

# The Intricacies of a Successful CRM Adoption: A Master Thesis on Success Factors

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PAGES AND STU COUNT: 73 PAGES AND 144 749 CHARACTERS

## Abstract

Most organizations embark on a Customer Relationship Management (CRM) project with a mindset of achieving success and obtaining a return on their investment. Nevertheless, with the continued rise of IT project failures, along with the notion that a CRM strategy is a prerequisite to realizing CRM success, implementing a successful CRM software adoption can be a daunting task. Thus, the purpose of this study was to examine the phenomena of CRM and to investigate why companies need a CRM strategy to have a successful CRM technology adoption, and how other factors affect the success of the CRM initiative.

We began by developing a comprehensive literature review, followed by a qualitative study, where we interviewed experienced CRM professionals from CGI Norway and Lindorff Group. Lastly, a quantitative study was conducted, where we aimed to test our hypotheses related to *Integrated Sales and CRM Sales Strategy*, *Senior Management as ambassadors*, *Institutional Pressures and Business Process Change*, and *Common Process and Platform*; and how these factors affect CRM success. We then present the findings of our study, where we discovered that a CRM strategy is beneficial, but it is not an absolute requirement for the CRM initiative to be successful. The need of a CRM strategy is highly dependent on the type of relationship the organization wants to have with its customers, and on the scope of the project. An organization can have a successful CRM implementation, as long as the CRM project is integrated with their core business strategy. Lastly, we confirmed that Senior Management as ambassadors for CRM and having a common process and platform, also contribute to the success of the CRM initiative.

## Contents

Abstract .....	i
1. Introduction .....	1
1.1 Delimitation.....	2
1.2 Motivation and relevance .....	3
2. Acknowledgement.....	4
3. Literature Review .....	5
3.1 Concept matrix .....	5
3.2 Enterprise Systems .....	7
3.3 Relationship Management .....	8
3.3.1 Customer Relationship Management .....	9
3.3.2 CRM Technology .....	10
3.4 CRM as a strategy .....	11
3.4.1 CRM Strategy .....	12
3.4.2 Strategic approaches to CRM.....	13
3.5 Successful CRM Projects .....	15
3.7.1 Client involvement .....	17
3.6 Pitfalls.....	18
3.6.1 Lack of Strategy .....	18
3.6.2 Lack of Change Management.....	18
3.6.3 Customer Data.....	19
4. Method and Research Design.....	20
4.1 Research paradigm .....	20
4.2 Use of paradigm .....	21
4.3 Research Design .....	21
4.3.1 Research approach.....	21
4.3.2 Qualitative study.....	22
4.3.3 Quantitative study.....	22
4.3.4 Generalizability .....	23
4.4 Bias.....	23
5. Qualitative study .....	24
5.1 Approach .....	24

5.2 Interview guide .....	24
5.3 Interviews .....	25
5.4 Participating Companies.....	26
5.4.1 CGI .....	26
5.4.2 Lindorff .....	26
5.4.3 Interviewees.....	27
6. Qualitative analysis .....	28
6.1 Perception of CRM.....	28
6.2 CRM as Strategy .....	29
6.3 Success .....	31
6.4 Business Process Impact .....	32
6.5 CRM Customization.....	33
6.6 One platform .....	34
6.7 End-User Involvement .....	35
6.7.1 Introducing CRM .....	35
6.7.2 Training .....	36
6.8 Data quality .....	37
6.9 Senior Management Involvement.....	38
6.9.1 Ownership .....	39
6.10 Ladder.....	40
6.11 Findings and discussion.....	42
7. Quantitative study.....	43
7.1 Design.....	43
7.2 Evaluation Method .....	44
7.3 Survey statements.....	45
8. Quantitative results.....	47
8.1. Hypothesis 1 .....	47
8.2 Hypothesis 2 .....	48
8.3 Hypothesis 3 .....	50
8.4 Hypothesis 4.....	52
9. Quantitative Discussion.....	54
9.1 Hypothesis 1 .....	54

9.2 Hypothesis 2.....	56
9.3 Hypothesis 3.....	59
9.4 Hypothesis 4.....	64
10. Reflections.....	67
11. Conclusion.....	71
Bibliography.....	73
Research Articles.....	73
Books.....	75
Web pages .....	75
Appendix 1 – Code book.....	77
Appendix 2 – Interview Guide .....	80
Appendix 3 – Interview 1 .....	81
Appendix 4 – Interview 2.....	87
Appendix 5 – Interview 3.....	90
Appendix 6 – Interview 4.....	93
Appendix 7 – Interview 5.....	97
Appendix 8 – Interview 6.....	100
Appendix 9 – Interview 7.....	103
Appendix 10 –Survey Answers.....	105
Appendix 11 – Survey Comments.....	115

# 1. Introduction

Customer relationship management (CRM) has become increasingly important in the digital age, where the customer has more power and options than ever before. Organizations are investing more in digital systems that can help them retain and obtain new customers. Investing in enterprise systems will always be associated with a certain level of risk and there is a lot of research on how an organization can succeed with their CRM investment. Much of the existing research claims that for an organization to succeed with CRM, they must have a CRM strategy or view CRM as a strategy. This master thesis aims to answer: *Why do companies need a CRM strategy to have a successful CRM system adoption, and how can other factors affect the success of the CRM initiative?*

This master thesis was written in collaboration with CGI Norway, which is one of Norway's largest IT vendors. CGI has approximately 68 000 employees in 42 countries and 500 of them are located in Norway. Even though CGI helped us with resources for the interviews, this master thesis is not written specifically for them. Our target audience are sales organizations and CRM professionals.

In order to answer the research question, we started by searching for existing research in the field of Customer Relationship Management. The summarized research is represented in the literature review, which created the foundation for our research. After finding relevant literature, we conducted a qualitative study where we interviewed seven people who have professional roles connected to Customer Relationship Management. The interview guide was based on the existing literature and we used the laddering approach when conducting the interviews. Furthermore, the analysis of the interviews resulted in four hypotheses that were tested in a quantitative study. To test the hypotheses, we created a survey that was sent out to people who had extensive knowledge about CRM, either as consultants, end-users, or senior managers. After presenting the results of the survey, we discuss how the results affect the hypotheses. In the final section of the thesis, we reflect and present our conclusion of the research question.

## 1.1 Delimitation

Customer relationship management is a broad topic and we needed to limit our area of research in order to meet the formal requirements related to this master thesis. In addition, customer relationship management has been well researched, thus looking at previously conducted research gave us an idea of the direction our research should take.

The first limitation we put on our research was to focus on the business-to-business (B2B) market and not business-to-consumer market (B2C). As researchers, we assume that organizations who conduct business with other organizations have more similarities than organizations who conduct business with consumers. Furthermore, this limitation restricted our search for articles and data. The second limitation put on this research is that we focused on organizations whose core business is sales. We did not limit to any certain product or services. These two limitations are influenced by our collaboration with CGI (*Conseillers en Gestion et Informatique*). In advance to going in to the collaboration with CGI, we knew many of their CRM clients were in the business-to-business market. This opened up the opportunity to ask one of their clients to participate in the qualitative study.

The third limitation with this research was that the qualitative study was conducted in Norway. Even though the participants work in multinational organizations, their opinions might be influenced by culture. This may affect the results of the quantitative study, as the survey was published in Norway, but it was also shared with professionals living in other parts of the world. For example, it is a fact that business hierarchy in Norway is very different from the hierarchy in the United States, thus other cultural work factors may impact the survey results.

## 1.2 Motivation and relevance

Prior to our studies at Copenhagen Business School, both of us worked with enterprise software. Through our education at CBS, we have learned how society, the economy, and organizational culture can have an effect on an IT project. Our background and education has made us familiar with the risks involved when implementing an enterprise system. In addition, we knew that CRM project implementations were on the rise, but many were considered to be failures before the implementation had been completed. Our phenomenon of interest is customer relationship management and the strategies behind implementing a CRM system. Our motivation to research this topic is to determine if the lack of CRM strategy can affect CRM implementations.

When organizations are implementing a CRM system, there is a lot of focus on the economical aspect of the project and the technical aspects of the system itself. To our knowledge, organizations in the business-to-business segment in Norway have little or no experience with CRM strategies. Our goal with this research is to discover whether it is necessary to have a CRM strategy prior to implementing a CRM software, as various existing research claim the importance of having one. Our research will be beneficial for organizations who are considering investing in CRM and organizations who sell services related to CRM.



## 2. Acknowledgement

First and foremost, we would like to thank our supervisor, Jesper Sonne, for his cooperation and contribution. We appreciate all the time you have put into supervising and guiding us on this journey.

Secondly, we would like to thank all the people who were involved in the qualitative and quantitative studies. Our research could not have been finalized without your feedback and participation. We would also like to thank CGI Norway and Lindorff for allowing your employees to participate in our research. Furthermore, we appreciate all of them who shared our survey to coworkers and friends. We appreciate all the answers we received in both the qualitative and quantitative studies.

### 3. Literature Review

The literature review has a problem/phenomenon centric approach where the goal is to discover what is known about CRM, CRM strategies, and to learn about the elements that comprise a successful CRM project. We conducted a database-driven search in Google Scholar to find relevant articles, using search terms such as: CRM, CRM success, CRM strategy, CRM projects, successful IT projects, success factors CRM projects and pitfalls CRM projects. We did not specify a specific time frame in our search but we listed the articles by published date. It was important for us to look at newer articles, but not restrict ourselves to a specific time period for when an article was published. After finding relevant and appropriate articles using the database-driven approach, we “snowballed” to see what studies have referenced those academic articles. We chose this approach as it could reveal relevant and appropriate articles that we had missed in our first search.

#### 3.1 Concept matrix

The concept matrix is recommended by Webster & Watson (2002) to structure and organize the readings. In total, we read 24 articles to get an understanding of what previous researchers have done in the field of CRM. The concept matrix below is a summary of the most mentioned and researched topics in regards to CRM. Furthermore, the concept matrix helped us to become concept-centric, which is considered to be more effective than author-centric (Webster & Watson, 2002: 4-5). After identifying the topics in the concept matrix, we narrowed it down to themes. The themes we identified as most relevant to our research were Enterprise Systems, Relationship Management, CRM as a strategy, Successful CRM Projects and Pitfalls.

	Enterprise Systems	Benefit Realization	Competitive advantage	Marketing Strategy	Customer Relationships	CRM Strategy	Business Needs	Sr. mngt. involvement	End user involvement	Change Management	Social pressures	Lack of change management	CRM technology	Lack of clear CRM strategy	Silo behavior	Waterfall projects	Agile projects	Project Scope
<i>Foss et al. 2008</i>						X	X	X	X	X						X	X	X
<i>Woodcock et al. 2001</i>																		
<i>Bose, 2002</i>			X					X	X	X						X	X	X
<i>Nguyen et al., 2007</i>			X			X	X		X							X	X	X
<i>Wilson et al., 2002</i>								X	X							X	X	X
<i>Hendricks et al., 2006</i>	X																	
<i>Shang &amp; Seddon 2002</i>	X	X				X												
<i>Kotorov, 2003</i>		X			X	X	X	X		X	X							X
<i>Richard &amp; Thirkle, 2007</i>		X				X												
<i>Frow &amp; Payne 2009</i>					X	X												
<i>Amadeo, 2016</i>						X												
<i>Josiassena et al., 2013</i>			X				X			X								
<i>King &amp; Burgess 2007</i>	X																	
<i>Meryl Davids, 1991</i>						X			X									
<i>Rigby, Reichheld, Schefter, 2002</i>						X				X		X	X	X				
<i>Selland &amp; Pockard 2003</i>						X												
<i>Kotler, 1992</i>			X	X	X	X												

<i>Chen &amp; Popovich, 2003</i>					x													
<i>Kale, 2004</i>					x	x	x	x	x	x								
<i>Grant, 2013</i>						x												
<i>Chandler, 1962</i>						x												
<i>Maxie, 2015</i>						x				x		x	x	x				
<i>Dauids, 1999</i>						x	x	x	x	x								
<i>Williams, 2005</i>						x	x			x								
<i>Woods, 2013</i>										x								

### 3.2 Enterprise Systems

In this time of age, organizations are continuing to heavily invest in Enterprise systems (ES) for many of its potential benefits, which include increasing competitiveness, streamlining business processes, and reducing costs (Clark, n.d.). Shang & Seddon (2002) state that organizations invest in ES in order to gain access to powerful and cost effective computer-based information systems, instead of the costly custom-built software. In the article by Shang et al. 2002, the authors define ES as a “*set of packaged application software modules with an integrated architecture, which can be used by organizations as their primary engine for integrating data, processes and information technology, in real time, across internal and external value chains.*” As stated in the definition above, the integrated architecture is considered one of the key benefits of ES, as it enables the firm to integrate information across the organization, thus replacing poorly connected legacy systems (Hendricks et al. 2006). This integration can affect the entire organization and as a result, improve firm performance.

According to Gartner, IT software spending is expected to grow 7.2 percent and total \$357 billion in 2017 (“Gartner says Global IT Spending,” 2016). Therefore, considering the costs of such investments, many organizations will question whether their investment will pay off, and if they will see the potential benefits materialize (Shang et al. 2002). Similarly, it is important for

organizations to quantify the financial returns of their ES investments and determine the actual value these systems bring to their firm (Hendricks et al 2006).

In addition, Hendricks et al. 2006, consider ES to include applications such as Enterprise Resource Planning (ERP), Supply Chain Management (SCM), and Customer Relationship Management (CRM). Each of these applications have many potential ways of adding value to an organization. In the case of ERP systems, they are focused on back-office functions such as Finance, HR, and manufacturing (King & Burgess 2007); where they enable standardized cross-functional transaction automation, resulting in a reduction of order cycle times, among other benefits (Hendricks et al. 2006). With this in mind, traditional ERPs include basic functionalities, whereas SCM systems offer more sophisticated planning capabilities. The main benefits of SCM systems is the real-time planning capabilities that enables firms to react quickly to supply and demand changes, and the increased coordination among supply chain partners (Hendricks et al. 2006). In contrast to ERP and SCM, CRM systems are focused on front-office functions such as call centers, sales, and marketing (King et al. 2007). CRM will be discussed in greater detail in a later section of this paper, but the primary benefit is that they provide the infrastructure to facilitate long-term relationships with customers (Hendricks et al. 2006).

### 3.3 Relationship Management

Prior to the industrial revolution (1760-1820), organizations knew their customers personally, and understood their needs and purchasing patterns (Chen & Popovich, 2003). With the technology that led to mass production and standardized products, consumers became more empowered. The empowerment of the consumer increased the competition between organizations and to survive they had to differentiate themselves from their competitors (Amadeo, 2016). In the 1980s, the concept of Relationship Marketing (RM) became known as a method for businesses to build stronger bonds with all their stakeholders - that included customers, suppliers, distributors and other key players (Kotler, 1992). As time has progressed, the meaning of relationship marketing has become less clear, as more recent developments such as customer relationship management (CRM) have become the new topic of interest. According to Frow and Payne (2009), the terms

relationship marketing and customer relationship management are often used interchangeably or are incorrectly defined, both in practice and in academic literature. Their study redefined both concepts in order to have a clear understanding of their meaning and how they differ. The authors define Relationship Marketing, as a management strategy that encompasses the relationships with all relevant stakeholders.

*“Relationship marketing is the strategic management of relationships with all relevant stakeholders in order to achieve long term shareholder value. Critical tasks include the identification of relevant relational forms for different stakeholders and the segments and sub-groups within them and the optimal management of interactions within these stakeholder networks” (Frow & Payne, 2009).”*

This definition describes relationship marketing as a broad strategic approach to managing stakeholder relationship.

### 3.3.1 Customer Relationship Management

In recent years, Customer Relationship Management (CRM) has obtained more attention from researchers and practitioners. Researchers define CRM as a strategy that can help organizations to become more customer oriented and maintain their relationship with their customers (Chen & Popovich, 2003). However, as stated earlier, this definition resembles that of relationship marketing and lacks certain elements of what customer relationship management should entail. According to Frow & Payne (2009), CRM is defined as follows:

*“CRM is a cross-functional strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. It typically involves identifying appropriate business and customer strategies, the acquisition and diffusion of customer knowledge, deciding appropriate segment granularity, managing the co-creation of customer value, developing integrated channel strategies and the intelligent use of data and technology solutions to create superior customer experiences.”*

This definition describes CRM in a more comprehensive way. It recognizes that CRM is cross-functional strategy where processes are integrated between different business functions (Frow & Payne, 2009). Furthermore, it is important to point out that CRM is not defined as CRM technology. Often in practice, CRM and CRM technology are referred to be one of the same. Companies often see CRM as a technological solution, which may be one of the reasons that CRM projects fail (Kale, 2004).

### 3.3.2 CRM Technology

A CRM system is a business management tool with the purpose of maintaining and nurturing clients (Foss, Stone, & Ekinci, 2008). CRM was invented because customers have different preferences and needs (Bose, 2002). A CRM system can be defined as “*a technology-based business management tool for developing and leveraging customer knowledge to nurture, maintain, and strengthen profitable relationships with customers*” (Foss, Stone & Ekinci, 2008: 69).

Raman, Wittman & Rauseo (2006) suggests that a CRM system can be categorized into operational or analytical. *Operational CRM* provides support to business processes that enables an organization to take care of their customers. It involves the automation of certain customer-facing process of a business, such as (1) marketing automation- campaign management, (2) sales force automation- customer contact management and sales forecasting, and (3) service automation- call center management, customer complaint management, and self-service systems (Tanner et al. 2005). With operational CRM, processes such as sales, marketing, and customer service, can be streamlined and make the working process more efficient (Foss et al., 2008). *Analytical CRM* aims to analyze the aggregated data to improve decision-making processes (Raman et al. 2006). More specifically, analytical CRM involves the company's processes which analyze customer and market-level information in order to develop insights and support the company's strategic marketing. It is generally used to design and execute marketing campaigns that enhance marketing activities. For example, analytical CRM can provide customer segmentation and can help you identify customers

that may or may not use your services again. Additionally, it allows to market specific individuals based on the data that was collected (Tanner et al. 2005).

### 3.4 CRM as a strategy

In the late 90s, CRM systems were gaining popularity as being the new customer-driven business model, and many management specialists considered it “the next big thing.” However, CRM was becoming more of a buzzword, as a survey by the Meta Group Inc. demonstrated that the CRM project failure rate was between 55 and 75 percent in 2001 (Kotorov, 2003). Certainly, there were successful CRM projects, and according to Kotorov (2003), the three main factors that contributed to the success of a CRM project were: strategy formulation, planning the project scope, and the formation of cross-functional teams. First, companies were able to define CRM as a strategy rather than a technical solution. This understanding transferred CRM projects from department level to corporate level, and as a result, engaged executive management securing their commitment and support to the project. Companies that adopted the strategic approach, defined CRM as a strategy that would fit their business needs - which then determines what functionalities they needed to develop and deploy. Second, once the business needs were identified, the CRM project scope is determined by doing a comprehensive examination of the CRM components and deciding on which applications to include in the project (Kotorov, 2003). CRM may include applications such as sales-force automation, marketing campaign automation, point of sales system, and call center routing. Lastly, the scope of the project determines which functional teams will be involved, and it allows for the formation of a CRM cross-functional team.

Kotorov’s research reveals that CRM is a strategic activity and pointed out three very important factors that contribute to successful CRM projects as stated above; however, Richard and Thirkle (2007), have a different perspective of the strategic value of CRM projects. The authors take a more comprehensive point of view and believe that CRM value is created through the merge and collaboration of IT and marketing strategies. More specifically, when a company is more market and technology oriented, they are able to implement more appropriate CRM technology and as a result, have a more successful CRM project than a company that is less market and technology



oriented. Market orientation represents utilizing “high-quality marketing practices” and Technology orientation influences acceptance and adoption of IT business solutions (Richard et al. 2007). Furthermore, they believe that the level of CRM technology adoption within a firm, impacts the relationship strength and performance with their customers. In this context, the authors identify relationship strength as having three key elements such as trust, commitment and communication; and relationship performance which is measured by customer satisfaction, loyalty, and retention (Richard et al. 2007).

Similarly, to Kotorov’s (2003) argument, according to Frow and Payne (2009), companies that consider adopting CRM technology must have a clear strategy for the software in order for the project to have greater success. Many companies make the mistake of focusing on the technological aspects and components of the system instead of “putting strategy before software” (Selland & Pockard 2003). Furthermore, other studies reveal another reason for CRM failure may be due to a company not having sufficient or accurate customer information on which to build a robust CRM platform (Frow and Payne, 2009). For those reasons, companies should perform a comprehensive evaluation of the type of customer relationship that is appropriate for their firm.

### 3.4.1 CRM Strategy

There are many definitions of a strategy, but in a general sense, a strategy is the means by which individuals or organizations achieve certain goals or objectives (Grant, 2013). Another author defines strategy as “the determination of the long-run goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals (Chandler, 1962). The purpose of developing a strategy is to help an organization achieve success. A successful strategy has certain key characteristics – they entail clear and consistent long-term goals, understanding of the competitive environment, objective appraisal of resources, and most importantly, and effective implementation (Grant, 2013).

