to know exactly what kind of information your sales and customer service teams need to make sales and retain customers before you invest in any software platform. There are many cases and case studies done for companies that have grown up their revenues by two or three times. The most successful organizations in the world are using the CRM system to provide them with important information that helps managements make correct decision for future work. (Vaki Kusuan Paul CRM Project, 2013) Several companies that use CRM system have improved their businesses. Every business needs a good CRM implementation no matter what kind of industry you are working with. There are many successful case studies that tell us no matter what business you run you can use CRM for improving further your future goals. Here is an example of a unique company that you never thought that they use CRM:

A private Jet company called JetHub is a worldwide known company that provides private flights in more than 6,000 airports in the US and even abroad. The company needed a better way of managing customer information so they implemented The Zoho CRM. By implementing the system they can easily track information and interact with their clients, so they have increased sales by 35%. (Kevin Lippert)

3.2 Customer Satisfaction

Defining and understanding customer satisfaction can help companies to innovate and identify opportunities by choosing the right products and services for their customers. (Tony Ward, Tracey S. Dagger, 2007). Therefore by offering them enough amount of satisfaction can lead the company to maximizing their profits. The term or the meaning of customer satisfaction is when a person feels a pleasure or disappointment as a result of comparing a certain product and whether the outcome of the product will meet his or her expectation. In other words customer satisfaction is when customer response to a certain product, and his or her evaluation between prior expectation and the actual performance of the product that he or she has received after trying the product. (Jens Berfenfeld, 2010)

This means that if a service provided is better than the customer expectation, the customer is satisfied, and vice versa if services provided are worse than the customer expectation it means that the customer is unsatisfied. Unsatisfied customers means less profit and fewer customers that will buy your product. Based on these statements, the concept of customer satisfaction is referring to a pleasurable fulfillment response; in the other hand dissatisfaction is an unpleasurable fulfillment response. (Joan L. Giese and Joseph A. Cote, 2002).

The state of mind that a customer has about a certain companies or business if their expectation have been meet or exceed about a product and service we say that the customer is satisfied. Customer satisfaction leads to company loyalty and higher profits. However, when a customer is merely satisfied is only at the first stage and can easily switch to other companies. (Zaidan A. Zaidan Dhman, 2011) Customer range of satisfaction goes from moderator satisfied to moderator dissatisfied, which means that most customer have contradictory fillings or ideas about a particular business or organization.

Improving customer relationships and increasing their loyalty isn't simply about managing interaction with customers better or targeting them better. It is about serving them in a fundamentally improved way. This generally requires changes outside the sales and marketing area, in order to redefine the customers experience with the organization in some meaningful way. (Sanuallah Nazir, 2014).

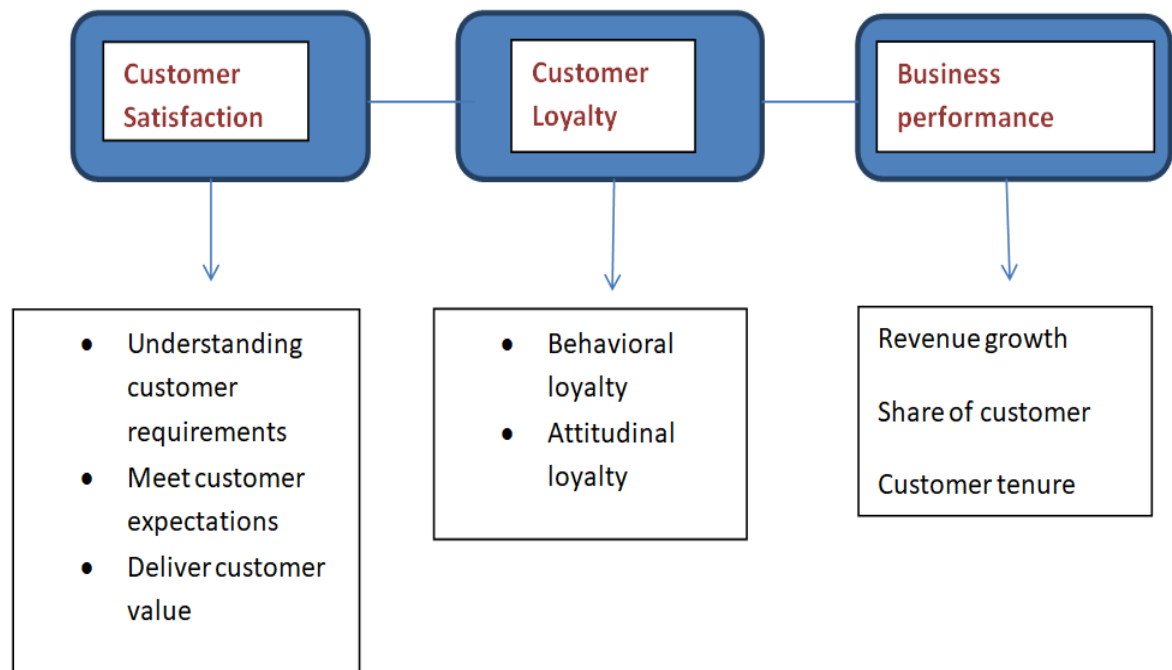


Figure2. Customer satisfaction, loyalty and business performance

Researchers have found that if a customer is satisfied with the services or products of a company they will be more likely to give more credit to this organization in compared to those organizations he was not satisfied and will be less likely to engage in repeat purchases. Similarly, if the customers are satisfied with the services of the company, then they will be more willing to repeat their purchases and develop their relationship with that company. (Zhouni Lin and Shiyang Yan, 2015) However, satisfying customers is not enough to retain them because even satisfied customers defect at a high rate in many industries. Customers Behavior is mainly shaped by their needs and expectations.

The desired outcome of expectations is getting what one anticipates from a service encounter as a consumer. Needs focus on obtaining what one seeks from life as a person, therefore the firm should understand that people strive to satisfy core needs in life at a level more fundamental and compelling than meeting their expectations as consumers. (Tim Ambler, C.B Bhattacharya, Julie Edell, Kevin Lane Keller, Katherine N. Lemo and Vikas Mittal).

3.2.1 CRM and Customer Satisfaction

The relationship between the CRM and customers satisfaction is very complex. The first promise that CRM makes to the organization is increasing customer satisfaction so this is the main and more core reason of CRM application. CRM system helps the company to gather the needed data and information from the customers in order to see their wants and needs and deliver better products and services to them.

3.3 Customer Acquisition

Customer acquisition is *"The process of identifying, approaching, and developing new customer relationships"*. Discovering, and gathering knowledge about this can be very useful in a potential profitable business and also for gaining new customer loyalty. Acquiring the right customers is the first step of Customer Relationship Management. This term is referred to as the technique used to gain new customers. The customer's acquisition process is concerned with these issues:

Acquiring customers at low cost

Acquiring more customers

Acquiring more attractive customers

Acquiring more customers utilizing new channels

Customer acquisition considered the first task in managing the customer lifecycle. Customer retention is a pointless exercise if there are no customers to retain. (Zineldin. M. 2006)

Customer acquisition is always the most important goal during new product launches and with new business start-ups. For small business with ambitions to grow, customer acquisition is often as important as customer retention.

One-customer companies can double its customer base by acquiring one more customer. Conversely, the loss of that single customer could spell bankruptcy. Therefore, customer acquisition will always be needed to replace natural attrition. (Buttle 2004).

Several important questions have to be answered when a company puts together a customer acquisition plan. These questions concern targets, channels and offers.

- Which prospects (potential new customers) will be targeted?
- How will these prospects be approached?
- What offer will be made?

These issues need to be carefully considered and programmed into a properly resourced customer acquisition plan. Most marketing plans do not distinguish between customer acquisition and customer retention. They are not separately funded or plotted strategies. It is recommended that companies think about these as separate, but related issue, and develop appropriate strategies. (Buttle 2004).

3.4 Customer Retention

Customer retention is viewed as an important managerial issue, especially in the context of sated market or in the lower growth of the number of new customers. It has also been seen as the key objective of relationship marketing because of the potential in delivering superior relationship economics because it costs less to retain than to acquire new customers. (Harkiranpal Singh, 2006).

Customer retention can also be defined as: Focusing a company's marketing effort towards the existing customer base. This can explain the view point of organizations that instead of trying to acquire new customers, they relay in customer's retention efforts that it must make sure that the existing customers are satisfied and that it has created and maintained long relationships with them. Many firms recognize the importance of customer retention but only few of the understand the economics of customer retention within their own companies. (Zineldin. M. 2006).

The most important consideration to attain high customer loyalty is from firms to deliver high customer value. The practice by companies has devoted much more attention and effort to

attracting new customers rather than retaining the existing ones. However, traditionally said firms do stress more on making sales rather than building relationships with customers.

3.5 Customer loyalty

Customer loyalty can be both the attitude and behavior for favoring one brand or product/service over all the others, it comes from due to the satisfaction that a customer might have with the product or service, or maybe the comfort and the familiarity with the brand.

Customer loyalty can encourage the customer to spend more on the product/ service and in the same time to feel positive about the shopping experience. There are different types and degrees of loyalty, there is monogamous loyalty and there is polygamous. There are also behavioral and attitudinal aspects. (Tony Ward, Tracey S. Dagger .,2007) A look at these concepts will clarify what “customer loyalty” really is, and this is important because having a solid understanding of the concept is critical if one hopes to design a reward program where loyalty enhancement is the primary objective.

3.6 Customer loss

Customer loss is a bad impact in your company, it can damage the reputation of your business, employee morale and as well as the financial performance of your business. Keeping customers in track is very important because customers have a huge impact in every business. (Wadud Sharim, 2012).

The biggest key of making a costumer happy and giving them what they want is understanding them, CRM is the right tool to do that it offers the best communicating tools for you and your clients by collecting organizing and improving the right amount of data. Recent studies say that companies that use CRM system are known to improve customer retention by as much as 27%, they experience a sales increase for one year by 58%.(Jordie Van Rijn, 2017)

H2: CRM can be effective as much as the people that use it.

3.7 The Effectiveness of CRM

The CRM application has been very successful these last decades and there are many good reasons why organizations invest in implementing the CRM system.

Investing in a high quality implementation of CRM system can deliver many benefits to the organization starting from: Providing real- time information across all business areas, which is very important for decision making processes. It provides effective time management, it promotes customers to follow up on activities or when an important event occurs and if actions are missed. It provides various benefits to the business it increases customer retention rate, provides higher net profitability per customer and provides better lead management etc.

3.8 Define business objectives and requirements

For having an effective CRM implementation the first step that a business should do is to: Identify the CRM needs of your business (One size does not fit all).