Seeing that an effective CRM strategy contributes to a more successful CRM project, Frow & Payne (2009) developed a CRM strategy matrix that describes the four different types of customer relationships and how CRM can be adopted depending on the organization’s needs. The matrix

(image 1) categorizes different strategic approaches towards customer relationships. They are based on the completeness of customer information–i.e. how much customer related information they have and the level of analysis performed on the information–and the degree of customer individualization–i.e. how is the organization using the information to provide customized products or services.

### 3.4.2 Strategic approaches to CRM

*Product-based Selling-* Located in the lower left box of the matrix, represents a type of strategy where the organization focuses on products. They usually do not have a lot of customer information and a low level of customer customization. This strategy is common in the consumer goods industry, where companies have focused on products and brands and less on customer segments. Usually. Companies in this sector have relied on intermediaries to develop relationships with their customer. However, now companies are engaging with consumers directly and encouraging them to communicate with them. This is being done by displaying telephone help line numbers on the packages, where consumers can call with any questions or comments regarding the products. This communication allows the company to understand the needs of their customers and their buying behavior (Frow et al. 2009)

*Managed Service and Support-* Located in the lower right box of the matrix, represents a type of strategy where organizations have limited amount of customer information but a higher degree of customer individualization. Call centers and help desks are good examples of where these strategies have been adopted, as customer service staff can offer personalized service and thus retain and build customer relationships. This approach to CRM often uses a limited amount of customer information, as it is usually an interaction between the customer service staff and the customer (Frow et al. 2009).

*Customer-based Marketing-* This CRM strategy focuses more on the customer rather than the product sales. Customers become the central focus of the CRM strategy and the organization wants to obtain detailed understanding of their customers and be able to provide tailored relationships with them. The organization can use data to understand certain aspects of customer behavior such

as customer loyalty, churn management, profitability, competitor responses and risk management. The individual customer data collected is grouped into customer segments, profiling those with related characteristics, as they will require similar types of relationship with the company. Supermarkets are now using this type of strategy by using their customer transaction data to target specific customer segments (Frow et al. 2009).

*Individualized CRM*- This type of CRM strategy utilizes complete customer data along with technology to exploit data, and offer customers the highest degree of customization. An important factor is that it is highly dependent on accurate and complete customer information. Individualized CRM is most commonly used by organizations using multiple channels; thus, a key element with this type of strategy is to integrate data across all channels and deliver a consistent customer experience. Furthermore, by closely integrating all channels, data can be analyzed and accessed more efficiently across all channels and as a result, providing an individualized customer relationship (Frow et al. 2009).

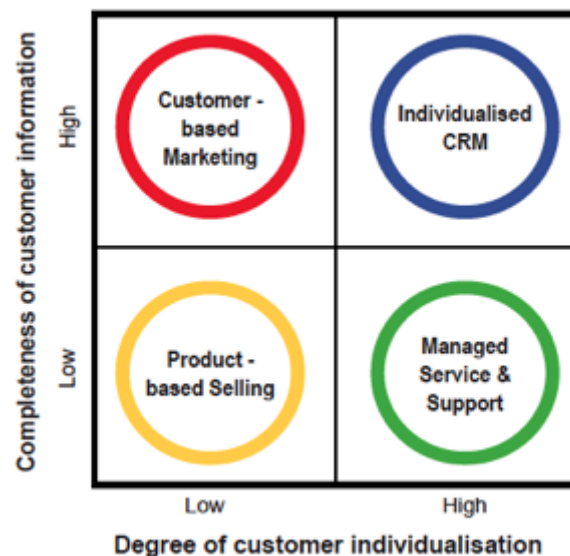


IMAGE 1: MATRIX (PAYNE & FROW, 2009)

The strategies stated above can be implemented by any organization depending on their specific business needs. However, in order for the strategy to be effective, the company must decide on what type of relationship they want to have with the customer, the type of customer information they want to collect, and what they intend to do with that information. Most companies start with a product-based selling approach, as they may have little customer data to develop individual customer relationship, and at later stages have been able to successfully adopt managed services & support and customer based marketing. However, individualized CRM has been the most challenging approach, as it may not be appropriate for some organizations. There are some industries where individualized customer relationships are not needed, and the cost of the investment does not outweigh the potential benefits of individualized CRM (Frow et al. 2009).

### 3.5 Successful CRM Projects

According to a study by Dickie (2003), organizations that classified their CRM initiatives to be successful had experienced increased revenue, higher volume of generated leads, reduction in order errors, improved customer satisfaction and a reduction in the sales cycle time. However, Rigby, Reichheld. & Schefter (2002) claims that CRM projects can only be classified as successful when the organization has become customer oriented. CRM is not only a software for organizations to manage their customers but also a strategy that can require changes within the organization (Rigby et al., 2002). In almost all cases, projects are initiated because of a need for change (Shenhar, Ofer Levy & Maltz, 2001). Shenhar et al. (2001) argues that the traditional ways to measure project success may not be valid in all projects. In the case of the Sydney opera house, the project could not be considered a success based on the traditional measures, as it took three times longer to build and cost five times more than anticipated. However, the Sydney opera house is now considered a landmark and must therefore be classified as a successful building project (Shenhar et al., 2001).

Furthermore, some companies that viewed their CRM initiative as successful considered their CRM to be a competitive advantage (Dickie, 2003). Competitive advantage can be achieved when an organization can positively separate their products from competing organizations. In *Competitive Advantage*, written by Michael Porter in 1985, there are three primary strategies to

achieve a sustainable competitive advantage; Cost leadership, differentiation and focus (Amadeo, 2016). With a cost leadership, the organization provides products or services at lower prices than competitors. Differentiation refers to having products that separate themselves from competitors. With focus, the organization has a better understanding of the market than its competitors. (Amadeo, 2016). According to Josiassena, Assafc & Cvelbard (2013), CRM can give an organization a competitive advantage over their rivals through the relationship they build with their customers. This is because it can give the company comprehensive knowledge over its customers, which could be used to provide services of higher quality than their competitors (Nguyen et al., 2007). Kotorov (2003) supports this argument and claims that the competitive advantage can put a pressure on rival companies to invest in CRM. According to Dickie (2003), organizations without CRM will find themselves having a competitive disadvantage when their competitors achieve significant success through CRM. The pressure to be and act similar to competing organizations is referred to as institutional pressures (Dimaggio & Powell, 1983). According to Institutional theorists, social pressures can arise when leading firms within an industry adopt certain practices or structures, which causes other firms to imitate their behavior and adopt similar practices in order to stay competitive. Furthermore, Institutional pressure can also arise when organizations are under uncertainty or when they rely heavily on professionals (Dimaggio & Powell, 1983).

To gain a competitive advantage with a CRM system, the organization must be willing to make changes in business processes to make the organization customer centered (Bose, 2002). The scope of the project determines organizational changes that needs to be carried out (Kotorov, 2003). According to Rigby, Reichheld. & Schefter (2002), implementing a CRM software before making the organization customer oriented is one of the most dangerous pitfalls. Their research revealed that 87% of the respondents that classified their CRM project as a failure blamed the failure on poor change management (Rigby et al., 2002). Furthermore, Nguyen et al. (2007) argues that it is critical for organizations to have a defined process before investing in CRM. This is supported by Kotorov (2003), who states that a CRM system will improve good business processes and not enhance poor business processes.

### 3.7.1 Client involvement

Involving the client has been listed as a critical success factor by many researchers. According to Rigby et al., (2002), many executives mistakenly assumes that more technology is better in relation to CRM software. However, when implementing a CRM software, it is important to involve both senior managers and end-users in the project. Involvement from senior management is a critical success factor because it is important in order to create a single point of view of the customer (Wilson et al., 2002). If the project only has support from the director of sales, the system might end up as a silo system and the company will not obtain the benefits of having a single customer view (Wilson et al., 2002). In addition, it is important to have senior management involved in the decision making process and managing change within the organization (Rigby et al., 2002). According to Almotairi (2009), top management support has received wide acceptance in the literature and lack of support is associated as a CRM failure cause.

Involving end users in the CRM project has been recognized as a critical success factor by many researchers. Almotairi (2009) argues that end-users should be involved in designing the CRM solution, as they are the one who are going to be working with the system. Furthermore, motivating and training end-users is another crucial success factor in CRM projects (Foss et al., 2008). According to Bose (2002), IT projects can fail because of “people problems” that could have been avoided with training. Training will not only help end-users to navigate and use the system, it will also help end-users understand the business goal and intention behind implementing a CRM system (Bose, 2002). However, Rigby et al. (2002) argues that even though end-users needs a software that supports their daily work, when an organization fails to remember that it is just a facilitator, the system will become just another software. Because IT projects often are affected by changes in technology this can affect the requirements towards a CRM system. Flexible project management is therefore another critical success factor as requirements and technology can change during the project (Foss et al., 2008).

## 3.6 Pitfalls

Along with the many benefits that a CRM implementation can bring to an organization comes some challenges that they must also face. According to studies done by Gartner, 30-60% of CRM projects fail (Maxie, 2015). This statistic can be alarming for many company executives, as a CRM project is a substantial investment where- if not executed properly- there is a chance that the potential benefits may not justify the costs. Fortunately, there are numerous studies that describe the common mistakes that companies make when undertaking a CRM project and how to avoid these pitfalls.

### 3.6.1 Lack of Strategy

One of the common reasons that CRM projects fail is due to the company lacking clear goals and strategy. CRM technology can add value to many business functions within an organization; however, without clear and measurable goals, it will be difficult for the company to evaluate the success of the CRM initiative (Maxie, 2015). Earlier research by Davids (1999), also emphasized the importance of having a clear strategy of what the organization hopes to achieve – what are they trying to improve – before purchasing a CRM software. *“It’s been said that a fool with a tool is still a fool, and that’s certainly true with CRM”* (Davids, 1999). Furthermore, companies should start with a market segmentation analysis – identify their target groups and how to market to them (“Market Segment Analysis,” n.d.)- and then define specific marketing goals. Unfortunately, many business executives see CRM technology as being a marketing strategy and think that by implementing the software, it will manage customer relationships for them (Rigby, Reichheld, Schefter, 2002).

### 3.6.2 Lack of Change Management

A prime reason for organizations to implement CRM is in order to become more customer-focused and have better and stronger relationships with their key customers. As a result, a common thought is that CRM will only impact the customer-facing process of the organization; however, this is not the case and a CRM implementation has a far greater impact on the organization than it may appear (Rigby et al. 2002). First, before embarking on a CRM initiative, executives must examine every

single process or procedure that is directly or indirectly related to the customer and re-engineer them- if needed- in order to better meet customer needs (Williams, 2005). Next, executives must understand that CRM is a cross-functional strategy that will require people across the organization to work together in a different way than they did before. The creation of cross-functional teams and integration is vital for CRM success (Williams, 2005).

### 3.6.3 Customer Data

According to Davids (1999) “*Data is king in the world of CRM*”. Having customer data is one of the most important components of a successful CRM project. While some organizations suffer from having dirty data (Maxie, 2016), others do not collect enough data or do not use the data they already have (Davids, 1999). First, an organization uses data to better understand customer preferences and behavior; however, many companies are faced with having inaccurate, incomplete, or duplicate data – known as “dirty data” (Maxie, 2015). Low quality data can cause end-users to make poor or inaccurate business decisions that can affect the organization negatively. For those reasons, ensuring data quality is essential in order to avoid the “garbage in - garbage out” issue that is common in the IT field. By maintaining a clean and accurate database, end-users will be able to trust and rely on the data in the CRM technology. Next, organizations should increase the amount of customer information they collect, much more than the typical order history that is recorded. Creating a customer profile that demonstrates that the organization knows their customers on a personal level makes the customer feel more valued (Woods, 2013). Furthermore, through the use of big data and internet of things, more information can be collected that will expand the customer profile (Woods, 2013). An important caveat to keep in mind is to make sure that you’re building relationships with right customers – customers that are interested in having a relationship with your company – and not wasting time annoying customers that are not interested (Rigby et al. 2002).



## 4. Method and Research Design

In this chapter we will begin with an explanation of the methodological framework that this thesis is based on, and how this will affect the research. Afterwards, the research design is presented, followed by an explanation of the possible bias.

### 4.1 Research paradigm

A paradigm is a theoretical framework that influences the way knowledge is interpreted (Mackenzie & Knipe, 2006). The paradigm will be reflected in how the research was conducted and the decisions made when writing this thesis. When deciding upon research paradigm, it was important for us to choose a paradigm that did not restrict our research methods. In addition, we looked at the ontology, epistemology, and methodology for each of the three most common paradigms, in order to select the best paradigm that would complement our research. The three most common research paradigms are positivism, constructivism, and pragmatism (Patel, 2015). Positivists believe that there is a single, measurable, reality and they are more likely to use quantitative methods to measure the reality. Constructivists believes that the reality needs interpretation, as there are no single truth, and they are more likely to use qualitative methods to get multiple perspectives on reality. Pragmatists believes that the truth is constantly renewed, renegotiated, and interpreted, and use this method to solve research questions.

The paradigm chosen for this master thesis is the pragmatic paradigm. According to Powell (2011), for a pragmatist “*the mandate of science is not to find truth or reality, the existence of which are perpetually in dispute, but to facilitate human problem-solving*” (Powell, 2011: 884). Pragmatic researchers only accept concepts as relevant, if they support action. In the pragmatic paradigm, the research question is central and all data collection methods and analytical approaches, which can provide insight, can be used. In our belief, the truth can change over time in addition to having multiple interpretations. Furthermore, we believe our research will be complemented with a combination of qualitative and quantitative methods.

## 4.2 Use of paradigm

Even though CRM is a relative new technological term, it has been studied by many previous researchers. The summarized literature shows that many researchers view the CRM strategy as a separate component, one that must be created before the CRM technology can be successfully implemented. Much of the previous research has had a positivist paradigm, where the researchers believed there was a single reality or truth. Furthermore, the summarized literature has mainly used surveys as their data collection method. The pragmatic approach complements the fact that IT-systems are in constant change and the truth can therefore vary over time.

This master thesis builds on the existing research and will investigate why it is necessary to have a CRM strategy before implementing CRM technology, and other factors that can affect the success of the CRM initiative. Having a pragmatic paradigm approach means that we are putting our research question as central and we are going to use both qualitative and quantitative methods to investigate our research question.

## 4.3 Research Design

In order to understand and examine the need of a CRM strategy when implementing CRM software, we are going to conduct both a qualitative and a quantitative study. The qualitative study consists of interviews, from where we then build hypotheses that are later tested in a quantitative survey. The combination of using these two methods is referred to as a multi-method research design.

### 4.3.1 Research approach

To answer our research question, the approaches we could use are deductive reasoning or inductive reasoning. In deductive reasoning, the researcher creates hypotheses from theory and confirm this through an observation. With deductive reasoning, the conclusion is true when the premises are true. In inductive reasoning, the researcher works in the opposite way and moves from a specific observation to a generalization and theory.

This master thesis will be conducted with a deductive reasoning approach. The literature review is the theory that forms the foundation for the qualitative study, which will consist of interviews. After conducting interviews and performing the analysis, the result will be in a set of hypotheses, which will be tested through a quantitative study where they will be either confirmed or rejected. Our research approach is supported by the pragmatic paradigm as we are using the methods available for us to solve our research question.

#### 4.3.2 Qualitative study

In a qualitative study, the researcher gathers information in a non-numerical method. According to Neuman (2014), it is important to let people speak freely when being interviewed to understand their actions and opinions. In the qualitative study of this research, we decided to focus on the business-to-business environment and all of our interviewees belong to this market segment. This decision was based on the fact that the business-to-business segment operates very differently from the business-to-consumer segment, and it was done in an effort to narrow down our area of research. We had the option to follow an ongoing CRM implementation project but chose not to do this as any project delays could affect our research. The questions in the interview guide are based on the literature review, which is the theory that forms the foundation for this thesis. Furthermore, we chose to transcribe the interviews ourselves as we saw this as an important part of the analyses.

#### 4.3.3 Quantitative study

In a quantitative study, the researcher gathers numerical information with the purpose of measuring (Neuman, 2014). Following the pragmatic approach, our goal with the quantitative study is to measure the hypothesis created from the qualitative analysis. In the quantitative part of this research, we conducted a survey with the objective to either verify or decline the hypotheses, where we aimed obtain 100 respondents to the survey. The survey was published on websites such as LinkedIn, Facebook, and CGI's internal web pages. More specifically, it was posted on groups that had a connection to CRM in order to ensure high quality of the respondents.

#### 4.3.4 Generalizability

In the pragmatic paradigm, truth is something that constantly can be renewed, renegotiated, and interpreted. What is discovered as truth in this thesis can change and it will be difficult to make any generalizations based on the pragmatic paradigm. The truth discovered in this thesis may not be true in future research, depending on the context and people involved.

#### 4.4 Bias

The research conducted to answer the research question in this master thesis has been done in collaboration with CGI Norway. The collaboration has its foundation in an employee relationship with one of the researchers. CGI Norway gave us access to their employees and one of their clients' employees in the qualitative study of the thesis. The collaboration with them has not affected our research methods, but it influenced our area of interest: CRM. Neither CGI Norway nor the client has given us access to documents that has been used in the thesis. Furthermore, CGI Norway and the client helped us with answering the quantitative study. We assume all parties involved in the study have answered truthfully and have not been affected by the researcher's relationship with the organizations.

## 5. Qualitative study

This qualitative study seeks to obtain people's perspective on the concepts from the literature review. We conducted seven interviews with a duration from 25 to 55 minutes, where our goal was to discover the interviewee's core values. According to Kvale (1996), it is important to have a structure when conducting qualitative studies. Kvale (1996) developed a framework consisting of seven stages that we have used in our qualitative study. The first of the seven stages, *thematizing*, refers to defining and clarifying the purpose of the interviews. Our purpose with the qualitative study is to discover why companies need a CRM strategy in order to have a successful CRM technology adoption. The second stage, *designing*, refers to planning and designing the interviews in order to obtain knowledge from the third stage, *interviewing*. Furthermore, the interviews are transcribed in the fourth phase, *transcribing*, and analyzed in the fifth stage, *analyzing*. Lastly, the sixth and seventh stages are *verifying* and *reporting* the findings (Kvale, 1996).

### 5.1 Approach

We started by developing an interview guide based on our findings from the existing literature. The interview guide was tested in a pilot interview that lasted for approximately 30 minutes. The pilot interview was conducted in order to remove questions that either gave us ambiguous answers or lacked rich information. After verifying our findings with our supervisor, we made some minor adjustments to the interview guide before we conducted the interviews. In total, we interviewed seven people that had project management responsibilities or similar roles in CRM projects. Out of the seven people, four of them were employed by the vendor and three were employed by a client organization. The transcribed interviews were coded in Nvivo before being analyzed. The Code book is included as appendix 1.

### 5.2 Interview guide

When creating our interview guide, we used the laddering approach, which assumes that the sense-making is influenced by the individual's personal perspective (Schultze & Avital, 2011). With the laddering approach, the researcher tries to gain insights on the individual's core value connected

to a concept (Schultze & Avital, 2011). When interviews are conducted with a laddering approach, the researcher typically will draw a ladder while the individual is speaking. This ladder connects an individual's core value to one or more constructs. We chose to conduct our interviews in this manner because we believe it will give us a deeper insight. We chose to have a semi-structured interview, where we prepared some of the questions before the interviews (Myers & Newman, 2007). In a semi-structured interview, the researcher can steer the interviewee if their answers are digressing from the original purpose of the question. The interview guide is included as appendix 2.

### 5.3 Interviews

Before the interviews started, we asked all the interviewees if we could record the interviews. All the individuals agreed to this and some expressed that they wanted to be anonymized in the written report. During the interviews, we started with explaining the intent and the goal of the interview before we asked some preliminary questions. The preliminary questions were meant for the interviewee to introduce themselves and for them to give their definition of CRM. When we asked for the individual's description of CRM, we did not specify what aspect of CRM we wanted them to define. We did not want to affect the interviewee as we assumed many would explain it as a software without that being specified. In advance, we had prepared 1-2 opening questions for each of the five topics. We had additional questions we could use if we needed to steer the interviewee.

The interviewees came from both the vendor and the client side. Common to all interviewees is that they have experience with CRM in roles as project managers or responsibilities similar to a project manager. Regarding years of experience with CRM, it ranges from four to more than twenty years.

## 5.4 Participating Companies

### 5.4.1 CGI

CGI (Conseillers en gestion et informatique) is a one of the largest IT companies with more than 68 000 employees in more than 40 countries. The headquarters is located in Montréal, Canada. In Norway, CGI has approximately 500 employees and the primary office is located in Oslo. In Norway, their primary services are in:

- Application Management
- Business Consulting
- Business Process Services
- IT Outsourcing Services
- System Integrations

The CGI employees that were involved in the qualitative study have positions as senior consultants, project managers and senior managers. Common for all the interviewees are that they've had responsibilities equal to a project manager in CRM projects. With responsibilities equal to a project manager, we refer to that they have been in leading roles in CRM projects. These projects have both been internal in CGI and external implementation projects on behalf of clients. The interviewees have extensive knowledge and experience with CRM.

### 5.4.2 Lindorff

Lindorff is a multinational company with more than 4400 employees in 12 countries in Europe. Their headquarters is located in Oslo, Norway. Their primary services are:

- Debt Collection
- Debt Purchase
- Invoice
- Payment Services

The Lindorff employees that were involved in the qualitative study are senior managers in Lindorff. They have internal roles for leading CRM implementations in Lindorff, in addition to being responsible for CRM internally. In addition, they are end-users of CRM and to some extent, responsible for training end-users, maintain the data quality in CRM, and make plans for how CRM can grow in Lindorff.

### 5.4.3 Interviewees

As they have asked to be anonymized, we are not revealing their names in this thesis. However, the table below shows how many years of experience each interviewee has with CRM in addition to their professional role.

	<i>Years of experience</i>	<i>Job title</i>
<i>Interviewee 1</i>	20+	Group director Sales
<i>Interviewee 2</i>	14	Group director
<i>Interviewee 3</i>	19	Director of communications
<i>Interviewee 4</i>	11	Senior functional lead
<i>Interviewee 5</i>	13	Project manager
<i>Interviewee 6</i>	5	CRM consultant
<i>Interviewee 7</i>	7	CRM consultant



## 6. Qualitative analysis

In this chapter, we present our analysis of the interviews. We started the interviews by asking all of the interviewees to give us their definition of CRM. The summary and analysis of their definitions is presented in Perception of CRM. Furthermore, the analysis is divided into the topics that were mentioned the most throughout the interviews. The transcribed interviews are included in appendix 3 to 9.

Our interviewees asked to be anonymized and we have therefore removed any information that can reveal their identity. This has been done both in the analysis and in the transcribed interviews.

### 6.1 Perception of CRM

Refers to the way CRM is perceived by the individual. Some professionals may view CRM as a strategy that enables organizations to maintain strong relationships with their customers, while other professionals may see it as technological solution or tool. We started the interview by asking each participant about their perception of CRM and how they would define it. All of the interviewees started their answer with either “a system” or “a tool”, but the context in which they described it varied by person and gave it a different definition of the word “tool”. *Interviewee 2: It is a tool that all the sales representatives and Key Account Managers, and other people are using, mostly for having an overview of all the clients we have.* It was evident that many of our respondents equated tool with technological tool, and saw CRM from a technological perspective. *Interviewee 5: A general description would probably be a database with all your contacts, accounts, people you have communication with. A place to store all documentation and information.* It must be mentioned that many of the interviewees that viewed CRM as a tool were consultants and had an IT background; nonetheless, there were also two respondents with a business background that also viewed CRM as a tool. While there was another participant that used the word tool, but from a strategic perspective. *Interviewee 3: CRM is a tool and a kind of methodology to be able to monitor activities regarding fulfilling your client strategies. I see it as incremental part of the strategy of our company.* Furthermore, one respondent’s view of CRM incorporated both the technology and

strategy aspects. *Interviewee 1: A system that is part of the sales strategy that links the company and all the customers and potential customers...a marketing tool.*

## 6.2 CRM as Strategy

CRM Strategy is a topic that is greatly mentioned in the CRM literature. According to numerous authors, when CRM is viewed as a strategic activity, it is considered to be one of the critical success factors for CRM technology implementations (Foss et al., 2008; Kotorov, 2003; Richard et al., 2007). However, the literature does not contain a clear explanation of the difference between a CRM strategy and a sales or marketing strategy. Therefore, our objective was find out if the interviewees had developed a CRM strategy before implementing the CRM software. We began by asking the interviewees why it was important to have a goal when implementing CRM. We avoided using the word “strategy” in our questions, as we wanted to obtain their true perception of the CRM initiative. We were not surprised to hear from both managers and consultants that they all believed it is necessary to establish a goal before implementing CRM. Most of the interviewees emphasized that having a goal gives them a sense of direction and a path to follow in order to reach that goal. *Interviewee 2: It is important to have a goal because you need a path, or direction, and you need everyone to follow the same direction and working towards something in common.* *Interviewee 6: It's important to have a goal so that you don't get lost in the project. If we don't have a goal you don't know what kind of functionality and system you are going to end up with.* The interviewee's responses are aligned with the literature, in that an organization needs to have clear and measureable goals for what they are trying to achieve or resolve (Maxie, 2015; Davids, 1999). *Interviewee 1: We first defined the vision and then set the goal –it is more fact based- what we are going to achieve with CRM. And then to reach that goal, we established a strategy, then we started to execute that strategy to reach that goal.*

However, as Wilson et al. (2002) argues, a CRM strategy could be regarded as a simple rebranding the marketing strategy. While the interviewees agreed that having a clear goal for CRM helps them steer the project in the right direction, some participants expressed that the CRM goal should be part of the overarching company strategy and not as a stand-alone strategy. *Interviewee 1: CRM*

*was only one small part of the whole strategy - the sales strategy- and consisted of a suite of programs where CRM was one element out of ten [...] so you cannot have CRM alone, it does nothing alone. It must be part of a bigger picture.* Along the same lines, the participants stressed that the CRM system should cover and support the overall sales or marketing strategy of the company. *Interviewee 3: You need to make sure you understand the marketing strategy and have the marketing programs and priorities, and obviously the CRM system should support the marketing part of the business.* This statement agrees with Kotorov's (2003) research that CRM should be a strategy that fits their business needs and not just a technological solution; nonetheless, the interviewees did not refer to it as a "CRM strategy". We can deduce that our participants agree with some aspects of the literature, as they have incorporated the elements needed for a successful CRM initiative into their strategy. However, a key difference is that they did not start with a CRM strategy, but instead started with their sales or marketing strategy. *Interviewee 1: We first defined the sales process- that was the starting point- what kind of sales process are we going to have, then we decided that CRM was the system where we could implement the sales process.*

Kotorov (2003) argues that the functionality in the CRM system should be related to the business processes, which has their foundation in the overall business strategy. However, when we asked our interviewees about who or what should decide the functionality, none of our interviewees mentioned strategy. *Interviewee 1: When we had the sales processes defined and accepted, then it was pretty easy to come up with the functions of CRM inside the system. That was based on a common understanding of the sales process.* This statement was from a senior manager at the client side, and it supports the literature in regards to that they developed the functionality based on their sales process but it does not mention the strategy. When we asked the interviewees from the vendor side, they were more concerned about their role as consultants. *Interviewee 5: We as consultants need to steer the customer because often they want or demand a lot of things that cannot be achieved in an easy way or in feasible time. Like for example with \*anonymized\*, they wanted a lot of functionality in the system but we needed to guide them because they needed an app first. So of course, the customers have to come with requirements but we need to guide them.*

In addition to being concerned about their role as consultants, the interviewees from the vendor side expressed a concern regarding keeping the client happy and satisfied. *Interviewee 7: Like I said, they will be using the system and if you don't get their input, then they may show resistance towards using the system. If they don't use the system, then the company just wasted a lot of money on the implementation. You also want them to be happy and not dread going to work because they hate using the system.* According to Kotorov (2003), the ability to develop cross-functional teams is critical in order to achieve success in a CRM implementation project. Even though none of our interviewees supported this exact statement, one of the interviewees in a senior management role, expressed the opinion that the project needs to involve multiple departments in regards to gathering functional requirements. *Interviewee 2: someone needs to take the responsibility and control and say what requirements we are going to implement. But it doesn't come down to one person, we have steering committee, IT and other things that needs to be involved.*

### 6.3 Success

Research demonstrates that nearly half of the CRM implementation projects are failing to meet customer expectations, (C5 Insight, 2014); coupled with the increasing number of academic articles on CRM success factors, confirms the notion that CRM projects are still failing. The purpose of having a strategy is to achieve success (Grant, 2013), and that is an outcome that is most desired by all business executives. All of the interviewees, in one way or another, agreed that the purpose of having a goal and a strategy was for the company to be successful. Success was the core value and the underlying reason for setting a goal, developing a strategy, executing strategy, and then measuring the performance to find out if the company achieved the goal. Furthermore, some of the interviewees—mainly business managers—put a lot of emphasis on the importance of measurement. *Interviewee 3: It's always important to measure, because if you can't measure it you really can't say if you are achieving anything. We need to be able to measure the size of the pipeline, win loss rate, what kind of areas you are winning or losing in, timing and resources [...] If you don't understand what you are achieving, you don't really know how to invest or where to invest your resources in the right way. Measurement is really important, especially in CGI. We are a KPI driven company. We have lots of KPI and we are measured on these all the way through. It's very*

*important!* In addition, one of the interviewees saw a strong correlation between having a goal and measuring how successful the system is. *Interviewee 7: It's important to have a goal so that you can then measure the success of the system. A company must know why they want to implement CRM. What are they trying to achieve or resolve with the system? If they don't have a clear view of what the system is bringing to the organization, then it will be very difficult to determine if the CRM success is achieving the expected benefits*

Furthermore, another consultant also touched on the importance of measuring the performance of the CRM project but focused more on the technology. *Interviewee 7: It's important to have a goal so that you can then measure the success of the system. A company must know why they want to implement CRM. What are they trying to achieve or resolve with the system? If they don't have a clear view of what the system is bringing to the organization, then it will be very difficult to determine if the CRM is achieving the expected benefits [...] at the end of the day, executives want to know whether the cost of the CRM system was worth it. A return on investment analysis is usually done for IT projects, and if decisions makers did not have a clear intention of the purpose of the system, then they can't measure anything.* Interviewee number 7 statements are aligned with Davids (1999) research that an organization should know what they are hoping to improve or achieve, before purchasing a CRM software.

## 6.4 Business Process Impact

Williams (2005) argues that for CRM to have maximum effect and be utilized to its full potential, the company must examine every single business process or procedure that is related to the customer and reengineer them- if needed- to better meet customer needs. CRM system can only improve good business processes and not enhance poor business processes (Kotorov, 2003). We began by asking the interviewees how CRM can change their business process. Our objective was to find out whether they had customized or configured CRM to fit their business process, or if they changed their process to fit the technology. *Interviewee 1: When we mapped the sales processes, we discovered that there was one process that was pretty close to optimal. Then we took that process which is called "Solutions Selling" and we used that as our process. It was not out-of-the-*

*box, but we used solutions selling because we knew it well from before and many CRM systems support solutions selling [...] So it was very easy for us to make that decision, but it was based on the mapping that we started up with. I think that today, you have to continuously change and improve any process to business realities.* The answers we received were in line with the literature, as they started by examining their business process and selecting the best one for their business needs. Furthermore, from a consultant's perspective, CRM should not shape the process, the customer should first define their sales process on their own, and only get inspiration from CRM. *Interviewee 4: CRM usually adapts to the sales process of the customer. Only in a very few cases, and smaller examples, you could introduce some new routines, processes, and give the customer an idea of how to change their processes but I don't feel that CRM should define business processes. They can find inspiration from CRM but they should define their own processes.*

## 6.5 CRM Customization

As Kotorov (2003) described it, CRM software can come with a lot of functionality, but the company's business needs should be the deciding factor for the functionality that is selected and deployed. The company must not be distracted by all the bells and whistles of the CRM system and must focus on the applications they need. When asking our interviewees whether they used out-of-the-box features or if they had to customize the CRM solution, we received a unanimous response that they all customized the CRM solution to some degree. Some had minimal changes. *Interviewee 2: We had to do some configurations, but the system supported much of the functionality out of the box.* While other experienced greater customizations. *Interviewee 3: We actually customized the CRM system to fit our process. We have a formal process in many dimensions; we have these reviews I mentioned, which is one part of the process. The other part is the general sales cycle we go through. Both of these processes have been implemented in the system, so we can follow where we are in the cycle and ensure that we have actually performed the right reviews, obtained the right approvals, and documented what we need, and again, this is an important part of the CRM system.* Based on the literature, the organization made the right choice by customizing CRM to fit their business needs.

On the contrary, the consultants we interviewed had a different perspective and stated that customizations work well when the customer has a good process, but if they do not have a process, and they start implementing all kinds of ideas and wants, then they could run into serious maintenance problems in the future. *Interviewee 4: If you have engaged consultants that say to the customer “this is not a good idea, you should follow my advice” Despite... they know their business best but we know CRM best and what the tool can do. We have also seen some bad examples of making CRM into a monster. But sadly, the customers decide in the end. You should give them what they need to make a good decision but in my experience, too often we implement something that is not recommended but craved by the customer.*

## 6.6 One platform

A topic that emerged throughout the interviews was that implementing CRM technology enabled organizations to have a standardized way of doing things – all in one platform. Global companies such as CGI, and other organizations that have a presence across Europe, often encounter problems with subsidiaries using their own business processes and legacy systems that fit their local culture. These heterogeneous business process makes it difficult for companies to work in unison and communicate with each other. In the case of Lindorff Group – a debt collection company with a presence in 12 countries in Europe – their goal was to become *one* Lindorff and have all the countries on the same page. In the initial stage of their project, Lindorff started by mapping out the sales process in each of the 12 countries. Seeing that Lindorff is a company that operates all across Europe, it was natural for each country to have their own sales process; however, this had to change with the implementation of CRM. *Interviewee 1: We saw that we had at least 11 processes in the 11 countries. So we explained that to the head of sales and the country managers that we cannot continue with this because it is crazy and we must have one process. Then based on the 11 processes, we invented one sales process.*

Moreover, interviewee number 2 emphasized the importance of having standardized procedures and working in a consistent manner. *Interviewee 2: We want to talk the same language and be one Lindorff, and also towards our clients. If I’m going to call one of my colleagues in a different*

country, they need to know what I am talking about. To have a common way of working. We have not been able to find previously conducted research to support the arguments interviewee number 2 made. Furthermore, after the CRM implementation, Lindorff believed that a critical success factor for CRM was the way they handled the cultural change the company was undergoing. The CEO had extensive communication with each country manager and head of sales, convincing them that the change was good for them and for the company. *Interviewee 1: It makes it much easier to manage a company and understand the status of the sales situation when you have one process/one system, and a common view of things.*

## 6.7 End-User Involvement

In this context, end-user involvement refers to how end-users are introduced and involved in a CRM implementation project. According to the literature, motivated and involved end-users can affect system adoption and thereby data quality in a positive manner. High user adoption and data quality can create value for both the business and the end-user.

### 6.7.1 Introducing CRM

Foss et al. (2008) argues that motivated and trained end-users is a critical success factor when implementing a CRM system. To achieve this, we asked our interviewees how they think end-users should be introduced to a CRM system. *Interviewee 3: I would say they should be included from the beginning to have ownership and build curiosity. Pushing out teasers just to ensure that they utilize the system. Seeing it from a historical view. When we implemented CRM for the first time, end users saw it as a reporting tool for the management. They felt it didn't support them but. All of the interviewees felt it was important to include end-users from the beginning of the project in order to understand their requirements to the system. Interviewee 1: It's their everyday work that eventually will be affected by what we deliver. So if they want to be happy, we need to involve them.* The interviewees had different opinions in how involved end-users should be, but they agreed on the fact that end-users should contribute in the process of gathering system requirements. The literature does not mention when end-users should be introduced to the CRM system but the literature does agree that the involvement of end-users is a critical success factor. According to



Almotairi (2009), end-users should be involved when designing a CRM solution. The design of the CRM system depends on the requirements gathered from the organization. We therefore assume that Almotairi (2009) believes end-users should be involved from the beginning of the project. Furthermore, one participant felt that they had included the end-users too late in the process of acquiring a global CRM system. *Interviewee 3: In my experience, they have always been introduced too late. So, we are in the middle of the process to get a large corporate CRM system and again that's what I'm pointing at. Take care of the ends-users from the beginning. They should be involved as a reference group and getting the requirements. You need to take care of them from the beginning.*

### 6.7.2 Training

According to Bose (2002), IT projects can fail because of “people problems” that could have been avoided with training. Training will help end-users to understand what the organization would like to achieve with the system and increase user adoption (Bose, 2002). Our interviewees agreed on that end-users needed training in using the system, but they had different views on the training. Interviewees working from the vendor side mentioned that they, as a vendor, should train super users and that the end-users should receive training from them. *Interviewee 4: We can teach good super users, ambassadors, and give them the proper training and they should train end-users. Because there will be so many questions regarding fine details, their way of doing things. Like you have one task and 10 different ways of solving it. The only person to answer all of this is someone within the company.* When asking the interviewees from the client side, they did not mention who should be responsible for the training. *Interviewee 1: So it's to use communication and education. Use education packages that are available, classroom meetings, business reviews.*

In addition to being trained in using the system, one of our interviewees mentioned that the training should not be limited to usage of the system but should also include training in CRM as a concept. *Interviewee 3: So, I think it is mostly, in my opinion, the training of the sales team has been underestimated and you need to take care of that. You need to be cautious that you are doing the right training. Both on the usage of the system but mostly the concept and why you are introducing*

*this system. Most modern CRM systems have an easy user interface, so it's more important to train them in the reasons behind getting a CRM system. Furthermore, many of our interviewees believes that it is the end-users who create value for the business and it was important for the organization to have happy end-users. Interviewee 7: I think that when employees are happy, they have a positive impact on the organization and therefore create greater value for the company.*

## 6.8 Data quality

According to Davids (1999) “*Data is king in the world of CRM*” and many companies are faced with having inaccurate, incomplete, or duplicate data – known as “dirty data” (Maxie, 2015). Poor quality training or lack of training could result in inaccurate data in the CRM system, which can affect business decisions in a negative manner. *Interviewee 3: Crap in is crap out. It is so easy, if you really feel the CRM system as a burden and not a system that is helping you and drive the business forward, they hate it and are not going to use it. They are going to put crap in and just get rid of it and get it out of their way. But if you see that it is really helping you and giving you information, supporting you in the sales process, giving you value back, then they are going to put the right effort and the right information into the system.* Interviewee number 1 mentioned that their data quality improved when the end-users were made aware that the information in CRM was displayed in board meetings: *So they knew that whatever they enter into the system, it will be displayed in the board meetings. That meant that the data quality in CRM improved significantly, and people started to use the CRM system in a better way. They started to think before entering number into CRM, they had to do quality assurance of the data before entering it in the system.*

Furthermore, many of the interviewees believed that training and data quality has a strong correlation. Interviewee 2 explained how the data quality improved with training: *Exactly, because they are understanding the importance of using the tool in a consistent way and sticking to the process and not trying to make any shortcuts.* According to Foss et al. (2008), CRM implementation projects with motivated end-users have a higher chance of being viewed as successful. One of the interviewees employed as a senior management saw the importance of constantly working with the end-users to evolve them in order to generate value for the business.

*Interviewee 3: At the end of the day they are driving the business. It's not just because you want to sack someone, but perhaps someone needs mentoring, coaching, and training together with senior sales managers. Really understand the performance of your sales team. That's the HR part of it and helping your sales team to evolve, develop, and make sure the company takes proper actions and generate value for the company.*

## 6.9 Senior Management Involvement

In this context, senior management involvement refers to how the senior management from the client side are involved as ambassadors for CRM and how they drive the implementation project. The summarized literature argues the importance of involving senior management in CRM implementation projects as they are decision makers in the organizations (Wilson et al., 2002). Our interviewees supported the literature on this point and many of them stated that senior management was critical to anchor the project. *Interviewee 1: I said to my manager- the CEO- that we need a strong executive ownership of the CRM. I cannot implement this in 11 countries- you have to implement this in 11 countries. So he was the spokesman, the ambassador for this program. So when he gathered his executive team, he talked about the importance of CRM and his expectations that this was going to part of their personal bonus system and if you are with me its okay and if you're not, there is the door.* In addition to this, many of our interviewees pointed out the importance of senior management being ambassadors for CRM. The interviewees argued that it was the senior management's responsibility to motivate their end users to use CRM. This is because they knew the internal processes in addition to having authority. *Interviewee 4: Yes, that's a good word. Because you could always tell somebody to do their work in a certain way but motivation is also their responsibility. That's important.* The summarized literature does not mention the importance of having senior management acting as ambassadors but this was a key element in all of our interviews.

In addition to being decision makers and ambassadors, our interviewees mentioned that it was important to involve senior management due to their reporting requirements. Interviewee 1, who has a senior management role mentioned that: *we also included statistics and reports from the CRM*

*system into the management system.* Because of this, data quality and accuracy is highly important for them. Interviewee number 3 also saw the need for reporting capabilities from a management perspective and stressed the importance of not making the system too complex for end-users. *Interviewee 3: If you are thinking from a management perspective, we need reporting and stuff. We don't need to see the processes and etc., but on a higher level. We need to see the state of the company. So that we have predictability and seeing forecast [...] Very often you see that the CRM system is based on reporting functionality, measuring the KPIs. The difficulty is when it is too heavy and not considering the end users only managers, sales managers and reporting, then it is too heavy to use for the end users.* In this situation, the senior manager acts as an end-user that is extracting information from CRM. The summarized literature does not mention that senior management can act in two roles in regards to CRM. The interviewees from the vendor side did not mention this point of view. They saw senior management as decision makers and funders of the project.