First of all, by starting to implement the CRM system the first step is to know what your business wants and needs are, in other words you should identify your CRM requirements for your business.

- The business model: you should make several questions to your business like: is it in many locations or just one?, are you selling products or providing just services, high or low unit sales value etc.
- The customers: you should know your customer who they are, where they are as well as are you working with individuals or businesses
- The scale: the scale of your company, how big is your business does it contain 5, 20, 100 employees.
- The culture: you need also to know with what culture are you working with if there is any data security concerns, do they prefer doing business by email or personal visits.
- The international needs: Multiple language support? Date format? Currency format?

Identifying and deciding several requirements of what your business needs are, will provide you with a CRM that suits your needs and will be quickly embraced and adopted.

To genuinely understand issues a CRM system is meant some measure of customization to become a truly effective tool within an organization, we need to only examine some of the main issues a CRM is meant to address. This list includes the following:

- Differences in the lead capture and promotion process
- Flexible opportunity tracking for products, services, or both
- Varying needs for analyzing data, such as the sales pipeline and leads
- Procedural differences in handling service inquiries, tracking product faults, and service contracts
- Activity management and task delegation for customer and non-customer related matters
- Integration with other industry specific or horizontal data or systems
- Document repositories for different departments

In order the CRM to be successful tool you must be able to adapt and fit the specific needs of the organization and meet CRM basic needs.

Set the business activities that will be the part of your crm. (Angel Magana, Michael Whitehead, 2010)

3.9 Maintain staff knowledge and Staff involvement

When implementing the CRM application the organization needs to make sure that employees are well informed and trained at the same time. The company needs to provide and allow active involvement of employees in order to integrate everyone in understanding how the program will work and take various suggestions from them. However, the company needs also to train the staff because many companies as we know by now have failed on their implementation due to the fact of inadequate implementation and support and training of the staff.

There are many examples of companies that failed mostly due to this reason; one of the most famous stories of failure companies is HP Company that had a complete failure while implementing the ERP system. (Angel Magana, Michael Whitehead, 2010)

3.9.1 Invest in training to empower end users

Training employees can be very expensive and that is why companies try to avoid this step, but they do not understand that trying is the reason that a companies can fail while implementing a system such CRM

H3: CRM is not just only for big companies, small companies can also apply CRM.

3.10 Small companies can apply CRM system

The size of your company does not matter, the size of your business affects how much you manage your CRM, the features you need from your CRM and also the importance of the CRM system in your organization. In smaller companies employees tend to have much broader responsibilities and they do become narrower as the organization grows. Larger companies must deal with the fact that due to narrow responsibilities employees know only a part of customers' story. Many small businesses think that CRM is not for small businesses that only big companies can use the CRM system, but CRM software is one of the most important tools that a small business can implement.

There are many reasons to know if your company needs a CRM or not. For example, if you're top sales person decides to leave your company and takes all the important information with him and lives you to start over again or many other reasons or problems that every company can recognize him/herself in this situation. Implementing CRM is a valuable system that any small business can profit from it. It is as important as the employees that work for your company and it will have a more significant impact in the long run than any one of the workers can. Recent studies showed that implementing a successfully CRM system can rise profits by 30%

1. Make it simple. The biggest mistake most companies make is they try to implement a CRM system that is too complicated for employees to use. They track too many pieces of information. Any CRM system only needs: Prospect information, when and what was talked about last, follow up date/reminder and action, which it is assigned to, and what is the dollar value of the opportunity.

2. Make sure it integrates with other company systems. Is it complementary to what is already being used? Can data be easily imported and exported from the CRM? If a CRM is an island, it will be less impactful.

3. Train them over and over again. Make it easy to use so they can get their jobs done. Show them how to use it from their smart phones or tablets. Identify people that are “super users” and can be advocates for the CRM system. Give rewards for employees that use it most effectively.

4. If the activity isn’t in the CRM system, it never happened. Every company needs to treat their CRM as the only repository for history. No one gets credit for anything if it is not written about here. Every executive in the company needs to use it too (or no one will)!

5. Reports: Make sure you can get real time reports from the data. Answer questions like: What did Sales Report do last week? What are the top sales opportunities? Are we going to hit our sales target this quarter? (Aileron Contributor,(2013)

Chapter 4: Research Methodology

4.1 Research Methodology

This thesis starts with describing the area of research in order to create an better understanding of the research field then from the data that has been collected the study will try and make some generalization and conclusion based on the information gathered.

The research is starting with theory and then moving on to data, collecting qualitative and quantitative information from different case studies and information's published on the internet and using questioners.

Qualitative method in this thesis is well studied in order to understand and to have a clear view of the functionality regarding decision making which requires a lot of attention.

The studies uses small sample base and the drawback of the qualitative method is that the results need often to be verified.

This study also uses and asks the "how" and "why" questions in order to try to achieve the best understanding and purpose. This thesis aims to generalize different information gathered from different cases that companies have experienced with the CRM system. In the data collection method the interview is an important source but since we cannot afford a face to face interview we will write to several companies and also gather information from sources that have made this study before in order to have various amounts of data to analyses.

The analyzing process of the data consists of categorizing, structuring or testing the data that has been collected. The analyzing process is the most deficit part of this thesis but there are several different tools that can help make this process easier. The analysis will be based on the framework developed from theory; the frame work will be used to get responses and answers for the system that is being used.

4.1.1 Research approach

The research is starting with theory in general and as the project goes on it moves to data and collecting different facts and data about different companies in order to have a better understanding of the CRM situation. Mainly in this section of collecting data for the survey the research is more concentrated on quantitative research, more clearly said on a questionnaire with closed-ended questions.

Research Questions

The research questions in this thesis aim to explore the benefits and objectives that CRM can bring into an organization as well as the advantages and learning more about CRM in general. In order to make the frame more structured we have divided it into two categories from the customer part and from the business part of view. We have the customer related objectives; this objective is more related to the customer for providing customer satisfaction, retention and loyalty. The other category is the business related objectives which is related with the business itself, which provides the organization with information and collecting data in order to understand the customers wants and needs for provide information and future needs as well as for profit and automation.

4.2 Data Collection Method

No data collection method is better than the others, and we know that the interview is one of the most important source for gathering information, however since we are not able to do this kind of method because it's too expensive and requires so much amount of time, we have decided to gather the data with a questionnaire, using this kind of data collection method will help us to have a more clear results in the end, the results will be represented on graphics with numbers and charts.

With the questionnaire we will have a more clear view and an exact number of answers so that we can conclude our research further on. There will be 16 questions to answer, the answers

that the user will make the questionnaire will be close-ended and ranked into a scale for ex. extremely yes, quite yes, somewhat ye, somewhat no, quite no, extremely no. And more short ones such as yes or no answers.

4.3 Data analysis

The analysis of the collected data consists of examining, categorizing, structuring or by some means reorganizing collected data to test the proposition of the study. Analyzing the data is the most difficult part of the research because sometimes you do not have well defined answers, for having a good picture of the results we need to put the end result into charts and numbers. The analysis of data we will make in a program called spss witch we will take all the answers that companies have give us in our questionnaire. The questionnaire is represented in an electronic Google form and everyone that fills in the questionnaire the answerers are automatically saved in Google for us to access.

Chapter 5: Data analysis, interpretation and tasting

Data Analysis

The following chapter will present the analysis of the data and answers that have been collected from the questioners. The purpose is to see if companies that use CRM system are satisfied of it performance.

5.1 Research result

The results of the questionnaires will be represented with charts and percentages. The data collected from the questionnaires are saved and processed in spss. To represent the data and the outputs in a frequency table I used the Analyze tool and then Frequencies.

In order to do my further analyzes I select the tables of each question and go to the Microsoft Excel and I use only the percentages displayed in the table to represent them in a pie chart.

Down bellow you will have the pie representation of the result as well as a short explanation of every question of the questionnaire.

1. Would you say that the CRM application helped your business make more profits?

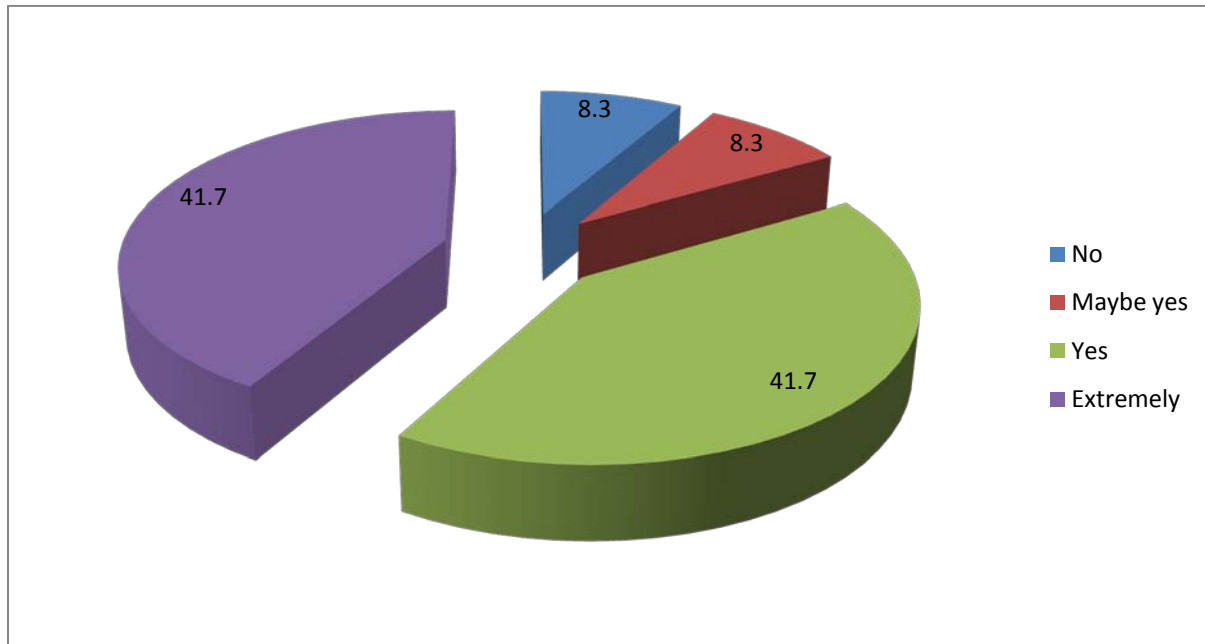


Fig.3 CRM impact on profit

In this chart representation we can see that 41.7% of companies that use CRM system experienced extremely increased profits, 41.7 of them stated also that they have experienced profits so we can say that 83.4% of them have good results by implementing the CRM application. Only 8.3% stated no.