#### 6.9.1 Ownership

The summarized literature argues the importance to involve senior management in the CRM implementation project in order to anchor the project (Rigby et al., 2002). The importance of anchoring the project was supported by many of the interviewees who used words as “steering” and “anchoring” when asked about senior management roles. *Interviewee 4: Anchoring the project high up in management. And it's their responsibility to ensure that everybody is using the system.* In addition, both the interviewees from the client side and vendor side mentioned that it was important with a top-down approach when implementing a CRM system. *Interviewee 1: [...] CEO. So he took ownership, and he told people with his own words, how we were going to use CRM in the future. So without his voice, it's impossible. We always need the top leader to tell us what to do because this was a major shift in the organization.* One of our interviewees has a background from working at the client side. He explained how the lack of involvement from senior management affected a project he was involved in at that time. *Interviewee 5: I started as an application manager, so I was the main contact person at the customer side. I was in contact with the vendor. We did not have senior management involved in the project because they did not have time and did*

*not focus on it. And the project became a little bit... not a success that we hoped for because senior management was not involved. That was a problem. They did fund the project so we got the money we needed. But since the senior management was not involved they did not adopt the project and did not have ownership of the project. So it was difficult for me to get access to the entire organization and get people motivated to use the system.*

## 6.10 Ladder

The interviews were conducted in a laddering approach. With the laddering approach, the researcher tries to gain insights on the individual's core value connected to a concept (Schultze & Avital, 2011). The ladder below is a summary of all the interviewee's ladders.

During our interviews, we noted that many of the interviewees identified "Value" as a core value. Value was mentioned both when they talked about personal values but also creating value for the business. Furthermore, many of the interviewees were concerned about creating success for themselves and the company. Many of them saw a strong correlation between achieving personal success and creating success for the organization. *Interviewee 3: They are the end users of the system, they are entering the input in the system. Crap in is crap out. It is so easy, if you really feel the CRM system as a burden and not a system that is helping you and drive the business forward, they hate it and are not going to use it. They are going to put crap in and just get rid of it, and get it out of their way. But if you see that it is really helping you and giving you information, supporting you in the sales process, giving you value back, then they are going to put the right effort and the right information into the system.*

Many of the interviewees ended up with similar ladders. This might be explained with the similarities in their backgrounds and current professional roles. As noted before, all of the interviewees has experience with CRM on a professional level.

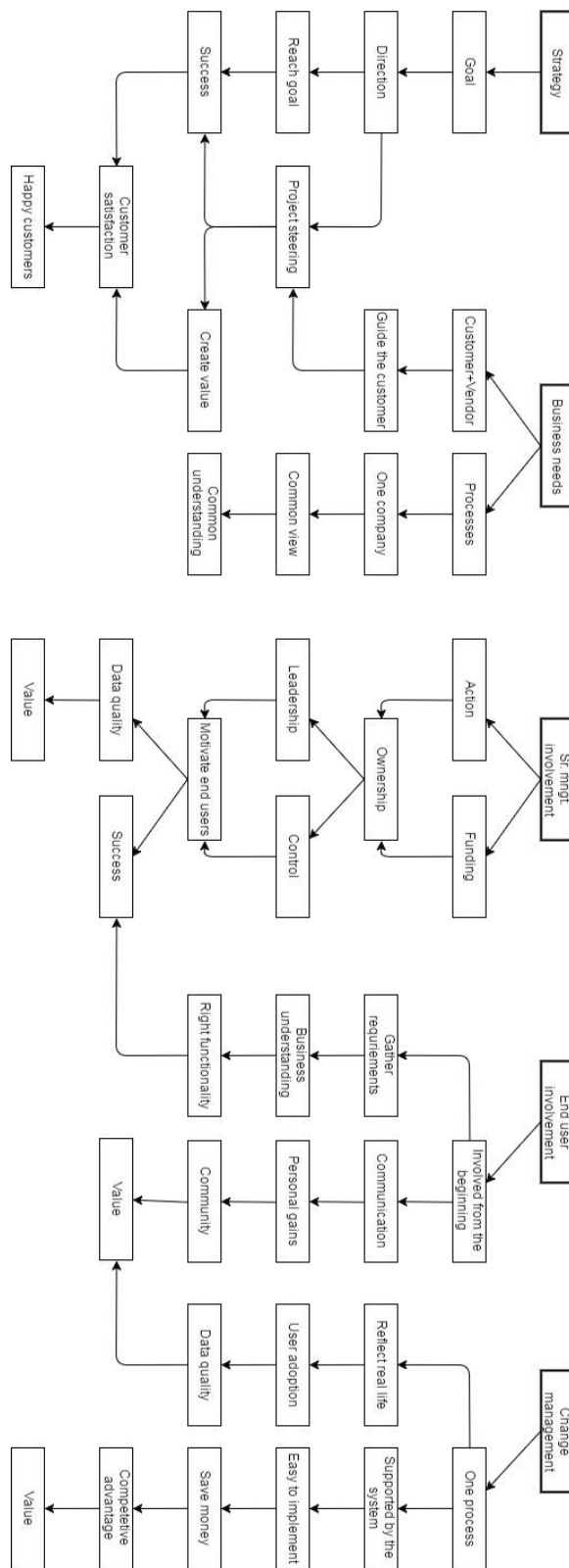


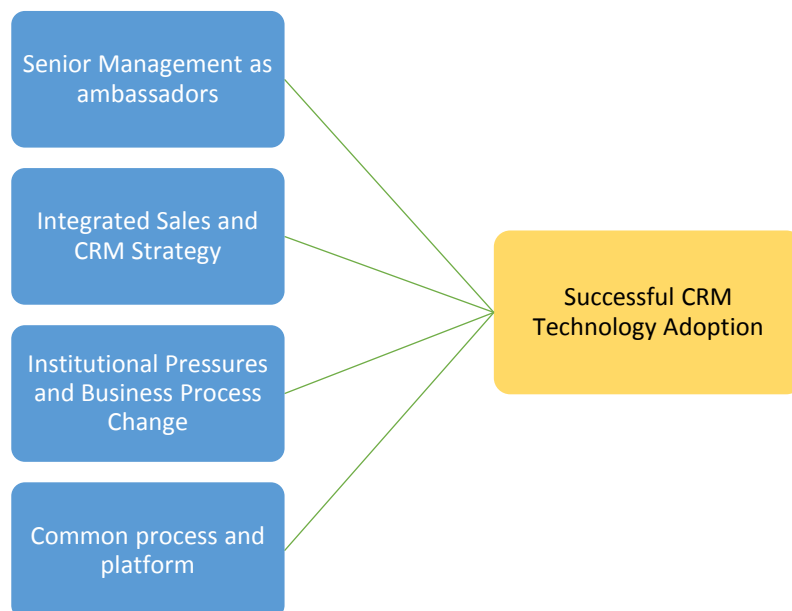
IMAGE 2: LADDER

## 6.11 Findings and discussion

Based on the analysis of the qualitative study we have developed four hypotheses:

1. It is important for the success of the CRM project that senior managers act as ambassadors for the system.
2. Companies where the CRM strategy is linked to the core strategy, have a successful CRM adoption.
3. Companies that start with just a CRM strategy, implement CRM software due institutional pressures from competition or software vendors
4. Global and multinational companies that have one common process in one platform, have a more successful CRM technology adoption.

The conceptual model below outlines the results of the qualitative analysis.



**IMAGE 3: CONCEPTUAL MODEL**

## 7. Quantitative study

After completing the qualitative phase of this study, we obtained a better understanding of our participant's perception in regards to having a CRM strategy among other factors that may affect CRM success. In the quantitative study, we attempt to confirm or reject the hypotheses developed from the qualitative study. The constructs we developed as depicted in image 3, cannot be assessed directly; therefore, we conducted a survey and developed scale items in order to assess each construct directly (DeVellis, 2011:17).

### 7.1 Design

Based on the conceptual model developed from the qualitative analysis, we have identified four constructs: *Senior Management as Ambassadors*, *Integrated Sales and CRM strategy*, *Institutional Pressures and Business Process Change*, and *Common Process and Platform*. We believe that these four constructs have an effect on the success of the CRM Technology adoption. When generating the item pool, we focused on generating questions that would give us better insights into our constructs; as such, we focused on creating reflective questions that gave an indication of the strength of the construct (DeVellis, 2011: 15). Furthermore, our goal was to create items that were short and easy to understand, as lengthy items increases complexity and reduces clarity (DeVellis, 2011:67). After creating our first pool of items, we asked our supervisor to examine our questions before publishing our survey. This resulted in us having to change the wording of some of the questions that were not clear or difficult to understand. In addition, we added a comment field on each page of the survey that the participants could use to elaborate on their answers.

When developing the survey, the 5-point Likert-type scale was chosen in order to measure individual's attitudes towards a series of statements regarding our topics. The respondents were offered 5 choices, where they could select how much they agree or disagree with the statement (McLeod, 2008). The choices ranged from (1) "I do not agree" to (5) "I strongly agree." For our study, the numerical values represent the following:



- 1-2 means the respondent disagree to the statement.
- 3 means the respondent is neutral to the statement, or simply do not know about the topic
- 4-5 means the respondent agrees to the statement.

## 7.2 Evaluation Method

Many studies use factor analysis techniques to analyze survey data such as Exploratory Factor Analysis (EFA) and Confirmatory Analysis (CFA). These techniques can reveal the relationships between the observed variables and the underlying latent factors; thus allowing the researcher to confirm or reject a hypothesis (DeVellis, 2012:17). However, in this study we have selected another evaluation approach. When searching for existing CRM literature, we came across a study by Mendoza et al (2006), where the authors evaluated critical success factors for CRM, via a survey method. In their study, an acceptable level was defined as when seventy-five percent (75%) of the answers from the experts were positive. As their study was similar to ours, we decided to leverage their evaluation approach and utilize it to analyze our survey data. As such, for each of the statements, an acceptable level was defined as when seventy-five percent (75%) of the respondents agree to the statement. Furthermore, as each hypothesis had five survey questions that would be used to test the hypothesis, the average of the five statements will be taken to decide whether to confirm or reject the hypothesis. Thus, if the average of the five statements is greater than 75%, the hypothesis can be confirmed. Conversely, if the average of the five statements is less than 75%, the hypothesis will be rejected. However, besides the 75% acceptance level, we also put extra weight on the responses from the professionals with over 11 years of experience, as their vast experience with the subject is valuable and can help us obtain better insights of the phenomenon being studied.

### 7.3 Survey statements

From the four identified constructs, we developed four hypotheses that were tested with five questions each. The first hypothesis “*It is important for the success of the CRM project that senior managers act as ambassadors for the system*” was tested with the five following statements:

1. The CEO should act as a spokesman for CRM to the organization
2. Senior Management must lead by example in order to increase CRM user adoption
3. Senior Management is responsible for explaining the advantages of CRM to the organization
4. Without senior management involvement, the CRM project is more likely to fail.
5. Senior management has the responsibility to motivate end-users and steer the CRM project

The second hypothesis “*Companies where the CRM strategy is linked to the core business strategy, have a successful CRM adoption*” was tested with the five following statements:

6. *The Sales strategy should be separate from the CRM strategy*
7. *The CRM strategy should be part of the Sales strategy in order to increase CRM technology adoption.*
8. *A CRM project is a stand-alone initiative.*
9. *Having a clear and defined sales strategy increases the chance of succeeding with CRM initiative.*
10. *Without a goal, it is impossible to measure the value of the CRM system*

The third hypothesis “*Companies that start with just a CRM strategy, implement CRM software due institutional pressures from competition or software vendors*” was tested with the five following statements:

11. *An organization should define their sales process before selecting a CRM vendor*
12. *An organization is more likely to invest in CRM when their competitors are investing*
13. *CRM vendors should encourage the client to define their business processes before implementing CRM*
14. *Organizations without defined processes will not succeed with their CRM initiative*

15. *Organizations without defined business processes are more likely to be influenced by vendors.*

The fourth and final hypothesis “*Global and multinational companies that have one common process in one platform, have a more successful CRM technology adoption*” was tested with the five following statements:

16. *An organization should have one standard sales process*
17. *An organization should have common CRM platform.*
18. *: I have better communication with my colleagues knowing that we follow the same process.*
19. *Having better communication with my colleagues, makes me feel part of a community.*
20. *In multinational organizations, the business processes should be adjusted to fit the local culture.*

## 8. Quantitative results

The purpose of the quantitative analysis is to summarize and discuss the responses given by the participants of the survey. Our goal was to receive at least 100 responses to the survey in one week. The survey was published on CGI's intranet, Facebook and LinkedIn. However, due to the Easter holiday we received 79 responses in one week. This might affect our data validity in some questions.

### 8.1. Hypothesis 1

**Hypothesis 1:** *It is important for the success of the CRM project that senior managers act as ambassadors for the system.*

The following five items were developed in order to confirm or reject hypothesis 1.

*Statement 1: The CEO should act as a spokesman for CRM to the organization.* With a total of 51 (65%) of the responses equating to 4 or 5, we can conclude that the majority of the participants agree with this statement. However, 12 respondents were neutral regarding this statement and selected 3 as their answer, 16 (20%) of the responses did not agree with the statement.

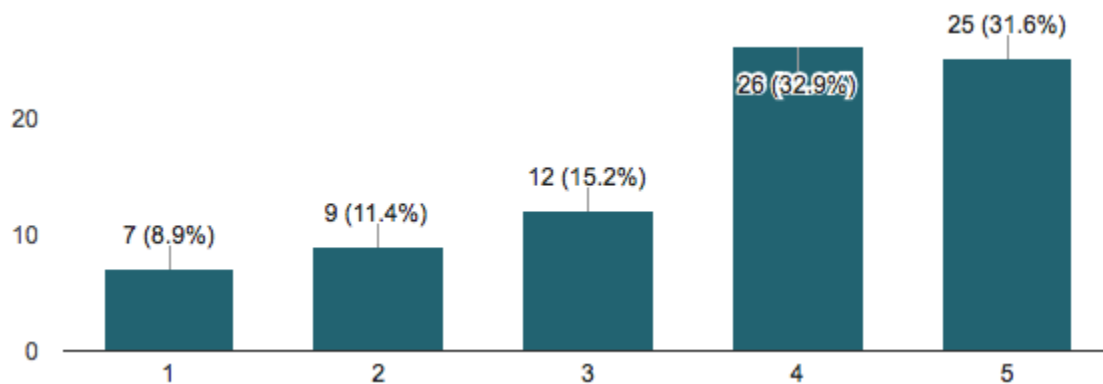


IMAGE 4: STATEMENT 1

*Statement 2: Senior Management must lead by example in order to increase CRM user adoption.* This statement was unarguably agreed by almost all of the respondents, with a total of 70 (89%) of

the respondents selecting 4-5 as their answer. Only 7 respondents were neutral to this statement and selected 3 as their answer, while 2 respondents did not agree with the statement.

*Statement 3: Senior Management is responsible for explaining the advantages of CRM to the organization.* With a total of 59 (75%) of the respondents selecting 4-5 as their answer we can conclude that the participants agreed with this statement. While 10 respondents were neutral, another 10 did not agree with the statement.

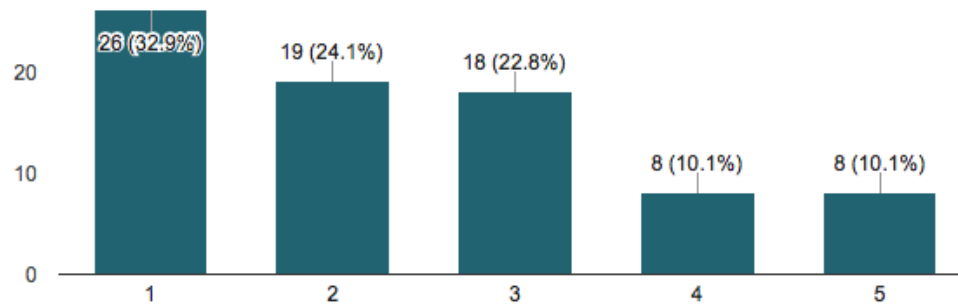
*Statement 4: Without senior management involvement, the CRM project is more likely to fail.* This questions received similar responses as question 3, with 61 (77%) respondents selecting 4-5 as their answer and agree with the statement. 9 respondents were neutral and selected 3 for their answer, while another 9 did not agree with the statement.

*Statement 5: Senior management has the responsibility to motivate end-users and steer the CRM project.* Most of the respondents seem to agree with this statement as 57 (72%) of the respondents selected 4-5 as their answer. 12 respondents were neutral and selected 3 as their answer, while only 3 respondents selected did not agree with the statement.

## 8.2 Hypothesis 2

***Hypothesis 2:*** *Companies where the CRM strategy is linked to the core business strategy, have a more successful CRM adoption.*

*Statement 6: The Sales strategy should be separate from the CRM strategy.* This question received mixed answers from our respondents. Most of the respondents did not agree with the statement as a total of 45 (57%) respondents selected 1-2 as their answer. 18 respondents were neutral to the statement, while 16 respondents agreed or strongly agreed that the sales strategy should be separate from the CRM strategy.



**IMAGE 5: STATEMENT 6**

*Statement 7: The CRM strategy should be part of the Sales strategy in order to increase CRM technology adoption.* With a total of 60 (76%) of the respondents selecting 4 or 5 as their answer, the majority of the respondents agreed or strongly agreed with this statement. While 11 respondents were neutral in regards to the statement, and 3 did not agree that the CRM strategy should be part of the sales strategy.

*Statement 8: A CRM project is a stand-alone initiative.* Similar to statement 8, almost all of the respondents did not agree with this statement and there were very few opposing responses. A total of 63 (80%) respondents selected 1 or 2 as their answer and do not agree with the CRM project existing as a standalone initiative. While 13 respondents were neutral regarding this statement and 3 agreed that the CRM project should be stand-alone.

*Statement 9: Having a clear and defined sales strategy increases the chance of succeeding with CRM initiative.* 62 (79%) of the respondents agreed or strongly agreed with this statement. Only 12 respondents were neutral with their response while 5 did not agree with the statement.

*Statement 10: Without a goal, it is impossible to measure the value of the CRM system.* The responses to this statement were very similar to statement 9. With 63 (80%) of the respondents selecting 4 or 5 as their answer, they agree or strongly agree that a clear and defined sales strategy

has a positive effect on the CRM initiative. 12 respondents were neutral with the statement, while 5 did not agree with the statement.

### 8.3 Hypothesis 3

**Hypothesis 3:** *Companies that start with just a CRM strategy, implement CRM software due institutional pressures from competition or software vendors*

*Statement 11: An organization should define their sales process before selecting a CRM vendor.* Half of our respondents, 50%, highly agreed with this statement and only one person (1,3%) that did not agree with this statement. In addition, only 11 people (14%) were neutral to the statement and selected scale number 3.

*Statement 12: An organization is more likely to invest in CRM when their competitors are investing.* This statement received a wider variety in responses. One person did not agree with the statement and 22 people (28%) were neutral to the statement. 43 people agreed with the statement and answered with scale number 4 and 5.

An organization is more likely to invest in CRM when their competitors are investing  
(79 svar)

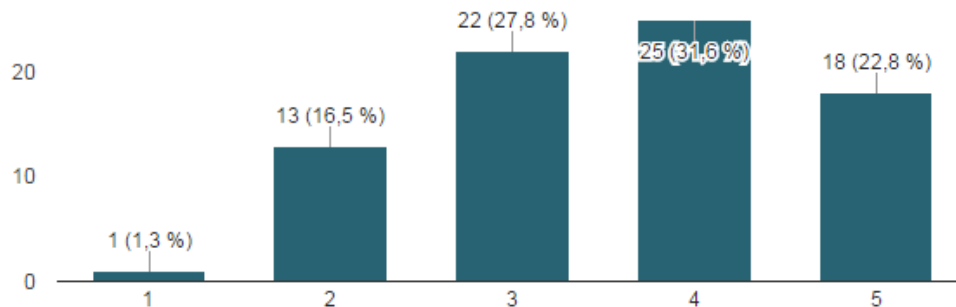


IMAGE 6: STATEMENT 12

*Statement 13: CRM vendors should encourage the client to define their business processes before implementing CRM.* 61% of the respondents answering that they highly agreed with the statement. One person responded with scale number 1 and one person responded with scale number 2. Furthermore, only six people were neutral in their response.

*Statement 14: Organizations without defined processes will not succeed with their CRM initiative.* Most of our respondents agreed with this statement and 55 people chose scale number 4 and 5. One person disagreed with the statement and answered with scale number 1 and 11 people (14%) were neutral and answered with scale number 3.

*Statement 15: Organizations without defined business processes are more likely to be influenced by vendors.* This statement received zero scale number 1 respondents and only 2 people answered with scale number 2. 65 people agreed with the statement where 30 of these highly agreed.

### Organizations without defined business processes are more likely to be influenced by vendors

(79 svar)

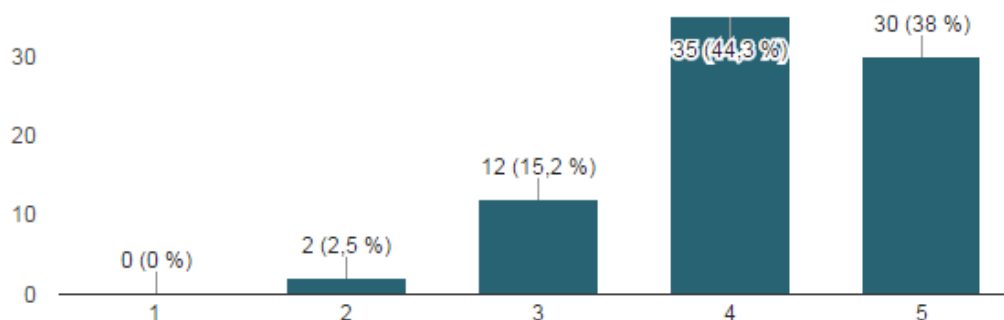


IMAGE 7: STATEMENT 15



## 8.4 Hypothesis 4

**Hypothesis 4:** *Global and multinational companies that have one common process in one platform, have a more successful CRM technology adoption.*

Statement 16: *An organization should have one standard sales process.* This statement received mixed answers. 30 people responded with scale number 1 and 2, and did not agree with this statement. 14 people were neutral to the statement and 35 people agreed with the statement.

**An organization should have one standard sales process** (79 svar)

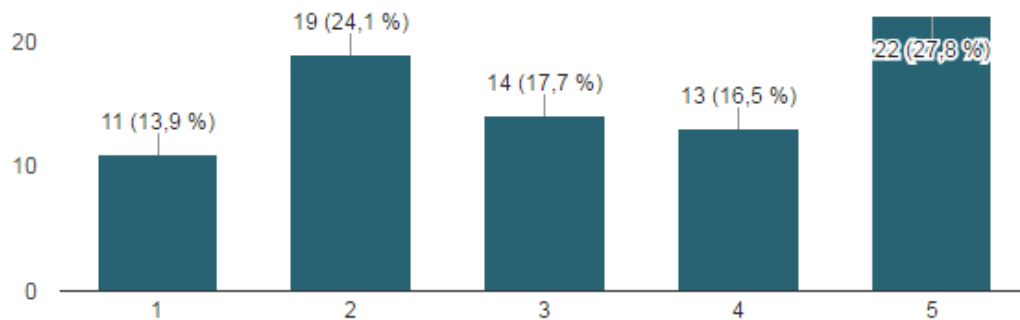


IMAGE 8: STATEMENT 16

Statement 17: *An organization should have common CRM platform.* More than half of the respondents, 56%, answered that they highly agreed to this statement. Only 2 people did not agree with this statement and selected scale number 1 and 2. In addition, 8 people were neutral to the statement and 25 people agreed with the statement and selected scale number 4.

Statement 18: *I have better communication with my colleagues knowing that we follow the same process.* For this statement, we received no respondents who had selected scale number 1 or 2. The statement received an overwhelming positive amount of respondents where 40 people highly agreed and 34 people agreed to the statement. 5 people were neutral to the statement and selected scale number 3.

I have better communication with my colleagues knowing that we follow the same process

(79 svar)

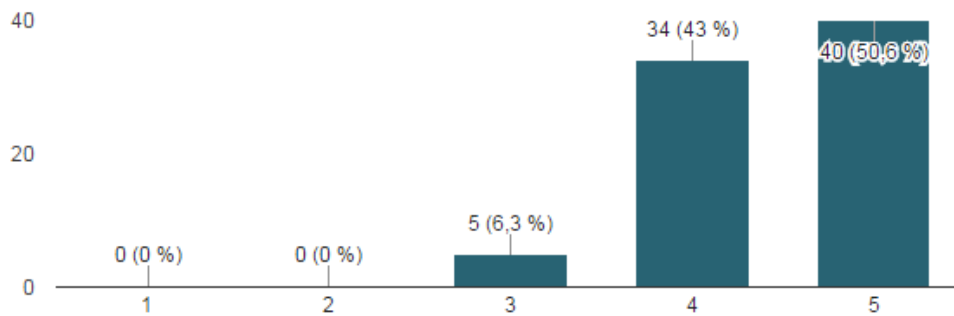


IMAGE 9: STATEMENT 18

Statement 19: *Having better communication with my colleagues, makes me feel part of a community.* This statement did not receive any scale number 1 respondents. Almost half of the respondents, 47%, highly agreed and 25 people agreed to the statement. Two people responded with scale number 2 while 15 people were neutral to the statement.

Statement 20: *In multinational organizations, the business processes should be adjusted to fit the local culture.* 63 people agreed with this statement and 33 of them highly agreed. Only four people did not agree with the statement and two of these responded with scale number 2. Furthermore, 12 people were neutral to the statement and answered with scale number 3

## 9. Quantitative Discussion

In this chapter, we discuss the results from the quantitative study. The goal of this chapter is to compare the results against the summarized literature and elements from the qualitative study in order to verify or reject the hypothesis.

### 9.1 Hypothesis 1

**Hypothesis 1:** *It is important for the success of the CRM project that senior managers act as ambassadors for the system.*

The statements described in the results section were developed in order to test hypothesis 1 and either confirm or reject the notion that senior management should be ambassadors for CRM. The literature considers senior management involvement as a key factor for CRM success, as their involvement adds importance to the project and it helps manage change within the organization. Furthermore, the involvement of senior management prevents the CRM solution from becoming a silo system and creates a single point of view of the customer (Wilson et al. 2002). Moreover, our interview subjects from the qualitative phase of this study, stated that senior management should take ownership of the project and steer the CRM project in the right direction. Most importantly, our interviewees highlighted that senior management should act as the ambassadors of the CRM system to the organization.

Statements 2-5 received high percentages, where at least 72 % of the respondents agreed or strongly agreed with the statements that senior management should be greatly involved with the CRM implementation and adoption. However, *statement 1: The CEO should act as a spokesman for CRM to the organization*, received the most mixed responses from this section. 16 (20%) out of the 79 respondents did not agree with this statement. Based on the comments that some of the respondents provided, they believe that senior management should be involved, but their involvement greatly depends on the size of the organization. They added that the CEO can take on the role of spokesman for CRM in smaller companies, but this is not feasible in larger companies, where the number of

projects in their portfolio is substantially larger than in smaller companies. It must be noted that out of the 16 respondents that disagreed with this statement, 14 of them had less than 5 years of CRM experience. We are not doubting their knowledge in regards to CRM, but on the other hand, respondents with more than 11 years of CRM experience agreed or strongly agreed with this statement. Thus, it can be argued that respondents with more years of CRM experience, have more knowledge and insights regarding CRM projects and their responses merits greater consideration.

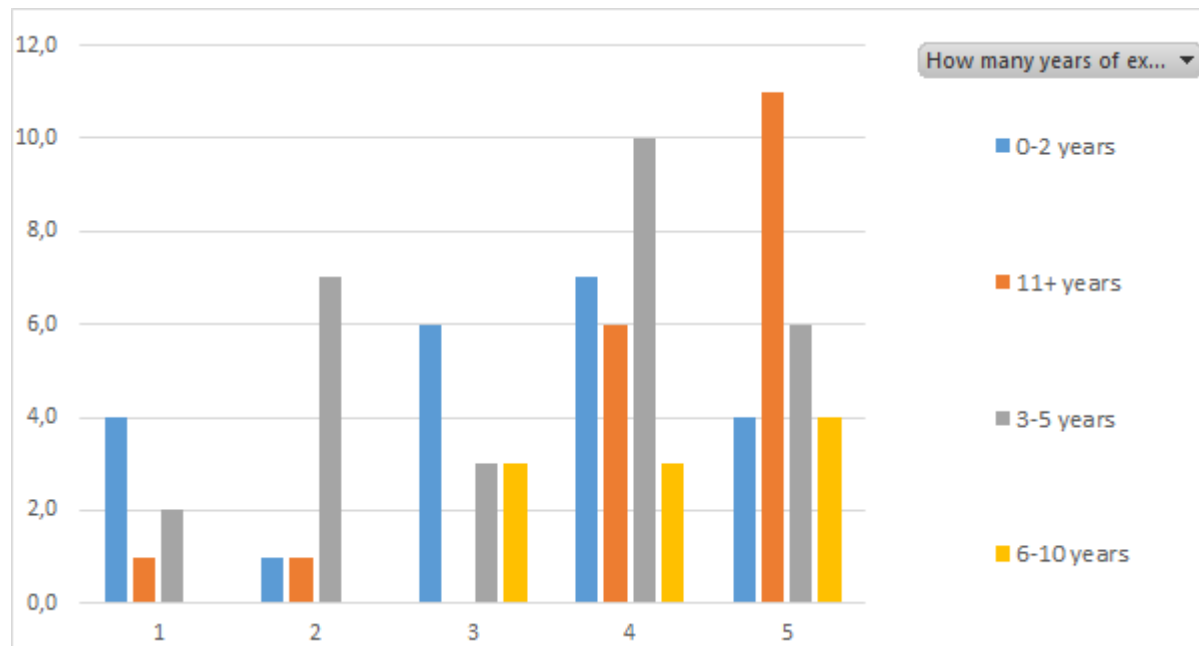


IMAGE 10: STATEMENT ONE, HYPOTHESIS ONE.

Nevertheless, as statements 1-5 received responses averaging 76% in agreement with the statements, we can confirm this hypothesis and conclude that senior management should act as ambassadors for the CRM system in order for the CRM project to be successful. This confirmation is also supported by the literature, as according to Mendoza et al. (2006), senior management has the role to convince those under their supervision of the benefits of the CRM implementation. *“Those on top of the organization must become the main promoters of CRM, and must convey the motivation and commitment to all other level of the company.”* Furthermore, their study reveals that in order to ensure senior management commitment and participation, the CRM project must

(1) be present in the company's strategic plan, (2) include key members of the board of directors who are also well-informed with the company's operations and (3) be connected to the board of director's objectives upon completion (Mendoza et al., 2006)

## 9.2 Hypothesis 2

**Hypothesis 2:** *Companies where the CRM strategy is linked to the core business strategy, have a more successful CRM adoption.*

The first statement for this hypothesis began with Statement 6: *The sales strategy should be separate from the CRM strategy*, where it received the most mixed responses from this section. 57% of the respondents disagreed with the statement; which means that only 57% believe that the Sales strategy and CRM strategy should be linked together. We expected a larger percentage of the respondents to disagree with this statement, as this statement was developed from the qualitative phase of this study, where our participants emphasized the need for the CRM strategy to be part of the company Sales strategy. Despite the low percentage, 14 (74%) out of the 19 respondents with over 11 years of CRM experience disagreed with this statement. This is important to note, as we consider the respondent's vast experience with CRM to be very valuable for our investigation. Moreover, this statement also received the most neutral responses from this section. With 23% of respondents selecting an answer of 3, we thus assume that the respondents had no opinion about the matter. We cannot concretely know the reason why the respondents selected a neutral answer; however, based on the comments provided by a few of the respondents, we were able to obtain some insights. One respondent stated that merging the CRM strategy along with the sales strategy is only applicable for sales-oriented companies, and is not considering service-oriented scenarios such as government councils, utility companies and charity organizations; those scenarios would not have a sales strategy (Respondent 14).

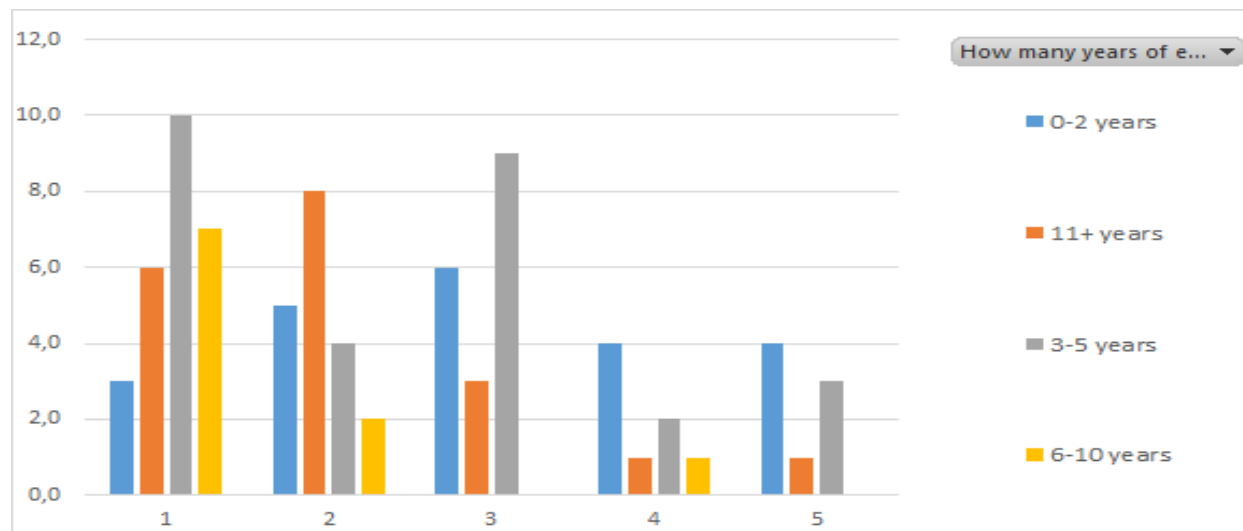


IMAGE 11: STATEMENT SIX, HYPOTHESIS TWO.

The next item to test this hypothesis was Statement 7: *The CRM strategy should be part of the Sales strategy in order to increase CRM technology adoption*. This item was very similar to statement 6 but phrased in a positive way. In essence, it should have received the same type of responses as item 6, but surprisingly, this statement received almost 20% more support than statement 6. 76% of the respondents agreed with this statement and believe the CRM strategy should be part of the Sales strategy. Similarly, the number of neutral responses went down to 11 respondents, but according to the comments provided by one of the respondents, the reason for remaining neutral to the statement is that sales strategies tend to change quickly and the CRM system should be open and as standard as possible to allow the adoption of new strategies in the future (Respondent 17).

Continuing with the next item to test this hypothesis was Statement 8: *A CRM project is a stand-alone initiative*. This statement was very similar to statement 6, as we wanted to find out whether the respondents perceived a CRM project to be part of a bigger strategy or a separate element. However, the results were significantly different, as 80% of the respondents disagreed with this statement, while only 57% disagreed with statement 6. Based on the comments, we can assume that the reason for this variance is because this statement has no reference to the Sales strategy. As previously mentioned, other business functions besides Sales can utilize CRM; hence, this

statement is more general and applicable for different business scenarios. Thus, the findings suggest that the respondents perceive that a CRM project should be part of a bigger strategy.

The next item to test this hypothesis was Statement 9: *Having a clear and defined sales strategy increases the chances of succeeding with the CRM initiative.* The majority (79%) of the respondents agreed with this statement. This indicates that our respondents agree that a well-defined sales strategy will impact and positively affect the CRM implementation. We expected to receive a high percentage of responses agreeing with this statement, as our qualitative results revealed that our respondents consider that the Sales and CRM strategy should be linked together. These results are further supported by a survey conducted by The Giga Group Inc. (2001), which reveals that one of the main factors that leads to CRM failure is the lack of clear business objectives.

The last statement to test this hypothesis was statement 10: *Without a goal, it is impossible to measure the value of the CRM system.* In the same way as statement 9, the large majority (80%) of the respondents agreed to this statement and we expected to receive these types of responses. Our interview participants stressed the need to have goals for CRM, as establishing them prior to the implementation, can enable the organization to measure whether they have achieved the desired objectives. The literature also supports this practice, according to Mendoza et al. (2006), it is important to communicate the objectives for the CRM project, as well as follow-up on those objectives. Thus defining objectives for the implementation of the CRM project becomes a critical success factor. Mendoza's study proposes metrics– that if implemented – will increase the success of the CRM project. These metrics include: (1) defining general and specific objectives and (2) defining short-term, medium-term, and long-term objectives (Mendoza et al., 2006)

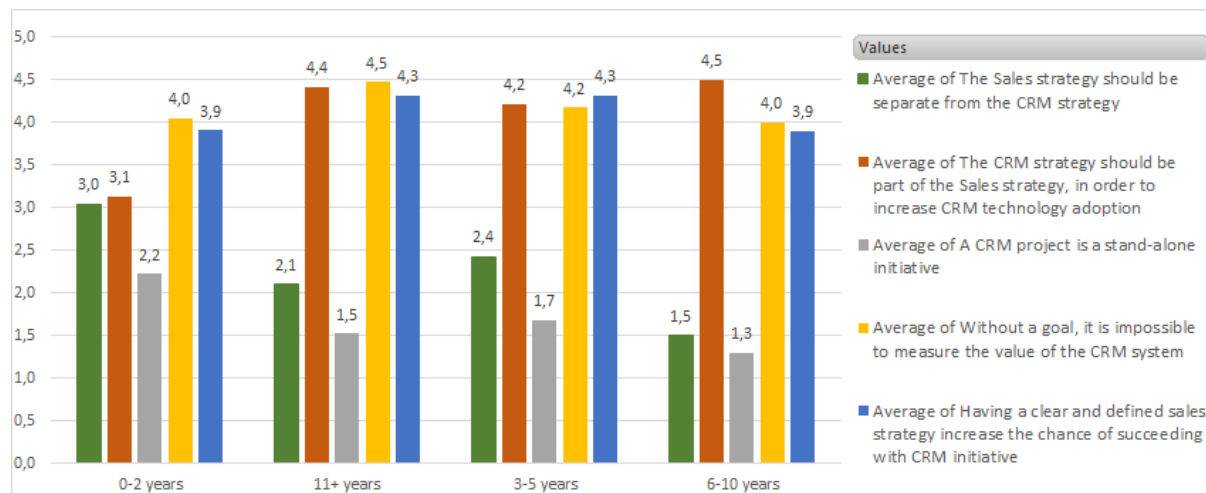


IMAGE 12: AVERAGE RESPONSES FOR ALL STATEMENTS LINKED TO HYPOTHESIS TWO.

The five statements above were created in order to investigate our respondent's perception of a CRM strategy and test this hypothesis. As statements 6-10 received responses averaging 74% in agreement with the statements, we can confirm this hypothesis and conclude that companies where the CRM strategy is linked to the core business strategy, have a successful CRM adoption.

### 9.3 Hypothesis 3

**Hypothesis 3:** *Companies that start with just a CRM strategy, implement CRM software due institutional pressures from competition or software vendors.*

The tenth statement “An organization should define the sales process before selecting a CRM vendor” was developed from the qualitative analysis where many of the interviewees believed this was an important factor. In addition, Kotorov (2003) argues that a CRM system only can improve good business processes and not improve poor quality business processes. All senior managers agreed with this statement and in total 63 out of 79 respondents agreed with the statement. One of the respondents commented that “It is imperative for an organization to have a clear and defined sales strategy, that supports the overall strategy of the Company. Then the implementation of a CRM can be successful”. From the amount of respondents who agreed with the statement, we can



argue that people agree with the literature in the importance of establishing a business process in advance of engaging in a CRM project.

The eleventh statement “*An organization is more likely to invest in CRM when their competitors are investing*” received mixed responses even though the literature supports the argument. Institutional theory argues that an organization will strive to be and act similar as competitors in order to stay competitive (DiMaggio & Powell, 1983) and the pressure to stay competitive can influence an organization to invest in CRM (Kotorov, 2003). Furthermore, many of our interviewees noted that it was important for their organization to stay competitive in order to create value for themselves and for the organization. In total, more respondents agreed with the statement than those who did not agree. From the people who agreed with the statement, respondents with more than 3 years of experience had a higher representation. In addition, 11 out of 19 professionals with more than 11 years of experience agreed with the statement, four were neutral and four did not agree. Furthermore, this statement received the most neutral responses of all the statements related to hypothesis 3. Nearly 30% of the respondents were neutral to the question. Even though more than half of the respondents (54%) agreed with the statement, 46% of the respondents were either neutral or disagreed with the statement. There are no comments related to this statement and it is therefore difficult to further explore why some respondents were neutral to the statement.