2. How important is CRM to your Business?

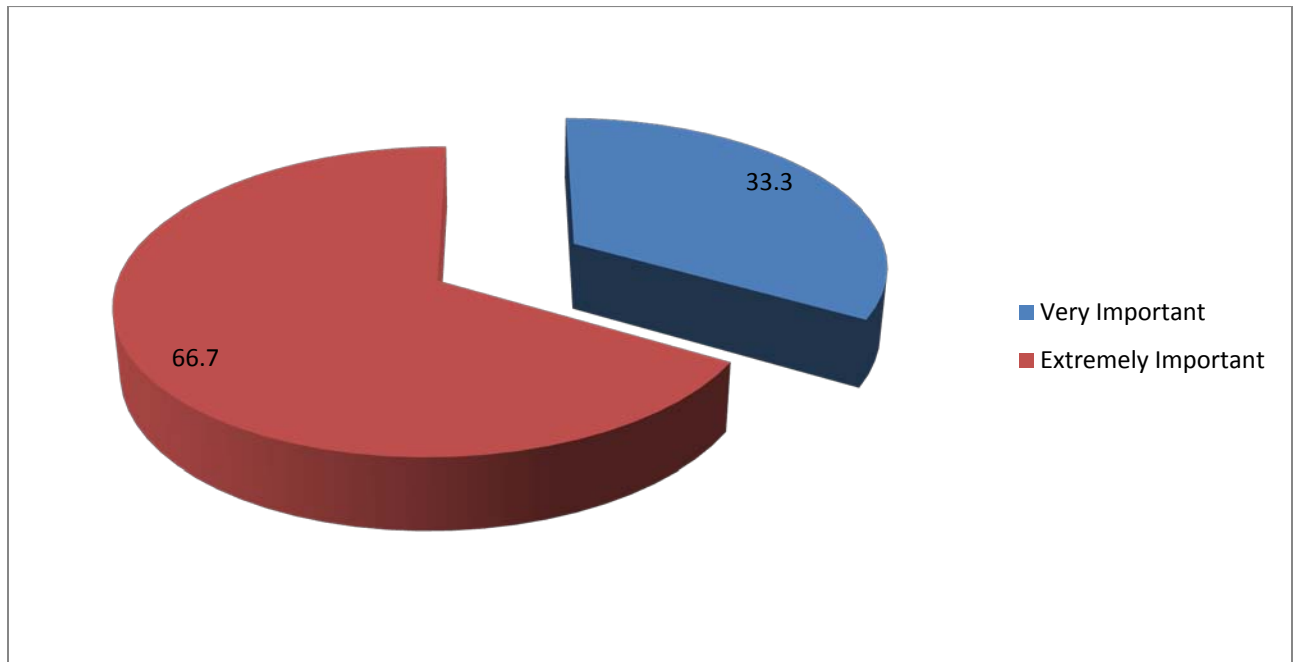


Fig.4 the Importance of CRM

In this chart we can see that 66.7% of companies stated that CRM system is extremely important to the company, as well as 33.3% stated that it is very important

3. How well did CRM applications or system help you in understand your customers?

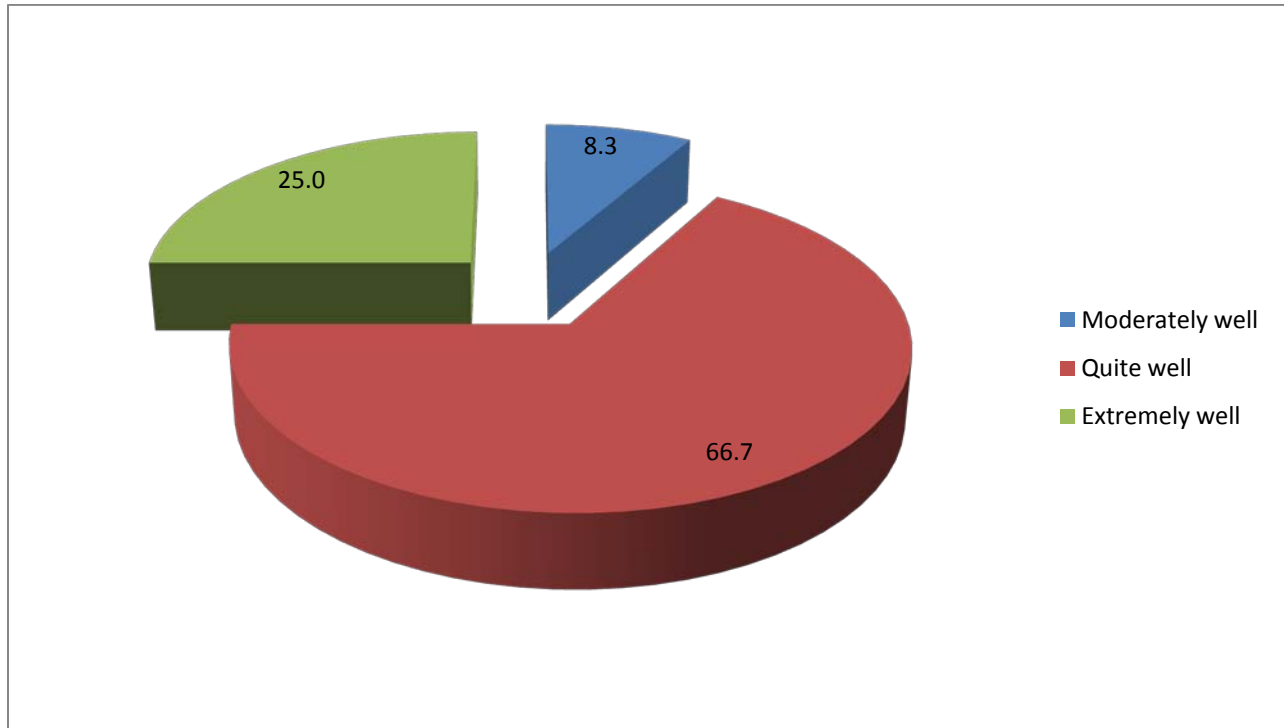


Fig.5 CRM help for understanding customers

In this question 66,7% of companies stated that the CRM application helped them extremely better to understand their customers, 25% said that the CRM system helped them quite well and 8,3% of them said moderately well.

4. Do you think the data that is collected by the CRM applications around your customer's preferences is outdated?

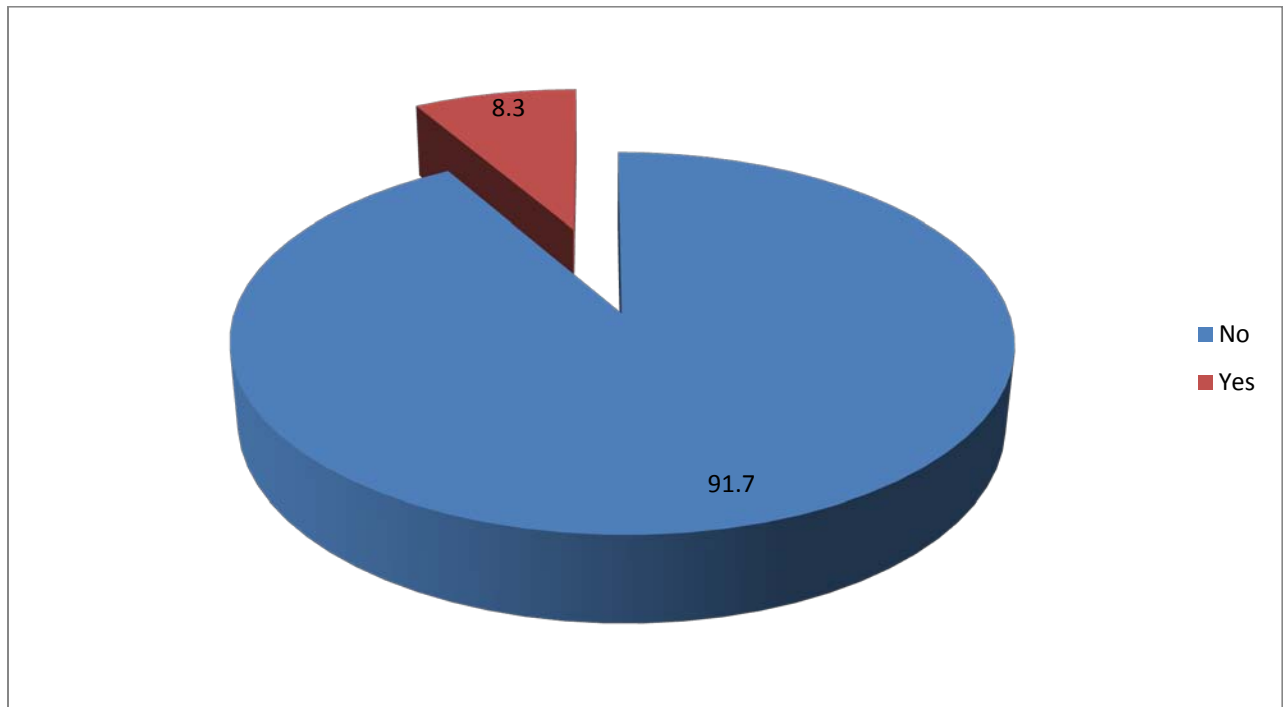


Fig.5 CRM data (up-to-date or outdated)

In this question we see a big difference on the percentages 91,7 % stated that the data collected from the CRM system is up-to-date and only 8,3% stated that the data collected is outdated.