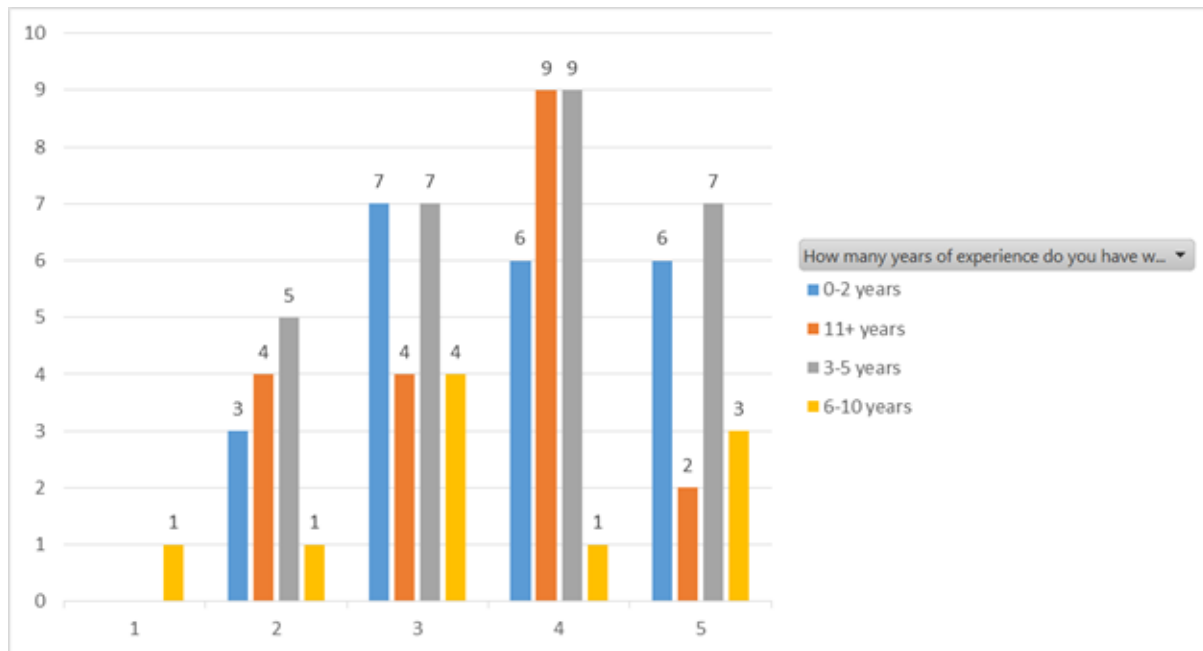


IMAGE 13: STATEMENT ELEVEN, HYPOTHESIS THREE.

The twelfth statement “*CRM vendors should encourage the client to define their processes before implementing CRM*” received a very low number of respondents who disagreed with the statement. Out of the people who disagreed, one professional with more than 11 years of experience answered with scale number 1. Furthermore, six people were neutral to the statement. This statement was developed on the background of the qualitative study, where some of the interviewees noted that the vendor needed to steer the client in order to have a successful CRM implementation. During the qualitative study, the interviewees noted that it was important to have a defined process in advance of implementing a CRM system. Out of the people who agreed with this statement, more than half (61%) highly agreed. In total, 9 out of 10 (90%) people agreed with the statement. As the respondents of the survey represented both the client and vendor side, it is clear that it is a mutual understanding of the importance that the vendor guide the client in this matter. According to Nguyen et al. (2007), insufficient help from CRM vendors is one of the pitfalls of a CRM project that can cause a CRM initiative to fail.

More than half of the responders (70%) agreed with the thirteenth statement “*Organizations without defined processes will not succeed with their CRM initiative*”. This statement has support both from the literature and from the qualitative study. According to Nguyen et al. (2007), the CRM initiative will fail because the CRM system should support the business processes. Successful CRM implementations supports the overall business processes and business strategy (Foss et al., 2008). Furthermore, the qualitative study revealed that our interviewees believed that the functionality of the CRM system should be based of the business processes. Out of the professionals with more than 11 years of experience, 15 out of 19 agreed with the statement. We received 11 neutral responses but as there are no comments connected to this statement it is difficult to explain why they were neutral. From the people who were neutral in their response, five of them had between 0-2 years of experience with CRM.

The fourteenth and final statement “*Organizations without defined business processes are more likely to be influenced by vendors*” received zero scale number 1 responses, meaning that none of the respondents completely disagreed with the statement. The statement has its origin in the summarized literature and qualitative study, where the interviewees believed that the vendor should help the client to decide on functionality. As previously mentioned, it is crucial for the success of the CRM project that vendor's support the client in all aspects of the CRM projects, which also includes business processes (Nguyen et al., 2007).

In total, none of the statements received an average score below the value 3. This means that the respondents did not disagree with any of the statements. However, the respondents with more than 6 years of experience with CRM scored the statements lower than the other participants. Respondents with 6-10 years of experience had the average score below 4 on three statements, and respondents with more than 11 years of experience had the average score below 4 on two statements. The respondents with 0-5 years of experience gave the statements a higher score and statement 2 received the lowest average score out of all five statements connected to hypothesis. A similar study conducted by Hillebrand, Nijholt, & Nijssen (2011) came to the conclusion that organizations can be affected by competitors and other trendsetters to invest in CRM, but that the return of investment will be lower than in organization who were not affected. Based on the result

of the survey it is difficult to verify hypothesis 3: *Companies that start with just a CRM strategy, implement CRM software due institutional pressures from competition or software vendors.* In order to verify the hypothesis, we would have liked to see the more experienced professionals scoring the statements higher. The hypothesis could also have been verified on the same average scores if we had more participants in the survey.

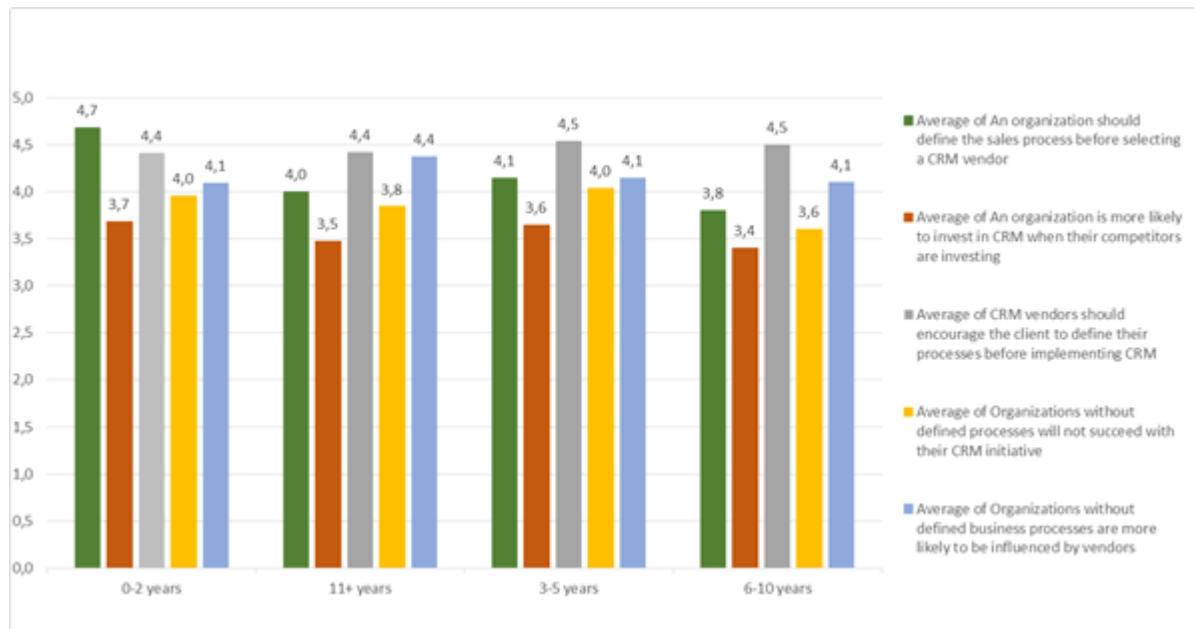


IMAGE 14: AVERAGE RESPONSES FOR ALL STATEMENTS LINKED TO HYPOTHESIS THREE.

## 9.4 Hypothesis 4

**Hypothesis 4:** *Global and multinational companies that have one common process in one platform, have a more successful CRM technology adoption.*

The first statement related to hypothesis 4 “*An organization should have one standard sales process*” received mixed responses. In advance of doing the survey, the assumption was that senior managers would agree more with this question than the end-users. This assumption proved to be right as 9 out of 14 senior managers agreed with the statement. Of the end users, 5 out of 17 agreed with the statement while 9 did not agree. Through the survey we can see that senior managers and consultants have the same perspective on this statement. This could be explained with the fact that both of these groups have an overview of an organization’s goals and business processes. End users might be more reluctant, as it is their daily work that is affected by the processes. One of the participants from the survey argued that “*Organizations sell a multitude of things, so one standard process will not suit all items for sale*”. The senior managers that were involved in the qualitative study expressed the importance of having one sales process because it enabled the organization to act unified towards customers. Furthermore, the qualitative study revealed that end-users might resist a CRM system because of the changes it involves. In addition, another survey participant commented that one common process is ideal but that it’s not always practical or possible.

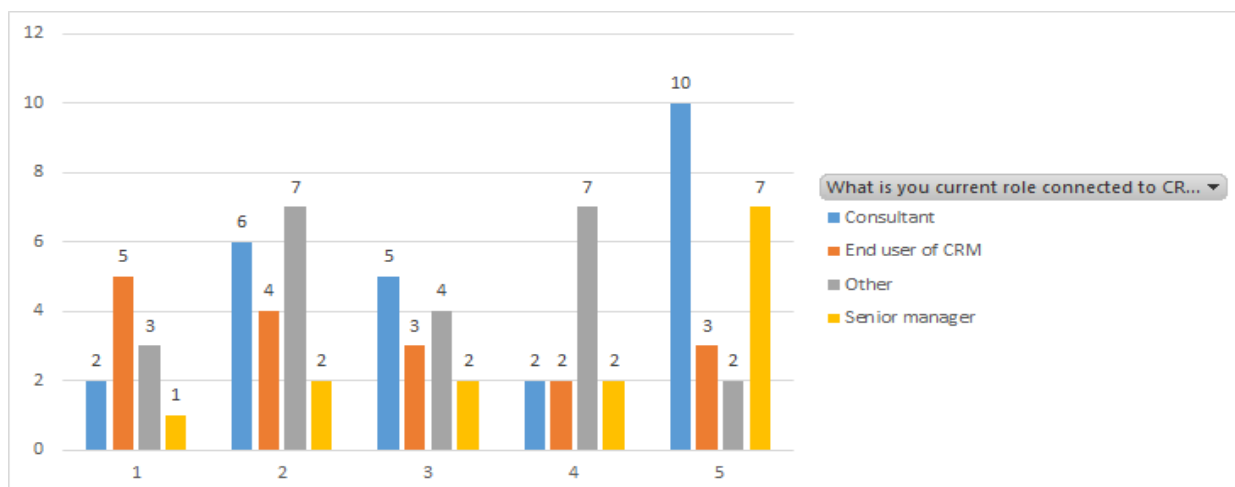


IMAGE 15: STATEMENT FIFTEEN, HYPOTHESIS FOUR.

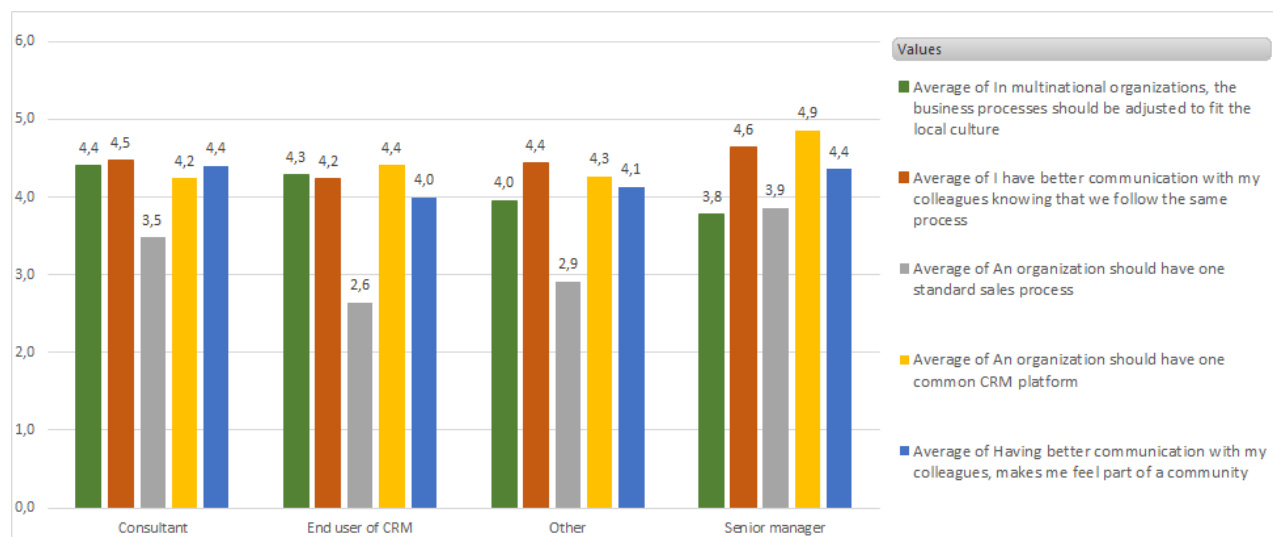
With the sixteenth statement *“An organization should have common CRM platform”*, more than 85% of the participants either agreed or highly agreed. This opinion was also expressed during the qualitative study where some of the interviewees saw it as a critical success factor. The summarized literature supports the statement and according to Kotorov (2003) it is critical to have one common platform in order to avoid silo systems. Only two participants of the survey did not agree with the statement. Furthermore, 8 people were neutral to the statement.

The seventeenth statement *“I have better communication with my colleagues knowing that we follow the same process”* relates to statement 1. Even though the first statement received mixed responses, almost 94% of the participants agreed with the third statement. The statement is created from the outcome of the qualitative analysis where the interviewees believed it was important to have one process to speak the same business language. The nineteenth statement *“Having better communication with my colleagues, makes me feel part of a community”* was also created from the outcome of the qualitative study where the word community and being part of something was important for many of the interviewees. Close to 77% respondents agreed with the statement and only two participants chose scale number 2 as their answer.

Statement twenty *“In multinational organizations, the business processes should be adjusted to fit the local culture”* also received a high number of participants who agreed. Close to 80% of the respondents agreed with the statement and only 4 people disagreed with the statement. One of the participants commented *“There should be one base process with local adjustments”*. This opinion was also reflected upon during the qualitative study where the participants argued that local practices might have an impact on the business processes. Furthermore, the literature supports the statement and argues that local laws can affect how business should be carried out (Rigby et al., 2002).

In general, the fourth hypothesis received a high share of people agreeing with the statements. The first statement received the most mixed feedback where the end-users answered with the lowest average score of 2,6. Statement two and three, which could be considered as direct benefits of

having one standard sales process, received a much higher average score from all the participants. The results of the survey reveals that our participants agree with the benefits of having one standard sales process but in addition, they see that it is difficult to achieve. During the qualitative study, one senior manager commented that *“It makes it much easier to manage a company and understand the status of the sales situation when you have one process/ one system, and a common view of things”*. Overall, the average scores were high and supports the hypothesis, and we can therefore confirm hypothesis 4.



**IMAGE 16: AVERAGE RESPONSES FOR ALL STATEMENTS LINKED TO HYPOTHESIS FOUR.**

## 10. Reflections

The goal of this study was to explore the phenomenon of CRM system implementations and answer the research question of: *Why do companies need a CRM strategy to have a successful CRM technology adoption, and how can other factors affect the success of the CRM initiative?* Existing CRM literature highlight the importance of having a CRM strategy, but not many discuss what constitutes a CRM strategy or how the CRM strategy fits into the overall company strategy. In the same fashion, the existing literature implies that organizations—big, small or in any industry—need a CRM strategy to be successful. However, our findings demonstrate that a CRM strategy is beneficial, but it largely depends on the scope of the CRM project. Thus, in order for us to understand the intricacies of a CRM strategy, we began by obtaining a clear definition of CRM.

As previously stated, CRM is a cross-functional, technology-integrated business strategy that strengthens relationships with customers and encompasses the entire organization (Bull, 2003). The first reason why a CRM strategy may be needed is in its definition—the key words are cross-functional and integration. When CRM is fully implemented in an organization, business functions such as marketing, sales, services, and others depending on the industry (Chen et al., 2003), are integrated and feed off from one another. Thus, a CRM business strategy would include all relevant business functions where client interaction is involved. Moreover, the CRM initiative would be part of a corporate project—instead of a department project—where the departments involved could voice their opinions or concerns regarding CRM and work together towards achieving the organization's objective.

A second scenario where a CRM strategy may be applicable depends on the type of customer relationship the organization wants to have with their customers. The study referenced earlier by Payne et al. (2008), described four strategic approaches to CRM, from the least sophisticated product-based selling, to the most sophisticated individualized CRM. Before embarking on the CRM initiative, the organization must decide on the CRM approach that is the most appropriate according to their industry. Thus, companies that want to have a stronger relationship with their



customers and offer a higher degree of customer individualization, would benefit from a CRM strategy, as they would need to integrate customer data across multiple channels.

Furthermore, based on the type of customer relationship the company decides upon, there are different types of CRM systems to select from. The study done by Tanner et al. 2005, describes the three types of CRM systems which are strategic, analytical, and operational. Strategic CRM refers to the decision-making processes entailed when describing and building a customer oriented business strategy. The focus is to learn from their customers and develop insights that will strengthen relationships with current customers and attract prospective customers. Strategic CRM can then be coupled with analytical and operational CRM. Operational CRM concentrates on the areas of customer support and automation, while Analytical CRM allows organizations to analyze critical information and supports and enhances the decision-making process in an organization. For those reasons, having a CRM strategy contributes to a successful CRM implementation, as it allows all relevant functions to participate in the initiative and work towards a common goal of keeping customers satisfied.

On the other hand, not having a CRM strategy does not mean the project is doomed for failure. There are other factors that can contribute to a successful CRM initiative, besides having a CRM strategy. Thus, we seek to discover other influential factors that affect CRM success with the following sub-question: *How can other factors affect the success of the CRM initiative?* Our results reveal that organizations do not necessarily need to have a CRM strategy in order to have a successful implementation. As demonstrated in the findings and discussion section, we were able to confirm the hypothesis that having a *CRM project that is linked with the core business strategy*, can lead to a successful CRM system adoption. As long as the CRM project is integrated with the core business— in our study, the Sales strategy —and there is coordination and communication among the participants involved, the CRM initiative can succeed. The need of a CRM strategy is greatly dependent on the scope of the project and the level of sophistication of the CRM approach. Our findings reveal that companies that wish to implement a small-scale form of CRM, can include

the CRM project as part of their Sales or Marketing strategy, and still have a successful CRM system adoption.

Furthermore, through our research, we were able to confirm that not only senior management involvement is vital to the CRM initiative, but most importantly, *Senior Management must act as Ambassadors for CRM*. It is their role as leaders to promote CRM to the organization. Even for large corporations that have multiple projects in their portfolio, if their business strategy is to become a customer-oriented organization, it is imperative that they take effective leadership and convey this message to the rest of the organization. They must start by engaging their employees, explaining to them the benefits and results they can achieve with the utilization of the CRM solution. By elaborating on these benefits, it can spark curiosity in users and motivate them to see CRM as an ally that can help them become better at their jobs.

A second factor discovered in this study that positively affects the success of a CRM initiative is having a *Single Common Process and Platform*. Even though we have not been able to find similar research to confirm our findings, Thoreson (2012) argues that having a common sales process can help improve and educate the sellers in an organization. This was confirmed through our qualitative study where one of our senior managers explained he used the CRM system to educate his employees. For him, a single sales process was not only beneficial for the organization but also for the sellers as he could use it to coach them. In addition, almost all the respondents in our quantitative study agreed with the statement 17: *I have better communication with my colleagues knowing that we follow the same process*. The respondents agreed to this even though they did not agree that a company should have a single process. Furthermore, Seeburger (2013) argues that an organization should have one single platform as it reduced the costs and risks connected to the platform. In addition, a single platform improves the data quality as there is a single source of truth (Seeburger, 2013). Our qualitative study confirms this as many of the interviewees saw a strong correlation between data quality and creating value for the organization. The quantitative study

revealed that the participants strongly agreed with the fact that a company should have one CRM platform.

## 11. Conclusion

This aim of this study was to explore the underlying reasons as to why companies should develop a CRM strategy before embarking on a CRM initiative. Apart from establishing a CRM strategy, we also aimed to examine other factors that contribute to the success of a CRM initiative. First, a comprehensive literature review was done in order to obtain a better understanding of the research question at hand, and build our theoretical foundation. The review was a concept-centric literature review, where the most relevant themes regarding our research question were Enterprise Systems, Relationship Management, CRM as a strategy, Characteristics of Successful CRM Projects and Pitfalls. Based on the literature review themes, the qualitative study was conducted and analyzed. From the qualitative analysis, we derived four hypotheses that would be the foundation of the quantitative study. Lastly, as part of the quantitative study, a survey was conducted in order to test the four hypotheses and answer our research question.

There is a myriad number of CRM studies addressing the importance of having a CRM strategy, and many authors imply the lack of strategic focus as the culprit for CRM failure. Thus, the literature suggests that a CRM strategy is vital for the success of the CRM initiative. However, the findings of this study suggests otherwise. Through our research, we were able to discover that not all organizations need to have a CRM strategy in order to have a successful CRM project. Certainly, a CRM strategy can be advantageous for organizations that plan to convert to a customer-centric organization, where customer data is integrated across multiple channels and thus providing customers with an individualized customer experience. However, companies that plan to implement a less sophisticated CRM approach may not require a full-scale CRM strategy. This was the case for the companies that participated in our qualitative study. The companies were sales-intensive organizations where the CRM project was part of their Sales strategy; therefore, they were able to successfully implement CRM without the need of a CRM strategy.

Furthermore, this study also demonstrated that Senior management involvement is crucial for the success of the CRM initiative. Not only must they be engaged in the project, but they must act as

ambassadors for CRM to the organization. This is an important factor, as employees in the organization need the reassurance that the CRM initiative is beneficial for them and for the organization. Lastly, our findings supported a second factor that a single common process and platform positively affects the success of a CRM initiative. Though we could not find existing literature to support this concept, participants both from the qualitative and quantitative phase of this study agreed that having a common sales process and platform eases the communication process between employees in different geographical regions; and from the management's perspective, a single platform allows management to obtain a birds-eye view of the organization. Thus, as there appears to be a gap in the literature regarding a single process & platform for CRM projects, we recommend a future research topic to cover this subject, specifically focusing on global and multinational organizations.

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## Appendix 1 – Code book

<b>Label</b>	Customer Relationship Management (CRM)
<b>Description</b>	In reference to what our participants define CRM to be.
<b>Example</b>	<ul style="list-style-type: none"> <li>• A cross-functional, customer-driven, technology-integrated business strategy that maximizes relationships and encompasses the entire organization.</li> <li>• A system for marketing, sales and services</li> </ul>
<b>Label</b>	Deciding on CRM Functionality
<b>Description</b>	The group responsible for deciding the functionality of the CRM system
<b>Example</b>	<ul style="list-style-type: none"> <li>• Senior Management</li> <li>• Sales Department</li> <li>• Both Sales and Senior Management</li> <li>• Recommendations from Consultants</li> </ul>
<b>Label</b>	Senior Management Involvement
<b>Description</b>	Refers to the extent that key decision makers- CEO and other senior executives- are involved and committed to the CRM initiative
<b>Example</b>	<ul style="list-style-type: none"> <li>• CEO promotes CRM to the organization</li> <li>• Senior management as ambassadors of CRM</li> <li>• Senior management takes ownership of CRM</li> <li>• Leadership</li> </ul>
<b>Label</b>	Strategy
<b>Description</b>	Defined as the means by which individuals or organizations achieve certain goals or objectives
<b>Example</b>	<ul style="list-style-type: none"> <li>• Company strategy</li> <li>• Sales strategy</li> <li>• CRM strategy</li> </ul>
<b>Label</b>	User Satisfaction
<b>Description</b>	The extent to how happy end-users are with the CRM system and the organization
<b>Example</b>	<ul style="list-style-type: none"> <li>• End-users feel the CRM system is beneficial for their job</li> <li>• End-users feel CRM supports them</li> </ul>

<b>Label</b>	Business Process Impact
<b>Description</b>	Refers to whether the implementation of CRM impacted any of the related business process
<b>Example</b>	<ul style="list-style-type: none"> <li>• The organization changed their business (sales) process to fit CRM</li> <li>• CRM was customized to fit the sales process</li> </ul>
<b>Label</b>	Success Factors
<b>Description</b>	Refers to the necessary steps that a company should take in order to achieve the desired goals with the implementation of CRM.
<b>Example</b>	<ul style="list-style-type: none"> <li>• Change management</li> <li>• User Training</li> <li>• Clear strategy</li> <li>• Promoting CRM within the organization</li> </ul>
<b>Label</b>	CRM System Customization
<b>Description</b>	Refers to the act of modifying the CRM system in a particular way, or the lack of modifications
<b>Example</b>	<ul style="list-style-type: none"> <li>• Customizing CRM to fit the business needs</li> <li>• Costs involved with customizing CRM</li> <li>• Maintenance of CRM and customizations</li> </ul>
<b>Label</b>	End-user Involvement
<b>Description</b>	Refers to the group of people that ultimately will use the CRM system. In this context, it is salesmen and upper management and how involved they were with the CRM project.
<b>Example</b>	<ul style="list-style-type: none"> <li>• Involve end-users in the planning process of the CRM project</li> <li>• Involve end-users in business process discussions</li> </ul>
<b>Label</b>	Single Process and Platform
<b>Description</b>	Refers to organizations wanting to have standardized processes and one platform in order to have a better view of the company.
<b>Example</b>	<ul style="list-style-type: none"> <li>• One standardized Sales process</li> <li>• Utilizing one CRM platform in multinational companies</li> <li>• One platform increases CRM data quality</li> </ul>
<b>Label</b>	Data Quality
<b>Description</b>	Refers to the data entered in the CRM system
<b>Example</b>	<ul style="list-style-type: none"> <li>• Accurate and complete data is important for reporting</li> </ul>

	<ul style="list-style-type: none"> <li>• When users know that their inputs will be displayed in board meetings, they are more cautious when entering data in the system</li> <li>• Inputs in CRM are valuable for short-term and long-term forecasting</li> </ul>
<b>Label</b>	Value Creation
<b>Description</b>	How the CRM system in creating value in the organization
<b>Example</b>	<ul style="list-style-type: none"> <li>• Strengthening customer relationships</li> <li>• Attracting new customers</li> <li>• Better visibility of what is on the sales pipeline</li> <li>• Reporting and Forecasting</li> </ul>
<b>Label</b>	End-user Training
<b>Description</b>	How the organization introduced CRM to the end-users and the training programs involved with teaching the users how to best utilized the system
<b>Example</b>	<ul style="list-style-type: none"> <li>• Training super-users</li> <li>• Developing hands-on training programs</li> <li>• Providing different training delivery methods to accommodate users</li> </ul>

## Appendix 2 – Interview Guide

### Preliminary questions

1. What is your name?
2. What company do you work in?
3. What job title do you have?
4. How many years of experience do you have with CRM?
5. What is your definition of CRM?

### Opening questions

Strategy ladder: Why is it important to have a goal when implementing CRM?

Business needs/customizations ladder: Who decides the functionality of the CRM software?

Senior management involvement ladder: Why is it important to involve senior management?

End user involvement ladder: How should/was the end users be introduced to a CRM system?

Change management ladder: How did the CRM affect the business processes?

## Appendix 3 – Interview 1

### Project Background:

**Interviewee 1:** Project at Lindorff started in 2010 with CRM. At that time Lindorff was a company with approximately 3000 employees in 11 countries in Europe – today we are 13 countries. This was at that time a private equity on the company. Today we have been merged with the Swedish company and we are going to be a listed company from May approximately. So... let's go back to 2010. It was a very- to put it modest- the picture was very bleak. The company was extremely fragmented. We consisted of three regions in Europe- north region called Scandinavia. We had middle East-European market which consisted of Russia to the east to the Netherlands in the west. Then we had southern region- with Spain and Germany. But we had a problem, with different data centers in those regions- one in Oslo and in Turku, and in the Netherlands. So we had three different IT setups covering those 11 countries. We had two completely different mail systems. We had office- also called exchanges in one set of countries and the other countries had the Lotus notes from IBM. They were incompatible and could not communicate with each other and we also had different levels of notes systems. We had at least 5 different CRM systems. In Norway we had two different CRM systems. So it was a lot of systems and we decided that we wanted one CRM system, but first we had to solve the IT topology problem. So instead of having three different platforms- three regions- we needed one single domain. We needed one platform, so we could look at the company as one company from an IT point of view. So together with CGI, we defined the IT strategy where CRM was the pilot for this strategy- to move Lindorff to one platform. We had a pre-study that started in April and in late April there was a formal decision to start the project. The first test server was installed in June and then we migrated the first country, which was Sweden, in August and we also run the first education session with the super users. Then we started rolling out with all the other countries. So one year later, all the other countries were up and running with CRM. But CRM was only one small part of the whole strategy, because this was a kind of sales strategy that we had and the sales strategy consisted of a suite of programs where CRM was one element of the 10 elements, where we first defined the sales process- that was the starting point- what kind of sales process are we going to have, then we decided that CRM was the system where we could implement the sales process. We did the sales education and also some management tools like performance management, how are we going to run performance management at Lindorff. We had sales incentive plan tightly linked to the CRM system, so whatever measurements people had, it was to be found in the CRM system. The evidence was to be found in CRM. We also established sales manager full where all the head of sales in the 11 countries came together on a regular basis to talk about common problems and challenges and so on. We started with something called account planning and we also developed something called international key account management because some of the big customers of Lindorff (Deutsch bank, Santander, etc.) they are located in all the countries, so we needed international key account managers. We also added an executive call program, which to me is very important. That is, we needed all 11 country managers to have their own customer responsibilities. So they had a key account list, each country manager that he or she should visit and spend

some hours together with on a quarterly basis. They should be able to be reviewed what is in the pipeline, when are they going to decide the status of these top customers. So we turned the country managers into super salesmen. Because then they came with all kinds of backgrounds into this systems, they were not particularly good sales people, they were managers but they understood the importance of having a structure to approach the customer with. Of course, last but not least, we the customer satisfaction survey on top of this. So once a year we measure the customer satisfaction in all the countries and people have the customer satisfaction index as one of their personal objectives and measurements, from a bonus point of view. So I have talked about all the elements in our program where CRM was only one element of the 10. So you cannot have CRM alone, it does nothing alone. It must be part of a bigger picture. So what we did was install CRM, if I jump to my conclusion the critical success factors for CRM in Lindorff in any company should be that it is a cultural changes that they had to do. The countries came from 11 different cultures, they had never been part of a corporation before, they had never been process oriented before. We worked a lot with convincing them that this was a good idea. How did we do that? I said to my manager- the CEO- that we need a strong executive ownership of the CRM. I cannot implement this in 11 countries- you have to implement this in 11 countries. So he was the spokesman, the ambassador for this program. So when he gathered his executive team, he talked about the importance of CRM and his expectations that this was going to part of their personal bonus system and if you are with me it's okay and if you're not, there is the door. So we had a very good team of country managers because they stood behind the decision, then we ensured that the executive owners we part of the CRM program, and that made it much easier to implement when all the soldiers understand exactly what this is about and we also included statistics and reports from the CRM system into the management system. So on a monthly basis, we have something called a business review- a package where the countries had to dial in and explain the status in each country, the financial status, and also must explain new contracts that they have closed and what they expect to close the next 30 days, 60, end of year. Then the next month we use those same files again, and we are taking data directly from CRM into this package, country by country. We also use this data for board meetings. So the board of directors see exactly the same, at a higher level than the country managers do. So we are using the CRM data on a monthly basis between the management team in the headquarter towards the country managers and in a quarterly basis with the board of directors. Suddenly people started to understand the link between what I am selling and what I have sold and what does the board see. So they knew that whatever they enter into the system, it will be displayed in the board meetings. That meant that the data quality in CRM improved significantly, and people started to use the CRM system in a better way. They started to think before entering number into CRM, they had to do quality assurance of the data before entering it in the system. We also told all the sales managers that they had to lead by example, so whatever you do, you have to convince your people to do the same. So when they speak is on behalf of corporate level managers. Of course they are some benefits for the individuals, that is that they started to get control of their accounts and communication with their accounts. There must be a very consistent use of the process itself and the tools. So we cannot have a shadow system, every number that we present to the executive committee and the board has to come from the CRM system, nothing is invented outside of CRM.

**Interviewer:** You said that CRM was primarily used for sales, was it used for another business function?

**Interviewee:** Just sales, we started with sales in Lindorff. I don't know if we maybe use marketing now. At IBM, we also used CRM for customer support centers, etc. So that was not only marketing and sales.

**Interviewer:** What is your definition of CRM? How would you define it?

**Interviewee:** Since I have been working with CRM since 1992, to me it's a customer relationship management system. It is the link between the company and all the customers and the potential customers, so we are massaging to have a very clear overview of the potential that we have in the market. In IBM, we also entered competitive data into CRM, so we knew exactly what was going on. What kind of customer installations they had so it was also a marketing tool, where we could have a total view of all the customers.

**Interviewer:** Why is it important to have a goal when implementing CRM?

**Interviewee:** It depends on what you mean with the goal, it's like having a measurement, we had a vision with CRM. We first defined the vision and then set the goal –it's more fact based- what we are going to achieve with CRM. And then to reach that goal, we established a strategy, then we started to execute that strategy to reach that goal. I think that if you don't have goal, it's like driving a car without a map and you don't know where you're going, and that's kind of strange. So that it's the important thing to know exactly where you're going, but you need a strategy to define the road to the goal.

**Interviewer:** Why is it important to have a clear vision?

**Interviewee:** It's not important to have a vision. To me a vision is like a dream of where we want to be in 10 years, but with a goal is more fact based and more results related. Then you define the strategy in order to reach that goal and fulfill the strategy. So those three elements are clearly linked together.

**Interviewer:** Why is it important to know where you are going with the CRM implementation?

**Interviewee:** It is because we want to reach that goal. That is why we need a strategy. To me a strategy must not be mixed up with a vision. I am educated in IBM and at IBM a strategy is a set of tactics and activities that are linked in a timeline. So we first had a project where we defined the pre-study and then started to roll-out country by country- that was the timeline, but the strategy was defined in the 10 different elements. If you open each of those elements, there is a set of very detailed plans of what you're going to do. This is very tightly linked together.

**Interviewer:** Why is it important that you reach the goal?



**Interviewee:** Because if we have set the goal correctly, it's going to be a success.

**Interviewer:** So that would be your dream, to reach success?

**Interviewee:** Yes, to reach success, but the dream is much higher than the goal itself. But my recommendation is that the most important element is the executive buy-in and ensure that the CEO is the ambassador of the CRM.

**Interviewer:** Who should decide the functionality of the CRM software?

**Interviewee:** To me, first you have to decide on the sales process. What I did was mapped all the current sales process in the countries, so I knew exactly how the sales people were acting in each country. Because is not a matter of selling, we are also buying. At Lindorff, we are buying debt portfolios from banks and insurance companies and we are selling our services (debt collections) to the market, but we have to map exactly how they are running the business in all the countries. So after having done that, we saw that we had at least 11 processes in the 11 countries. So we explained that to the head of sales and the country managers that we cannot continue with this because it is crazy and we must have one process. Then based on the 11 processes, we invited one sales process. All of them new some parts of the process, and when we added the education and training, then they saw the advantages of having one sales processes. When we had the sales processes defined and accepted, then it was pretty easy to come up with the functions of CRM inside the system. That was based on a common understanding of the sales process.

**Interviewer:** Was it easy for each of the countries to agree on the new process?

**Interviewee:** It's always a challenge to do process orientation at a company. Either you are with me or you are not with me. If you are not, there is the door. We cannot have several processes at one company. It could be a nightmare! It makes it much easier to manage a company and understand the status of the sales situation when you one process/ one system and a common view of things. So the functionality of CRM came directly out of CRM system (the main functions), but then of course people have special requests so we also could make some minor adjustments.

**Interviewer:** So most of the decisions regarding the functionality came from senior management?

**Interviewee:** No, it came from the sales people.

**Interviewer:** Why is it important to involve senior management?

**Interviewee:** Without senior management involvement, you cannot do anything. The country managers would not have listened to me if I came in as a 3<sup>rd</sup> level manager. So I needed the big boss to set the scene, and when he explained what his expectations were - he actually knows more about CRM than I do, he has been a salesman, sales manager, before he became CEO. So he took ownership, and he told people with his own words, how we were going to use CRM in the future. So without his voice, it's impossible. We always need the top leader to tell us what to do because this was a major shift in the organization and you cannot just put an article in the intranet telling them about a new system called CRM. So, in town hall meeting when he addressed all employees, he had an agenda that consisted of some special topics that he talked about over and over again and CRM was one of those topics. He talked about the status of the program, if he was satisfied or unsatisfied, and he showed some results from the CRM system itself. They also knew that the board of directors saw the results.

**Interviewer:** So without his involvement, would you say that the system would not have been as valuable because people would not have used it?

**Interviewee:** I think so

**Interviewer:** So it's better data quality because people use it?

**Interviewee:** Exactly, because they are understanding the importance of using the tool in a consistent way and sticking to the process and not trying to make any shortcuts.

**Interviewer:** How should/was the end users be introduced to a CRM system?

**Interviewee:** A salesman...What we did was involve them from day one with the sales process. And we informed them the status of the program from day one. They knew exactly the timeline and they knew when they were getting the invitation to the first class. So it was communication and in town hall meeting with the salesmen, face to face meeting with the head of sales in each of the countries. Some of the sales people do not speak English so we had to do it in the local countries, so we had to use the management team in the local countries to communicate the CRM program. So it's to use communication and education. Use education packages that are available, classroom meetings, business reviews etc.

**Interviewer:** Why is it important to involve them from day one?

**Interviewee:** To ensure buy-in. They must understand the advantages for them by using the system, but at the same time they must understand that they are part of a bigger picture. They must see the bigger

picture and know what whatever they add in the system, it adds up to something more. We explained the management system itself and that whatever you put into the system- how we use it going forward. It's not only for business review, but it's also for taking decision like we did last year. For example, what kind of changes are we going to do in 2017. So their inputs are very valuable for the short-term and long-term.

**Interviewer: How can CRM affect the business processes?**

**Interviewee:** In the companies that I have been working for, we have defined the business process on the sales process. They are linked. We are so dependent on sales. We cannot live without customers, so the sales process to me, is a very important process. But the business process – to me- is much more than the sales process in a company. We have set of processes that together makes the business (HR, Finance, purchasing, etc.), but we always took decisions on business case and to build the business case you need data (facts) and that was coming from CRM.

**Interviewer: For the sales process, did you change it to meet the CRM system? Or how did you decide on what sales process to use?**

**Interviewee:** When we mapped the sales processes, we discovered that there was one process that was pretty close. Then we took that process which is called "Solutions Selling" and we used that as our process. It was not out-of-the-box, but we used solutions selling because we knew it well from before and many CRM systems support solutions selling and we discovered that with Microsoft, solutions selling was already part of the system. So it was very easy for us to make those decisions, but it was based on the mapping that we started up with. I think that today, you have to continuously change and improve any process to business realities. Especially when moving to new markets, we have to understand that it's a new culture and you cannot try to convince the Italians that what we do in Germany or Spain is smart. So you have to convince them in a smart way.

**Interviewer: Is it important to change and adjust processes in order to be competitive in the market?**

**Interviewee:** I think you need a sales process in order to be competitive. Yes, you have to continuously know your market, and if necessary, you have to change and adjust your sales process. It also depends on the kind of services you are selling. You cannot have the same processes for selling airplanes versus selling small boxes.

## Appendix 4 – Interview 2

**Definition of CRM:** I would say it is many things. First of all it is a tool that all the sales representatives and Key Account Managers, and a lot of other people are using, mostly for having an overview of all clients we have. An also about the opportunities and sales processes.

**Interviewer:** Why is it important having a goal when implementing CRM?

**Interviewee:** It is important to have a goal because you need a path, or direction, and you need everyone to follow the same direction and working towards something in common. Because we are an international company, what we have experienced is that everyone is working in very different ways. Important to have a common platform, common tool, and that is the goal.

**Interviewer:** And why is it important to have one common platform?

**Interviewee:** Because we want to talk the same language and be one Lindorff. And also towards our clients. If I'm going to call on of my colleagues in a different country, they need to know what I am talking about. To have a common way of working.

**Interviewer:** Consistency?

**Interviewee:** Yes, that is important.

**Interviewer:** Why is it important to have a direction?

**Interviewee:** Everyone should know what the goal is. It is important. During our last gathering, we saw that everyone were on different levels, compared to where we should be. Also when it comes to maturity. It is really important to have a common way of working and one goal.

**Interviewer:** Is it important to have a common way of working in order to reach the goal?

**Interviewee:** yes, and also seeing it from another perspective, we have a CEO that also needs to have some kind of predictability in order to deliver success and results. Because if he is asking a country for their top ten sales opportunities, they need to be able to answer this. CRM helps us achieve this.

**Interviewer:** just to be clear I understood you right, it is important to have a goal, and communicate this, to have a path, to achieve the goal and reach success. And it is important to have a goal in order to have a path, and be one company and working towards something in common and have consistency?

**Interviewee:** Yes.

**Interviewer:** The next question is, who should decide on the functionality of the CRM software?

**Interviewee:** I would say everyone using the system. But it also needs to be done like we did it right now. We gathered end user requirements from all the different countries, and then we need to see what we already have and what is possible with the system we chose. And then, someone needs to take the responsibility and control and say what requirements we are going to implement. But it doesn't come down to one person, we have steering committee, IT and other things that need to be involved.

**Interviewer:** So in the beginning, everyone is included but it comes down to one specific group.

**Interviewee:** Yes.

**Interviewer:** So why is it important to include everyone in the beginning?

**Interviewee:** Because all countries have different needs. Different countries could have different products and therefore needs. And in my position, it is important for me that I know what's going on in the different countries. Because otherwise it would be a mess.

**Interviewer:** So it is important to make sure that no one is left out?

**Interviewee:** Yes, and that nobody is working in a completely different way than they are supposed to. We have processes internally that they should follow.

**Interviewer:** So to summarize, everyone should be included from the beginning in order to gather requirements, and having a common way of working in the system?

**Interviewee:** And every time a new employee or whatever, it's easier if we have a common way of working. Training, processes and so on.

**Interviewer:** So it comes back to having one set of procedures and one way of working?

**Interviewee:** Yes.

**Interviewer:** To be one company?

**Interviewee:** Yes.

**Interviewer:** So the next question is why is it important involving senior management?

**Interviewee:** I would say it is kind of the same thing. If you are thinking from a management perspective, we need reporting and stuff. We don't need to see the processes and etc, but on a higher level. We need to see the state of the company. So that we have predictability and seeing forecast. Because we need to take actions if we are not where we need to be, business wise. Because of this, the senior management needs to be involved and have ownership over the system. And also so all the countries are aware and informed that this is important to use for the whole company. We involved our CEO and he told all the country managers that they need to be a part of this and use the system as they are supposed to.