5. Do you think that the CRM application helped your customer to be more satisfied and loyal to your business?

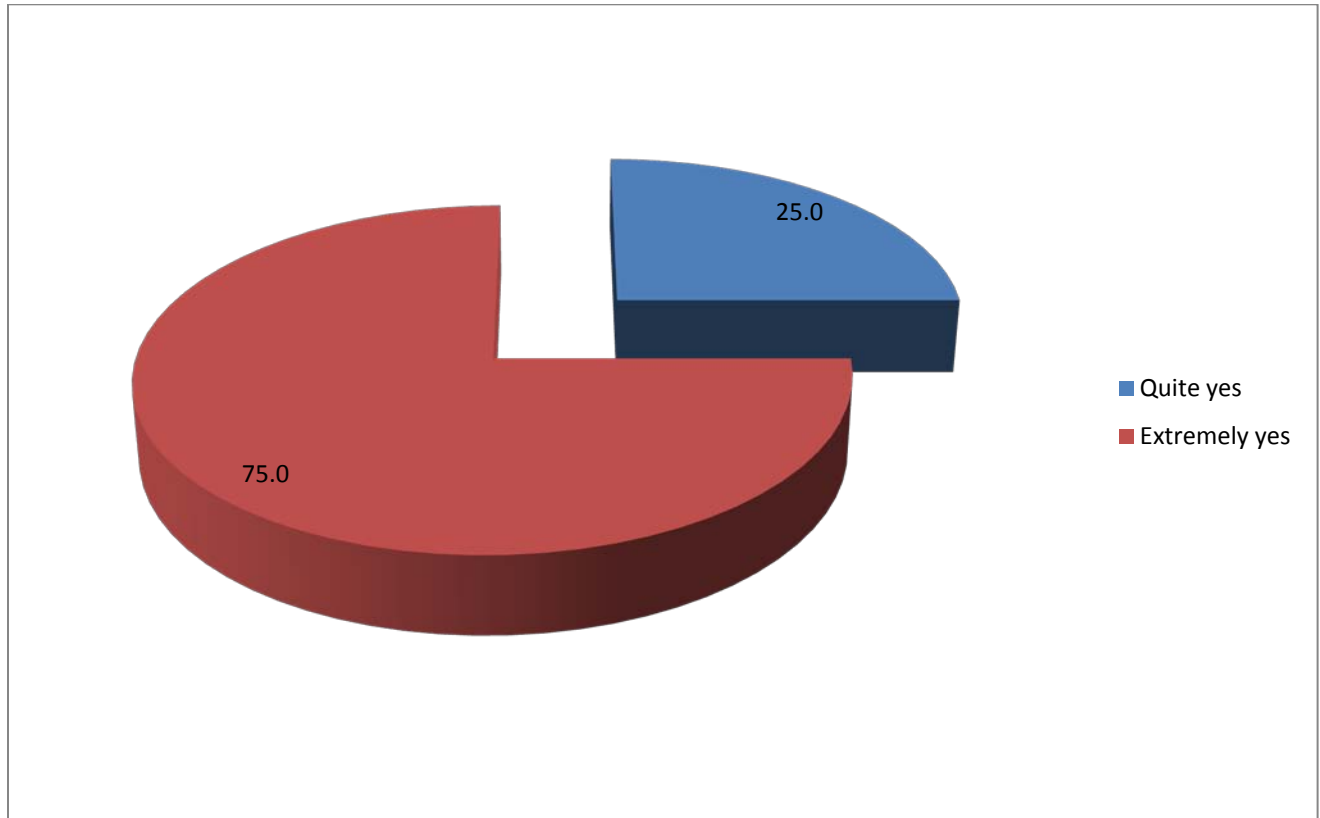


Fig.7 CRM contributes to customer satisfaction

In this chart we can see that 75% of them stated that the CRM application extremely helped their customers to be more satisfied and loyal to the company and 25% of them said quite yes.

6. Does the CRM application help your business manage Customer loss?

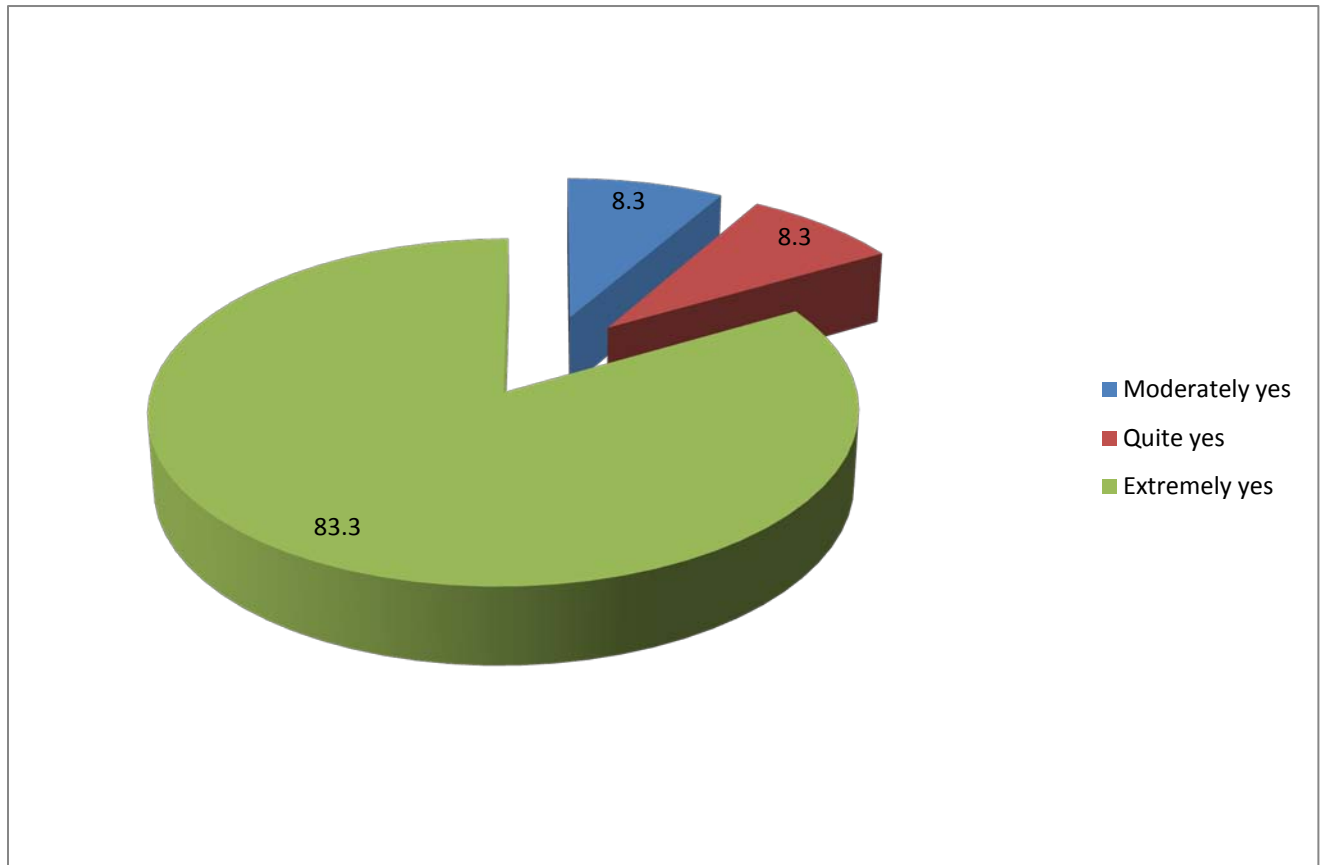


Fig.8 Managing Customer loss

In this question 83.3% said that the CRM application helped them extremely to manage customer loss, 8.3% said quite yes and 8.3% of them moderately yes.

7. Would you say that the CRM system is effective and has improved your overall business performance?

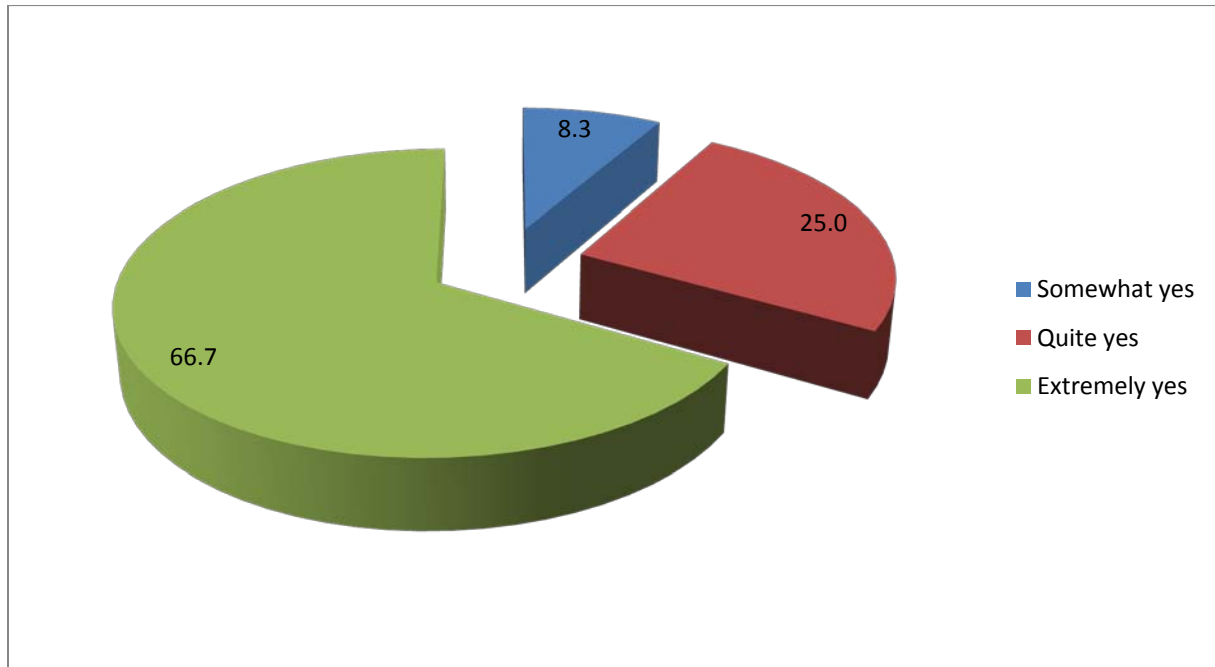


Fig.9 Effectives of CRM

In this chart we can see that 66.7% of them said that the CRM has extremely improved their business performance, 25% of them said quite yes and 8,3% said somewhat yes.

8. How useful is CRM from business performance perspective?

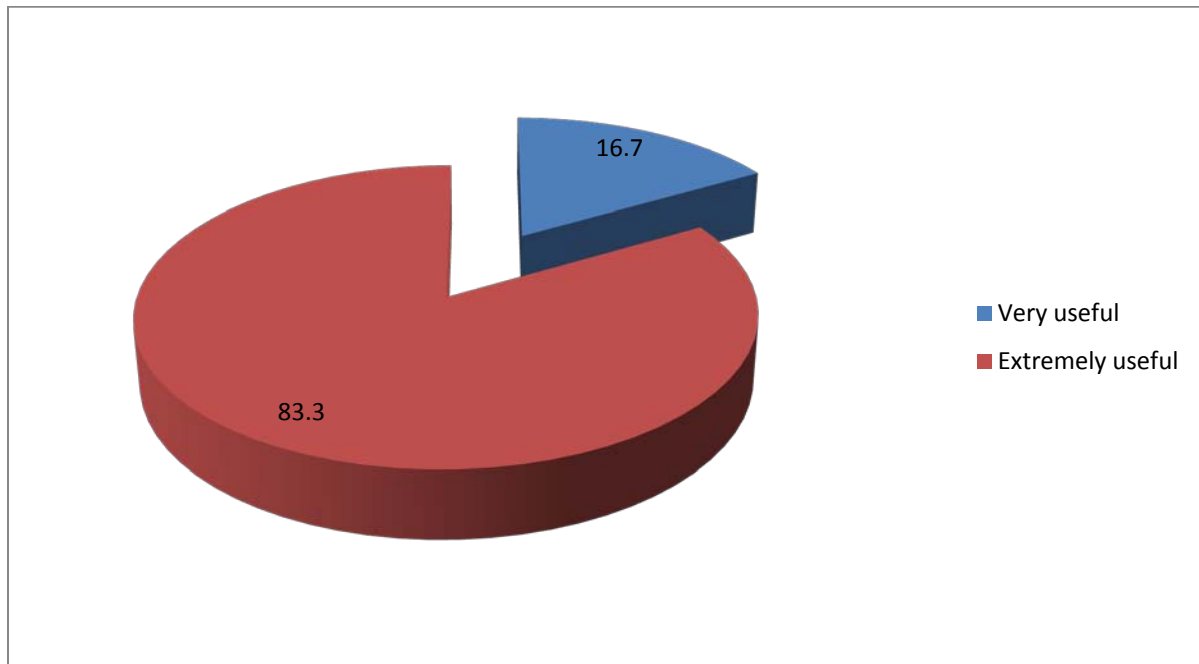


Fig.10 CRM useful in business performance

In this chart we can see that 83.3% of the answers are that The CRM system is extremely useful in business performance perspective, and 16.7% said it is very useful.

9. How often do you use the data collected by the CRM application?

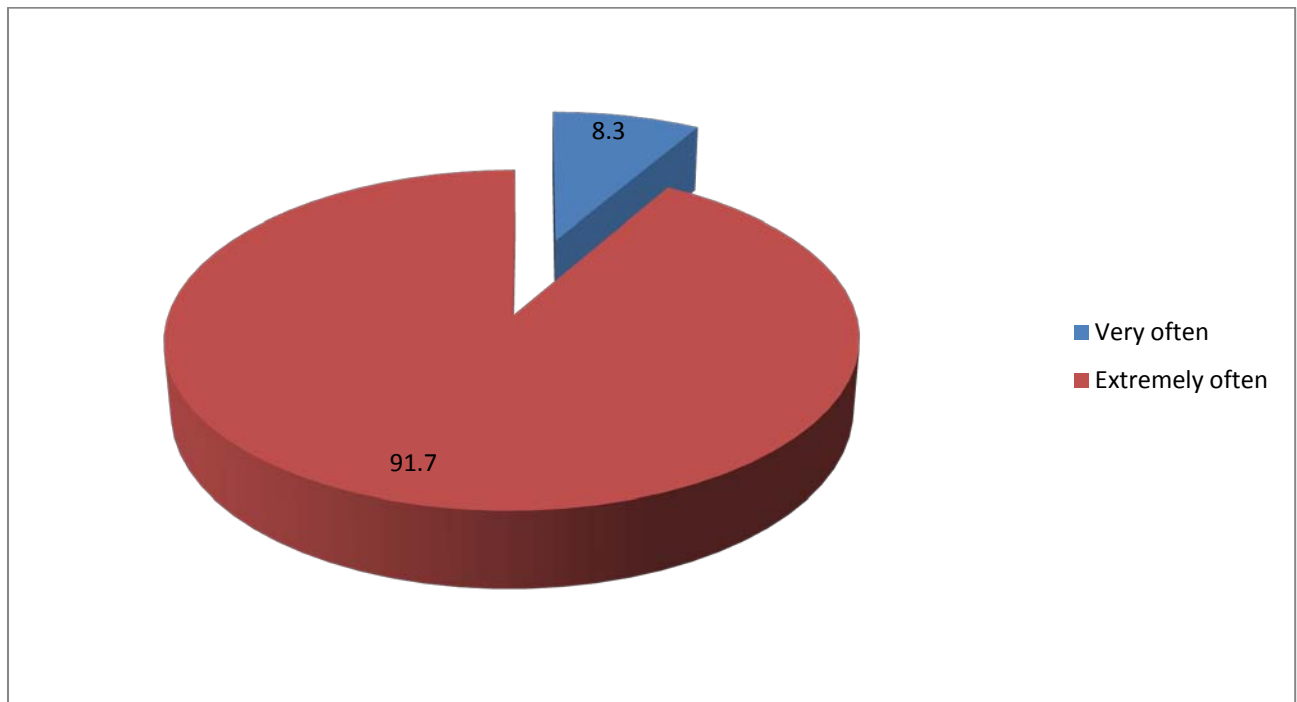


Fig.11 Data used by CRM

In this pie chart representation we can see that 91.7% of companies stated that they use extremely often the data that is collected from the CRM application, and 8.3% use them very often.

10. Overall, are you satisfied with the results of the CRM system, neither satisfied nor dissatisfied with, or dissatisfied with?

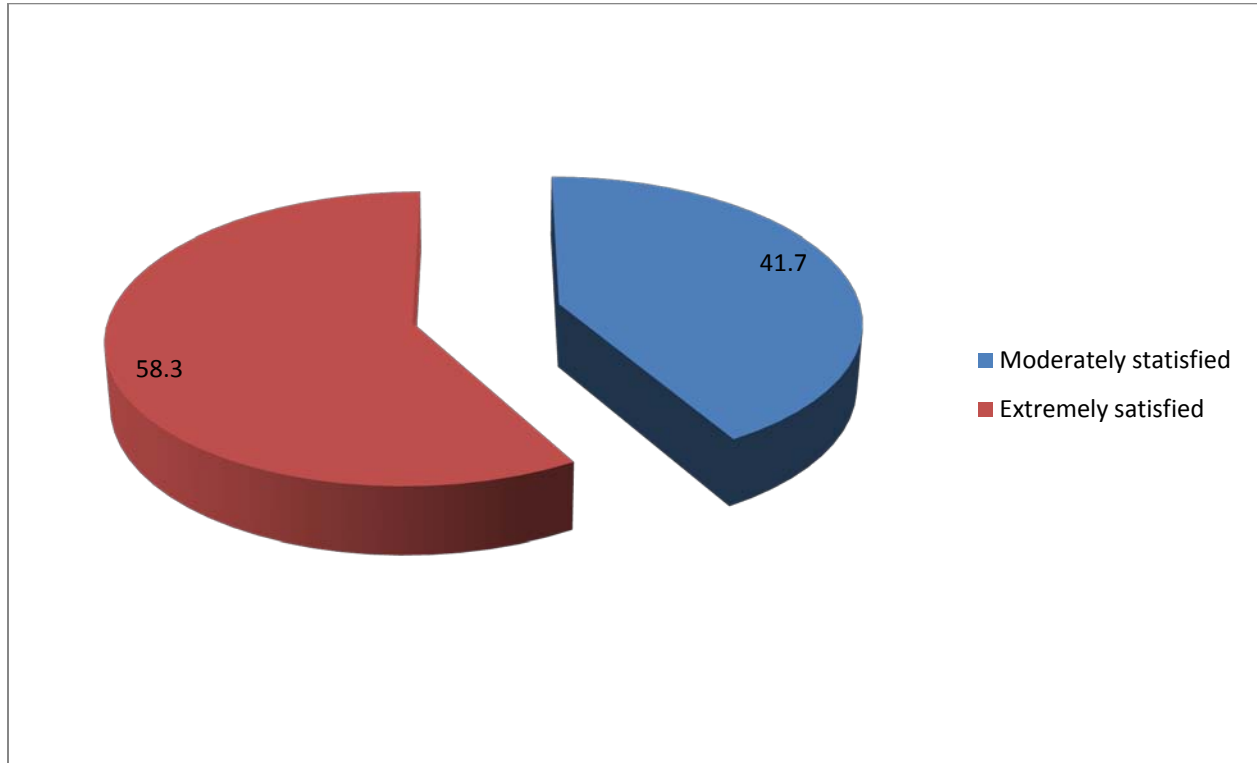


Fig.12 Satisfied, dissatisfied or nether

Based on this Chart representation we can see that 58.3% are extremely satisfied with the result of the CRM application and 41.7% of them are moderately satisfied.

11. Does everyone in yours Business use the CRM application?

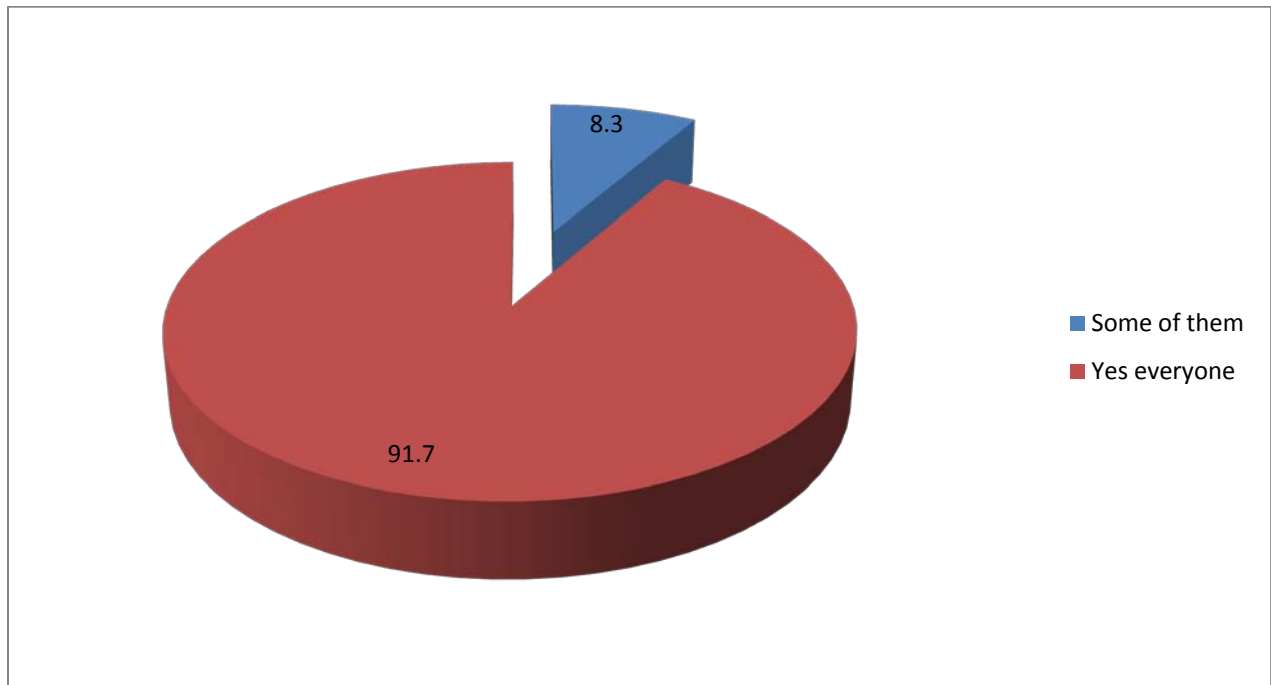


Fig.13 People that use CRM in the company

In this chart representation we can see that 91.7% of the answers are that everyone in the organization uses the CRM application and 8.3 % answered some of them in the business use the CRM system.

12. How likely would you be to use CRM system in your business?

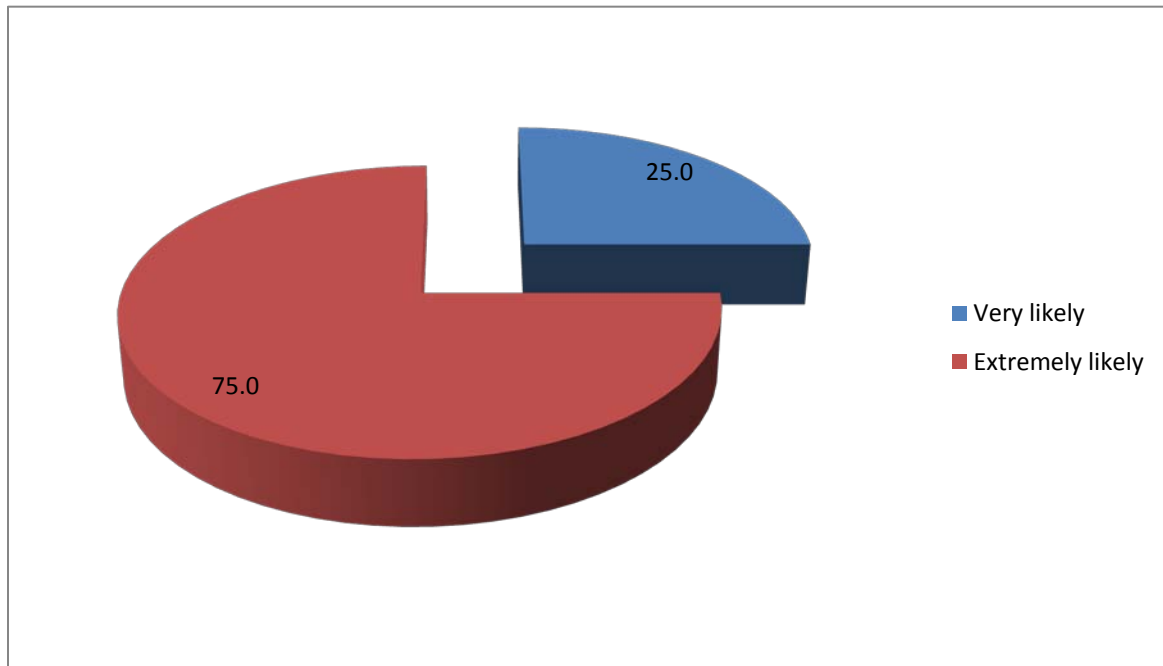


Fig.14. the use of CRM in the company

75% of the answers are extremely likely to use the CRM system in the business and 25.5% of them are very likely.

13. How well do your employees understand the CRM application?

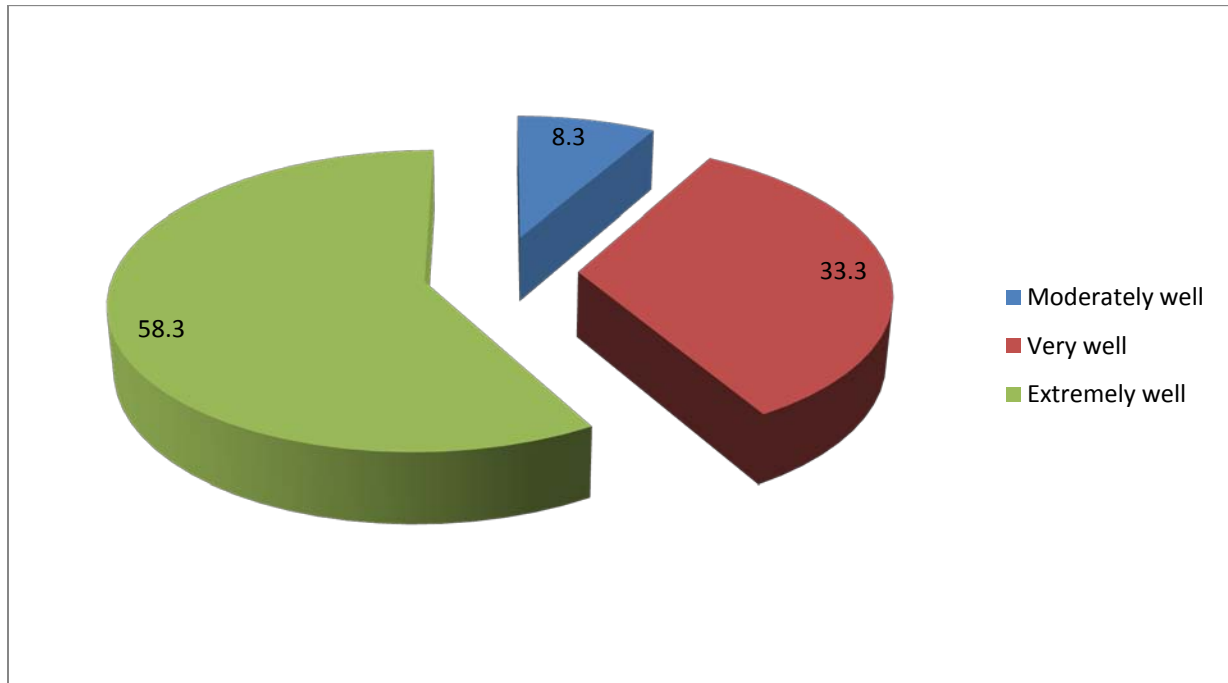


Fig.15 the CRM understanding by employees

Based on this output we can see that 58.3% said that the employees understand extremely well the CRM application, 33.3% said very well and 8.3% said moderately well

14. What is the size of your company (number of employees?)

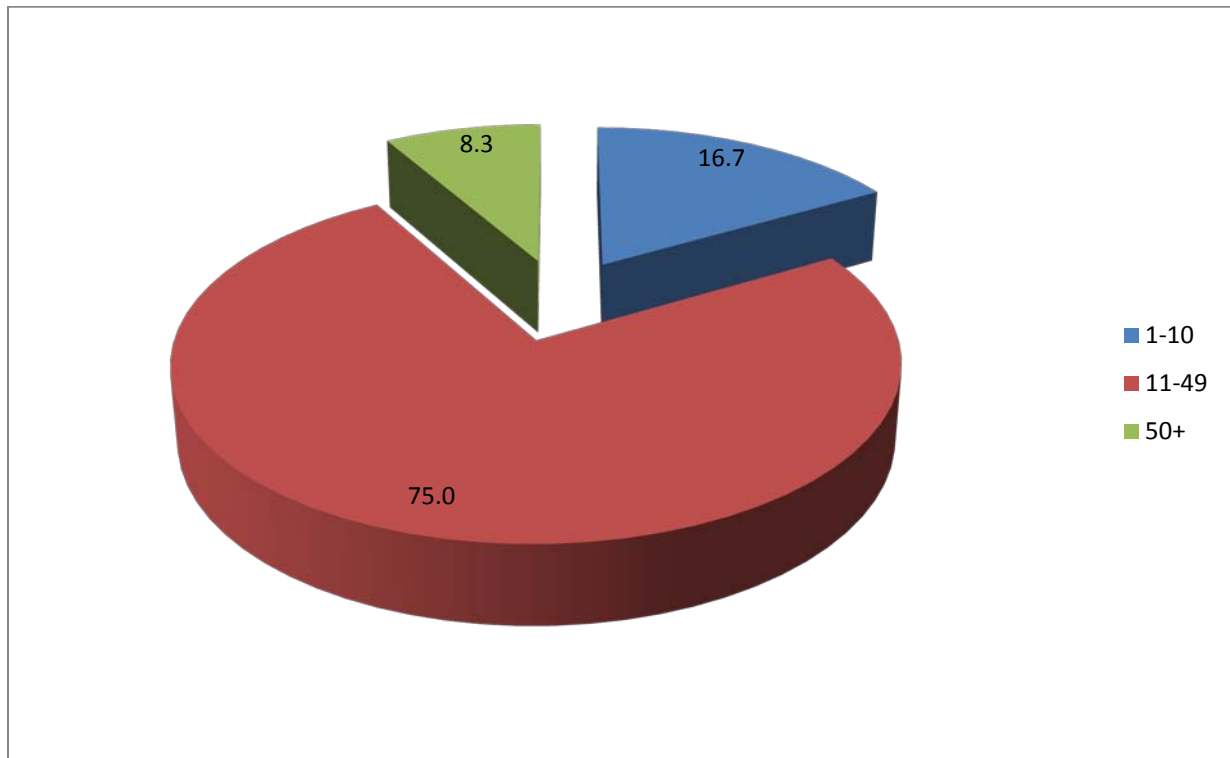


Fig.16 Nr. of employees in the company

In this chart we see that 75% of companies have 11-49 employees, 16.7% of them have 1-10 employees and 8.3% of them have more than 50+ employees.

15. Years of experience in business?

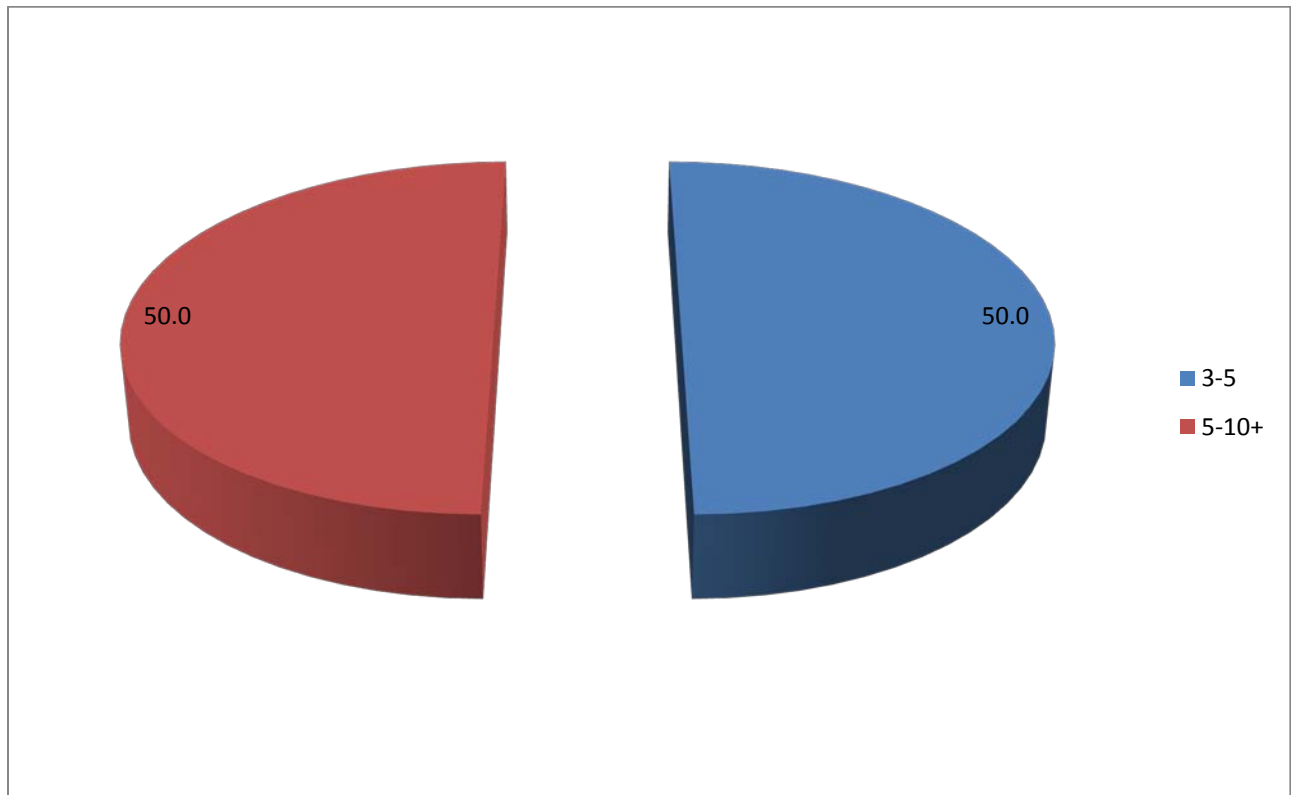


Fig.17 Years of experience

Based on this pie representation we can see that the result is 50 with 50. Therefore 50% of the have 3-5 years of experience and also 50% of them have 5-10 years of experience.

16. Do you think CRM can be used from only big companies?

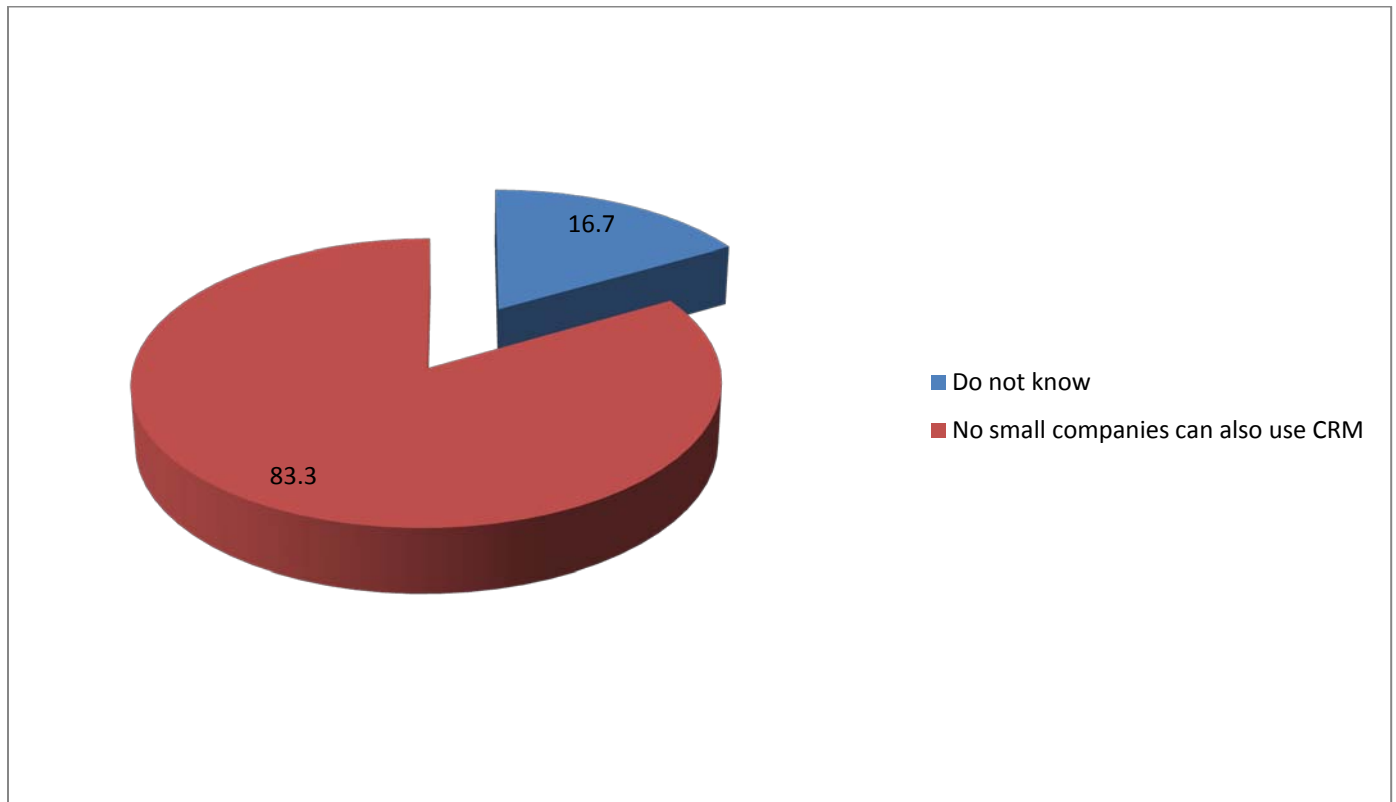


Fig.18 CRM useful for big companies

In this question we can see that 83.3% of them said that small companies can also use CRM system and 16.7% of them didn't know if CRM system can be used on small companies or not.

5.2 Data Interpretation and testing

Based on the overall analyzes and the questionnaire answers we can say that the result is positive and the companies that use CRM application are very satisfied on the systems performance. For the sake of it we will make further testing of this data to have a clearer understanding

5.3 Testing

In this section we are going to test some of the question by using Correlation to see if they have positive correlation between each other. The first variables that we will test are the first question "Would you say that the CRM application helped your business make more profits?" And the last one "Do you think CRM can be used from only big companies?"

By this correlation we can test the last hypotheses. By these two questions we can test the third hypotheses and see whether we will have a positive output or if the hypotheses will be rejected.

So, let's start and test the third hypotheses first: H3: CRM is not just only for big companies, small companies can also apply C

Correlations

	1. Would you say that the CRM application helped your business make more profits?	16. Do you think CRM can be used from only big companies?
1 .Would you say that the CRM application helped your business make more profits?	1	,830**
Sig. (2-tailed)		,001
N	12	12
16. Do you think CRM can be used from only big companies?	,830**	1
Sig. (2-tailed)	,001	
N	12	12

** . Correlation is significant at the 0.01 level (2-tailed).

Table.1 Correlation between question 1 and 16

According to the correlation results gained from spss with the variables from question 1 and 16 which you have displayed in Table.1 we can see that the correlation in this case is 0,830**, with a 2-tailed of 0.001 we can clearly see that the correlation between this two variables is positive and we can say that the correlation is significant at 0,001 level (2-tailed). So based on this information and this testing we can clearly say that our third hypotheses H3: CRM is not just only for big companies, small companies can also apply CRM is accepted and positiv.

Now we are going to test the second hypotheses by using the question seven I our questioner “Would you say that the CRM system is effective and has improved your overall business performance?” with the question thirteen “How well do your employees understand the CRM application? By combining these two questions we can test the correlation of our seconf hypothesis and see whether the results are positive in this case. The second hypotheses that we will test now is: H2: CRM can be effective as much as the people that use it.

The study variable

- Dependent variable
Effectiveness of CRM
- Independent variable
Define business objectives and requirements
Maintain staff knowledge
Staff involvement
Invest in training to empower end users

Correlations

		7. Would you say that the CRM system is effective and has improved your overall business performance?	13. How well do your employees understand the CRM application?
7, Would you say that the CRM system is effective and has improved your overall business performance?	Pearson Correlation Sig. (2-tailed) N	1 12	,706* ,010 12
13. How well do your employees understand the CRM application?	Pearson Correlation Sig. (2-tailed) N	,706* ,010 12	1 12

*. Correlation is significant at the 0.05 level (2-tailed).

Table.2 the correlation between question 7 and 13

Based on the results of this correlation table we can see that we have a correlation of 0.706 between the two variables and a sig. (2-tailed) of 0,010 and we can clearly see that the correlation in this case is positive. So the correlation is significant at the 0.005 level (2-tailed). Therefore we can say that the correlation between the two questions are positive and so is our second hypotheses accepted.

And last but not least we will test the first hypotheses with the question one “Would you say that the CRM application helped your business make more profits?” With the question six “Does the CRM application help your business manage Customer loss?” By testing the two questions we can test and see if our first hypothesis is accepted and positive. The first hypotheses that we will test is: H1: CRM (Customer Relationship Management) is the tool that contributes to profit; it can create positive effect on: customer satisfaction, acquisition, retention, loyalty, and decrease customer’s loss.

The study variable

- Dependent variable
CRM contributes to profit
- Independent variable
Customer Satisfaction
Customer Retention
Customer Acquisition
Customer loyalty
Customer loss

Let us see the result down below.

Correlations

		1. Would you say that the CRM application helped your business make more profits?	6. Does the CRM application help your business manage Customer loss?
1. Would you say that the CRM application helped your business make more profits?	Pearson Correlation Sig. (2-tailed) N	1 12	,858** ,000 12
6. Does the CRM application help your business manage Customer loss?	Pearson Correlation Sig. (2-tailed) N	,858** ,000 12	1 12

** . Correlation is significant at the 0.01 level (2-tailed).

Table.3 Correlation between question 1 and 6

Based on the result we can see that the correlation between the two variables is 0.858 and the sig. (2_tailed) is 0.000 so we can say that the correlation in this case is positive and that we have a correlation that is significant at the 0.01 level (2-tailed). Therefore we can say that our first hypothesis is also accepted and positive.

Chapter 6: Conclusion and Recommendation

6.1 Conclusion

From research analysis we can conclude that the Customer Relationship Management system has an important impact on a successful profitable business, on gathering the needed information and understanding better the needs and desires of customers.

1. The first hypothesis H1: "CRM (Customer Relationship Management) is the tool that contributes to profit, it can create positive effect on: customer satisfaction, acquisition, retention, loyalty, and decrease customer's loss." Based on our study and what we have discovered this far we can say that The Customer Relationship Management is a program that contributes to profit and has a huge positive impact on company's long term relationships with their customers and it also helps managers for decision making processes. A CRM system allows your company to give customers individual attention which leads to customer satisfaction and increased profits. CRM also helps you to discover and gather knowledge about your customer which leads to the process of indentifying, approaching and developing new customer relationships that help us with customer acquisition. CRM is the right tool on keeping customer loyalty and managing customer lost by offering the best communicating for your company and your customers and giving them what they want by understanding them. Our first hypothesis is supported by the answers to our questionnaire questions. The first question on this hypotheses is : "Would you say that the CRM application helped your business make more profits?" We have a percentage of 83% positive that companies have experienced profits by implementing the CRM system. Another test that our first hypotheses is supported and accepted is the correlation test between to question in our questioner that are related to our first hypotheses. The correlation between the two variables is 0.858 and the sig. (2_tailed) is 0.000 so we can say that the correlation in this case is positive and that we have a correlation that is significant at the 0.01 level (2-tailed). Therefore we can say that our first hypothesis is also accepted and positive.
2. The second hypothesis H2: "CRM can be effective as much as the people that use it". In order the CRM application to be beneficial to your company you need to invest in a high quality implementation on CRM system that can deliver real time information across all

business areas that can be very important for decision making processes. In order the CRM system to be effective the company needs so consider several important steps such as: define business objectives and requirements. This means that the company needs to know the objectives of its organization the people they want to work the condition they need to know what they want CRM to improve in their organization and make the CRM system adapt to their business requirements. This process of adapting the CRM system to the wants and needs of the company is called customization. Another important step is to maintain staff knowledge and staff involvement so that everyone in the organization knows how to deal with the CRM system. To do so the organization needs to invest in training and empowering users and employees. We have done our research and have found that companies have very successful CRM implementation and have an effective impact on their companies by using the CRM system. Based on our questionnaire result we have found that 66.7% of companies that use CRM system stated that CRM has extremely improved their business performance. We have also tested the second hypothesis by combining two questions one related with staff involvement and the other with the effectiveness of CRM in the company. We have a correlation of 0.706 between the two variables and a sig. (2-tailed) of 0,010 and we can clearly see that the correlation in this case is positive. So the correlation is significant at the 0.005 level (2-tailed). Therefore we can say that the correlation between the two questions are positive and so is our second hypotheses accepted.

3. The third hypothesis H3: "CRM is not just only for big companies, small companies can also apply CRM". CRM system is not only just for big companies any company can implement CRM system. Many small companies think that CRM system is only for big companies but CRM system is one of the most important tools that a small business can implement because it provides you with the most important information and it is most valuable than the workers that work for your company. We have done some research on this hypothesis and found out that 83.3% of companies that use CRM system think that CRM system is not just only for big companies; small companies can also use and benefit from the CRM system. We have also tested two questions to see the correlation results between the two

variables. So according to the correlation results we can see that the correlation in this case is 0,830**, with a 2-tailed of 0.001 we can clearly see that the correlation between this two variables is positive and we can say that the correlation is significant at 0,001 level (2-tailed). So based on this information and this testing we can clearly say that our third hypothesis is positive and accepted.

6.2 Recommendations

The purpose of the research is to provide a better understanding of the usage of CRM and the benefits that this system can provide and presenting the most important aspect how to implement the CRM system and demonstrating some failure factors those organizations need to avoid when implementing this system.

When implementing the CRM system the organization needs first of all to know what their business wants are their objectives and requirements and adopt and customize the CRM system based on the needs of their company. Customization can be very expensive that is way most companies avoid this part but in order the CRM to work successfully within your company this step is very important.

Another important step is to maintain staff knowledge and involvement. CRM is a program that can help your organization lead its business needs successfully but only if you know how to run it. Involving every staff member in the organization to use the CRM system is very important because the information can easily flow within the organization. In order for everyone to be able to use the CRM system you need to train each and every employee on the organization this part can also cost a lot of money but in most cases companies fail to implement the CRM system because of lack of staff training.

6.3 Restrictions

We have distributed our questionnaires to firms all over the world that use the CRM system, from all 200 distributed questionnaires we have only received response from 21 companies. Not all companies were ready to collaborate with us, some of them just ignored our questionnaires and few of them replied that they could not give such information to us even that we have guaranteed that the questionnaire would be anonymous and that the responses will be used with strict confidentiality.

6.4 Suggestions for future research

My suggestions for future research regarding the Customer Relationship Management is to focus this particular topic in our area (Macedonia) because people or organizations are not so much informed about this system. What do firms in Macedonia think about implementing CRM system, and those who have implemented the system are they satisfied as a result of implementing the CRM system.

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Appendix A

Data collection: Questionnaire

1. Would you say that the CRM application helped your business make more profits?

Extremely yes

Quite yes

Somewhat yes

Somewhat no

Quite no

Extremely no

2. How important is CRM to your Business?

Extremely important

1Very important

Moderately important

Slightly important

Not at all important

3. How well did CRM applications or system help you in understand your customers?

Extremely well

Quite well

Moderately well

Slightly well

Not at all well

4. Do you think the data that is collected by the CRM applications around your customer's preferences is outdated?

Yes

No

5. Do you think that the CRM application helped your customer to be more satisfied and loyal to your business?

Extremely yes

Quite yes

Moderately yes

Slightly yes

Not at all

6. Does the CRM application help your business manage Customer loss?

Extremely yes

Quite yes

Moderately yes

Slightly yes

Not at all

7. Would you say that the CRM system is effective and has improved your overall business performance?

Extremely yes

Quite yes

Somewhat yes

Somewhat no

Quite no

Extremely no

8. How useful is CRM from business performance perspective?

Extremely useful

Very useful

Moderately useful

Slightly useful

Not at all useful

9. How often do you use the data collected by the CRM application?

Extremely often

Very often

Moderately often

Slightly often

Not at all

10. Overall, are you satisfied with the results of the CRM system, neither satisfied nor dissatisfied with, or dissatisfied with?

Extremely satisfied

Moderately satisfied

Slightly satisfied

Neither satisfied nor dissatisfied

Slightly dissatisfied

Moderately dissatisfied

11. Does everyone in yours Business use the CRM application?

Yes everyone

Some of them

No not everyone

12. How likely would you be to use CRM system in your business?

Extremely likely

Very likely

Moderately likely

Slightly likely

Not at all

13. How well do your employees understand the CRM application?

Extremely likely

Very likely

Moderately likely

Slightly likely

Not at all

14. What is the size of your company (number of employees?)

1-10

11-49

50+

15. Years of experience in business?

1-3

3-5

5-10

16. Do you think CRM can be used from only big companies?

Yes only big companies can use CRM

No small companies can also use CRM

Do not know

Untitled form

CRM Questionnaire

1. 1. Would you say that the CRM application helped your business make more profits?

Mark only one oval.

- ☐ Extremely yes
- ☐ Quite yes
- ☐ Somewhat yes
- ☐ Somewhat no
- ☐ Quite no
- ☐ Extremely no

2. 2. How important is CRM to your Business?

Mark only one oval.

- ☐ Extremely important
- ☐ Very important
- ☐ Moderately important
- ☐ Slightly important
- ☐ Not at all important

3. 3. How well did CRM applications or system help you in understand your customers?

Mark only one oval.

- ☐ Extremely well
- ☐ Quite well
- ☐ Moderately well
- ☐ Slightly well
- ☐ Not at all well

4. 4. Do you think the data that is collected by the CRM applications around your customer's preferences is outdated?

Mark only one oval.

- ☐ Yes
- ☐ No

5. Do you think that the CRM application helped your customer to be more satisfied and loyal to your business?

Mark only one oval.

- ☐ Extremely yes
- ☐ Quite yes
- ☐ Moderately yes
- ☐ Slightly yes
- ☐ Not at all

6. Does the CRM application help your business manage Customer loss?

Mark only one oval.

- ☐ Extremely yes
- ☐ Quite yes
- ☐ Moderately yes
- ☐ Slightly yes
- ☐ Not at all

7. Would you say that the CRM system is effective and has improved your overall business performance?

Mark only one oval.

- ☐ Extremely yes
- ☐ Quite yes
- ☐ Somewhat yes
- ☐ Somewhat no
- ☐ Quite no
- ☐ Extremely no

8. How useful is CRM from business performance perspective?

Mark only one oval.

- ☐ Extremely useful
- ☐ Very useful
- ☐ Moderately useful
- ☐ Slightly useful
- ☐ Not at all useful

9. How often do you use the data collected by the CRM application?

Mark only one oval.

- ☐ Extremely often
- ☐ Very often
- ☐ Moderately often
- ☐ Slightly often
- ☐ Not at all

10. **10. Overall, are you satisfied with the results of the CRM system, neither satisfied nor dissatisfied with, or dissatisfied with?**

Mark only one oval.

- ☐ Extremely satisfied
☐ Moderately satisfied
☐ Slightly satisfied
☐ Neither satisfied nor dissatisfied
☐ Slightly dissatisfied
☐ Moderately dissatisfied
☐ Extremely dissatisfied

11. **11. Does everyone in your Business use the CRM application?**

Mark only one oval.

- ☐ Yes everyone
☐ Some of them
☐ No not everyone

12. **12. How likely would you be to use CRM system in your business**

Mark only one oval.

- ☐ Extremely likely
☐ Very likely
☐ Moderately likely
☐ Slightly likely
☐ Not at all

13. **13. How well do your employees understand the CRM application?**

Mark only one oval.

- ☐ Extremely well
☐ Very well
☐ Moderately well
☐ Slightly well
☐ Not at all

14. **14. What is the size of your company (number of employees?)**

Mark only one oval.

- ☐ 1-10
☐ 11-49
☐ 50 +

15. **15. Years of existence in business?**

Mark only one oval.

- ☐ 1-3
☐ 3-5
☐ 5-10 +

12/23/2017

Untitled form

16. 16. Do you think CRM can be used from only big companies?

Mark only one oval.

- ☐ Yes only big companies can use CRM
 - ☐ No small companies can also use CRM
 - ☐ Do not know
-

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