**Interviewer:** So it is important to have someone steering the process and company?

**Interviewee:** Yes, so that the country managers fill in good and correct data.

**Interviewer:** Why is it important having someone steering the company? I know this is self explaining but I still have to ask.

**Interviewee:** We need to have someone at the wheel because without it we could fail as a company. We need someone to guide us and see the bigger picture in order to achieve success.

**Interviewer:** How should the end users be introduced to the CRM system?

**Interviewee:** I would say they should be included from the beginning to have ownership and build curiosity. Pushing out teasers just to ensure that they utilize the system. Seeing it from a historical view. When we implemented CRM for the first time, end users saw it as a reporting tool for the management. They felt it didnt support them but.

**Interviewer:** They did not see the benefits for them using it?

**Interviewee:** Exactly. It is really important to visualize the benefits for the end users. So that they see that the system could help them and support them in their job. It is not an easy task. Sales people love excel and they resist change. Especially if they have built up their own set of procedures. This has thankfully changed now.

**Interviewer:** So they should be involved from the beginning, to build curiosity in order for them to utilize the system and see their personal benefits, in order to help them in their job.

**Interviewee:** Yes

**Interviewer:** So they might be happier at work when they have a system that supports them?

**Interviewee:** Yes, and they will achieve their goals. They are measured so it is important for us that they reach them.

**Interviewer:** So last question, how can CRM affect the sales process?

**Interviewee:** We need a sales process because we need to see where in the sales process we are in regards to information and figures we need to have to predict the future. It is a very important measurement and the sales process is a structured way of working. But what we have in our system now, is that we see the probability of an opportunity closing as won. The probability is set by the system. Now we are also using a field called likelihood that is set by the sales representative. This helps us having a better view of sales.

**Interviewer:** Did you have a well established sales process before CRM?

**Interviewee:** Yes, all the sales representatives are trained in the process and knows why they are following it. The system needs to be aligned with the training and our sales process. This is really important.

**Interviewer:** Did you have to customize the system a lot?

**Interviewee:** Some, but the system supported much of the functionality out of the box.

## Appendix 5 – Interview 3

**Definition of CRM:** CRM is a tool and a kind of methodology to be able to monitor activities regarding fulfilling your client strategies. It's an important tool because it should cover everything from the strategy side and following up activities. I see it as incremental part of the strategy of our company

**Interviewer: Why is it important having a goal when implementing CRM?**

**Interviewee:** First of all, it is always important to have a goal otherwise you do not know where you are heading and you cannot really measure if you have gotten there. So the important thing is, again, going back to the strategy of the company. If you are going to implement a CRM system its actually to allow you to monitor how you reach your goals. Especially on the sales side, business development side, pipeline and obviously if you don't have a goal and know where you are heading, its impossible to actually measure the value of the CRM system.

**Interviewer:** So why do you think it is important to measure?

**Interviewee:** It's always important to measure, because if you can't measure it you really can't say if you are achieving anything. We need to be able to measure. You need to be able to measure the size of the pipeline, win loss rate, what kind of areas you are winning or losing in, timing and resources. Its very important to measure. If you don't understand what you are achieving you don't really know how to invest or where to invest your resources in the right way. Measure are really important. Especially in CGI. We are a KPI driven company. We have lots of KPI and we are measured on these all the way through. It's very important. It's open and transparent, for each of the BU's we have an open KPI and range, and rating, and we know exactly where we fit into the whole group. We know whether we do well on business development, revenue, growth, whatever, measurements are extremely important.

**Interviewer: Who should decide on the functionality in the CRM software?**

**Interviewee:** That's more than one group of people and more than one person. I think its extremely important to take the end users into account, they are the people actually using the system. Very often you see that the CRM system is based on reporting functionality, measuring the KPIs. The difficulty is when it is too heavy and not considering the end users only managers, sales managers and reporting, then it is too heavy to use for the end users. Its need to be simple, intuitive, attractive, easy for the sales people who are driving the business. So, I think its three stakeholders, it's the sales people, and you have to put the first, sales management and business management. So all these three needs to be in place, setting the requirements for the new CRM system.

**Interviewer:** so why does the sales people need to be involved?

**Interviewee:** They are the end users of the system, they are entering the input in the system. Crap in is crap out. It is so easy, if you really feel the CRM system as a burden and not a system that is helping you and drive the business forward, they hate it and are not going to use it. They are going to put crap in and just get ride of it and get it out of their way. But if you see that it is really helping you and giving you

information, supporting you in the sales process, giving you value back, then they are going to put the right effort and the right information into the system. And it is so vital. We have seen both sides of this here. We are trying to balance it. And it's always a challenge. The sales people feel comfortable, knowing how to use it and putting the right information in.

**Interviewer:** So it always goes back to creating value for everyone?

**Interviewee:** Exactly, and again when we are talking about everyone, the sales people first.

**Interviewer: OK, why is it important to involve senior management?**

**Interviewee:** Senior management is important because the CRM system holds a lot of information that is critical for the business. And you also need to be able to extract information from the CRM system to be able to understand where you are. What's the value of the pipeline, what's the quality of the pipeline, who is driving the business, and this is important for senior management to be able to understand. At least as a public company, to need to report those numbers back, that's governed by rules, and you need to be strict on what you report back to your stakeholders and that means that the information in the CRM system is key to report back and to understand where your business is and understand the actions you need to take. So, just for instance, we have a situation with the backlog, which is an important metric to report back to the stakeholders, and not really understanding the true value of the backlog is very difficult. You need to have that information, document pipeline, wins, backlog, that's a reason for why CRM is important for the senior management and when you go further down into it you need to see also, the performance of the sales team. At the end of the end they are driving the business. It's not just because you want to sack someone, but perhaps someone needs mentoring, coaching, training together with senior sales managers. Really understand the performance of your sales team. That's the HR part of it and helping your sales team to involve, develop, and make sure the company takes proper actions and generate value for the company.

**Interviewer:** This is kind of related to the previous question, but how should end users be introduced to the CRM system?

**Interviewee:** You need to take it seriously and make sure the sales people understand why you have a CRM system. What's the intention of the system. First of all be familiar with the system, ensure buy in and really understands the need and necessity of the system and understand that the system will create value for them. So, the training of the sales people is very important. And it has to be set into a context. Again, if you are trying to use the system to develop your sales team and the capabilities of your sales team, then they need to understand how the company use the data that they enter into the system. So, you need to understand the reports and information that is extracted from the system, both on the value of the pipeline, wins and losses and whatever, but also the performance metrics you are using. So, I think it is mostly, in my opinion, the training of the sales team has been underestimated and you need to take care of that. You need to be causes that you are doing the right training. Both on the usage of the system but mostly the concept and why you are introducing this system. Most modern CRM systems has an easy user interface, so it's more important to train them in the reasons behind getting a CRM system.

**Interviewer:** And in your experience, has the end users been introduced in the beginning, in the middle, or where in?



**Interviewee:** In my experience, they have always been introduced too late. So, we are in the middle of the process to get a large corporate CRM system and again that's what I'm pointing at. Take care of the ends users from the beginning. They should be involved as a reference group and getting the requirements. You need to take care of them from the beginning.

**Interviewer:** So we are down to the last topic, how could CRM affect the business process?

**Interviewee:** I think it is an integrated part of the business process. It's not a separate process. CRM is actually a part of the overall business process. And you can't really eliminate that you need to make sure that first of all, the CRM system covers and supports the overall strategy of the company so you need to make sure you understand the strategy, you understand from there the marketing, and have the marketing programs and priorities, and obviously the CRM system should support the marketing part of the business. Driving the pipeline, make sure you are driving the sales process and if you look at CGI, we do have a formal sales process. Number of reviews we need to perform, with certain stakeholders, and these reviews and the result of the reviews needs to be documented. So, its really a part of the overall business process in CGI. So, I really see that as a tight integrated part of the business process.

**Interviewer:** Did you have to customize the CRM system to fit the process, or did you reengineer your business process to fit the system?

**Interviewee:** we actually reengineered the CRM system to fit our process, so we do have a formal process in many dimensions, we have these reviews I mentioned, which is one part of the process. The other part is the general sales cycle we go through. Both these processes has been implemented in the system, so we can follow where we are in the cycle and have we actually performed the right reviews, do we have the right approvals, have we documented what we need, and again, this is an important part of the CRM system. Really being able to document and make sure you have proofs if you have any audits, and proofs of sales being performed. And who was involved, have the right people been giving their approvals. Very important to have this information at least in a company like CGI.

**Interviewer:** Are there any other business functions that use CRM besides sales?

**Interviewee:** I don't think so. It depends on how you split sales and marketing, but if you see sales as one process, CRM is covering that part. The other thing we use CRM for is financial reporting. Especially reporting of backlog, pipeline, as I mentioned. That's probably the other side where we use the CRM system mostly.

## Appendix 6 – Interview 4

**Definition of CRM:** A tool, It's a tool to support business processes but it is also a tool that can be shaped pretty much into anything, and reshape it like an XRM system. But for me, CRM is a tool that I shape for the customers that they can use in their work. Means to an end

**Interviewer:** Why is it important having a goal when implementing CRM?

**Interviewee:** Cause it is so easy to get lost. Within a project you engage so many people with so many different opinions, and without a goal or a set of goals you will, in my experience, get lost on the way. Like I said, there are so many opinions, wishes, and ways of working, the customer may have officially one way of working but when you start digging and start talking to the people working there they might have ten different ways of doing the same thing. So unless you have this goal you may get lost in all of the opinions and different ways of working. And its also important as an argument to telling the customer no.

**Interviewer:** Why is it important not to get lost?

**Interviewee:** Because, if you get lost and build a solution that is useless... Some voices will always be louder than others, and it is easier to listen to the loud voices than perhaps the correct ones and it could get expensive if you start implementing all kinds of ideas and wins. It could expensive because the scope of the project could grow, unintentionally, it could get expensive because even though the goal is set, the customer could end up with something else and being satisfied. And it could also get expensive because it is a bad solution and you messed up your data model and it means that if you want to create anything else or something new you have already messed up the data model and you haven't really a good plan for maintenance or new development, yeah, new functionality. Its important for your... If you want to think for a couple of years ahead, if you are already lost within the first year of developing your functionality but you know that in a couple of years you want to integrate this with maybe a document archiving system or some ERP system or, I don't know, a portal, so you need to think ahead. That's my role. It's difficult to think ahead.

**Interviewer:** So it comes down to being successful, for the organization being successful with their investment and the implementation of CRM?

**Interviewee:** yes, and for maintenance. I thinks that is vital, you may.. For example in this project, it was rather a small scope, I would say, to begin with but what we experienced, that even though the first.. it was customer service, that was the first, lets say module that was delivered, and this also set some precedence on how to implement the new functionality for sales. And we also saw that the choices they made had some consequences for our solution, so we needed to backpedal a bit and adjust, and it wasn't a big problem but it could have been.

**Interviewee:** So maintenance as in new functionality was developed, but the initial goals we had for the first delivery set some precedence as to how we could implement in the second phase.

**Interviewer:** and just be prepared for the future and continue business?

**Interviewee:** Yes, because you could get locked in and paint yourself into a corner. And that little part of the organization could be super happy with their solution but the other might not be. You cannot really implement a good solution for their business.

**Interviewer:** OK, next question is: Who should decide on the functionality in the CRM system?

**Interviewee:** Who should decide... Eventually the customer of course, but, and there is a big but here. It's our job to provide good answers and good advices, so when the customer says "We really want this functionality A, B, and, C" we need can say "Yes, A and B are perfectly fine, but you do so not want to implement C" And then you need to have your arguments and be prepared. And that's again, the tough part of the job. Telling the customer what's a bad idea and why. And providing them with options. So yes, it's the customer to decides but we need to give them the tools to make sound and good decisions.

**Interviewer:** OK. And why is it important to involve the customer?

**Interviewee:** \*laughs\* Because they pay our salary \*laugh\* no, because they are the ones who ordered the product and will be using it, end users. It's their everyday work that eventually will be affected by what we deliver. So If they want to be happy, we need to involve them.

**Interviewer:** Next question, why is it important to involve senior management?

**Interviewee:** At the client side? Well, one money. Funding. They are paying for the new solution. But also if you wish to implement a new tool, CRM system, if you want someone working in customer service or sales using the system, you need to have a top-down approach. From top management to middle management to end user. Because is their responsibility to make sure that what we are building for them are incorporated into the business and support their business. I cannot expect someone working, lets say they've been working there for six months to answers questions about their business. I need management to provide those answers

**Interviewer:** So you need leadership?

**Interviewee:** yes, and anchoring the project. Anchoring the project high up in management. And its there responsibility to ensure that everybody is using the system. Introducing a CRM system should be done this way.

**Interviewer:** So its their responsibility to kind of motivate the end users?

**Interviewee:** Yes, that's a good word. Because you could always tell somebody to do their work In a certain way but motivation is also their responsibility. That's important.

**Interviewer:** To be ambassadors?

**Interviewee:** Yes, another good word. Because if end users... If management don't use CRM, why should they.

**Interviewer: How should end users be introduced to the CRM system?**

**Interviewee:** The final end users should be introduced by their own people. Their own ambassadors. I think, despite our best effort, we will never truly 100% understand the business of the customer. We can understand 50% 60% maybe but even working with a customer for 2 years I still don't understand all their way of working. We can teach good super users, ambassadors, and give them the proper training and they should train end users. Because there will be so many questions regarding fine details, their way of doing things. Like you have one task and 10 different ways of solving it. The only person to answer all of this is someone within the company.

**Interviewer:** When should they be introduced? I the beginning, middle, end?

**Interviewee:** So we are not just talking about working with it? Of course. No, that's an obvious one. I also believe that, in a phase of gathering all the requirements.. You need the ambassadors slash end users that knows the business and is very motivated working with new technology. But when it comes to defining details, you need to involve motivated end users. Because, from experience, when we do workshops to uncover all requirements within, let's say sales, if you have a room full of end users at least one of them are going to resist the new system. "I'm not interested in this" "I've always done my work in a certain way" and this happens all the time. Negative energy is so contagious. So if management could hand pick motivated and knowledgeable people in order to uncover how they want to work, how this could support their business, so that we can implement a CRM system that covers this... that's a critical success factor for a successful implementation. And not just for them to feel involved, because that would be fooling them, but its also that they are truly involved. Providing their needs, and feedback on our solution and testing. Also important. They should be involved in testing.

**Interviewer: And last question, how can CRM affect the business process?**

**Interviewee:** How? Well. That's a big question. In a perfect world, you can align your business process in CRM. But that's not going to happen. Unless there are some really good arguments. Usually you... CRM adapts to the sales process of the customer. Usually only in a very few cases, and smaller examples, you could introduce some new routines, processes, and give the customer an idea of how to change their processes but I don't feel that CRM should define business processes. They can find inspiration from CRM but they should define their own processes. If they are open minded.

**Interviewer:** Does it depend on company culture? How receptive they are to change?

**Interviewee:** Both management and end users. I have, with some customers, asked the end users why they are working in a certain. Sometimes they answer that they do it because the tool allows it. Sometimes by accident, not really a concuss choice, sometimes the tools can shape the business. But its more like of a last resort. Because sometimes you are limited by the tools you have. But no, I don't think CRM shapes the processes, it's the other way around.

**Interviewer:** From your experience, do most people customize CRM to fit their process?

**Interviewee:** Yes, for the most part. If you have engaged consultants that say to the customer "this is not a good idea, you should follow my advice" Despite... they know their business best but we know CRM best and what the tool can do. And we have also seen some bad examples of making CRM into a

monster. So of course you need to be humble and realize that they know their business best, but we know CRM best. But sadly, like you asked previously who decides, the customers decide in the end. You should give them what they need to make a good decision but in my experience, too often we implement something that is not recommended but craved by the customer.

**Interviewer:** And that goes back to the maintenance part

**Interviewee:** Yes. I feel like I'm repeating myself? I'm supporting the customers business.

## Appendix 7 – Interview 5

**Definition of CRM:** If you had asked me two years ago I would define it completely different today because two years ago I only worked with sales companies but today I work with member solutions. So a general description would probably be a database with all your contacts, accounts, people you have communication with. A place to store all documentation and information. Broad description

**Interviewer: Why is it important having a goal when implementing CRM?**

**Interviewee:** Its important because you need to know where the project is leading you. You need a direction. You need to focus on what the customer wants or need. You need to know what to aim for.

**Interviewer:** To steer the project?

**Interviewee:** yes

**Interviewer:** Why is it important to have direction?

**Interviewee:** To be successful. Because if you start in direction that you think is right, without any interaction with the customer you might build something that the customer did not want or expect. Bad for the customer, because of money, and us because we can develop a bad relationship with the customer.

**Interviewer: So, next one. Who should decide on the functionality of the CRM software?**

**Interviewee:** It's a good question. We as consultants need to steer the customer because often they want or demand a lot of things that cannot be achieved in an easy way or in feasible time. Like for example with \*anonymized\*, they wanted a lot of functionality in the system but we needed to guide them because they needed an app first. So of course, the customers has to come with requirements but we need to guide them.

**Interviewer:** So why is it important to guide them?

**Interviewee:** You have to set the scope. So you don't do too much too early. We as consultants have the expertise and experience from other projects and we often know whats possible and not. I tend to focus on what.. call it low hanging fruits. Easy to implement and easy to begin with. Then add more functionality afterwards

**Interviewer:** Could this relate to project success and customer satisfaction?

**Interviewee:** Yes, I think so absolutely

**Interviewer: Why is it important to involve senior management from the client side?**

**Interviewee:** So you get the attention the project needs. Funding of course. Its important that.. I can take an example of my last job. I started as an application manager, so I was the main contact person at the customer side. I were in contact with the vendor. We did not have senior management involved in

the project because they did not have time and did not focus on it. And the project became a little bit.. not a success that we hoped for because the senior management was not involved. That was a problem. They did fund the project so we got the money we needed. But since the senior management was not involved they did not adopt the project and did not have ownership of the project. So it was difficult for me to get access to the entire organization and get people motivated to use the system.

**Interviewer:** That has an impact on whether the end users will use the system or not?

**Interviewee:** Yes, they had to use it, but they were not involved... when senior management isn't involved the end users don't care for the system either. They think its not important. We didn't have people to test the system and we found many errors that could be solved if people tested the system before go live.

**Interviewer:** How should end users be introduced to the new CRM system?

**Interviewee:** I think the way we did it now was a good way to do it. We got the end users involved early on. They put up the requirements and we had a dialog with them.. so they could verify we understood. And they also had a person represented throughout the process to make sure we understood them and their requirements. It's important to involve them in the beginning and throughout the process. During the whole project. But you have to be careful not using them too much because they have other responsibilities as well.

**Interviewer:** So it's important to involve them to build the correct functionality?

**Interviewee:** Yes. It's important to understand the business. Very important. Like we did. We had a workshop where we documented everything and then a new meeting where we went through the documentation. And they gave feedback. So we had a good understanding of their needs and how to solve them. Important with interaction and dialog.

**Interviewer:** How can CRM affect the business process?

**Interviewee:** It depends, because in the case of \*anonymized\*. They did not have any CRM system before, only a cashier system. They did not have any good processes. Then we used CRM to give them a better process that is much more automated. They will now be more or less. They are not as dependent on one person. I think that is a good thing. If a person is sick they cannot send out news letters or report. In that way we have used CRM in a good way to build a better process. But of course you can have it the other way around. Someone has a good process and you build CRM around that... and the users suddenly get a new system with a new way of doing things and this might affect them in a bad way. Depends on the users and how they adapt to the new solution. But I think it is important with an interaction with the end users so that they can affect how the system is set up.

**Interviewer:** In your experience; does most customers make CRM fit their process or is it the other way around? Do they customize CRM?

**Interviewee:** I think most clients customize CRM. And that can be a good thing like we talked about, but like with my last job... we had the same process in the new system like we had in the old but many

people had a problem with that because it was something different. It's often difficult to adapt to something new. The resist change

**Interviewer:** Was that just for sales or?

**Interviewee:** Yes.

**Interviewer:** Anything you would like to add?

**Interviewee:** no, I think that was it.



## Appendix 8 – Interview 6

**Definition of CRM:** My definition? For me, CRM is a system where you store information about clients and activities and everything else that has something to do with clients. Like sales and support cases... It's both a database of clients and a tool for the end users that can help them in their work

**Interviewer:** Why is it important having a goal when implementing CRM?

**Interviewee:** It's important to have a goal so that you don't get lost in the project. If we don't have a goal you don't know what kind of functionality and system you are going to end up with

**Interviewer:** So why is it important to know what functionality you need to build?

**Interviewee:** It's important to... Without knowing the goal you might build something wrong and the customer won't be happy with the system

**Interviewer:** Why is it important that the customer is happy?

**Interviewee:** If the customer isn't happy they might not use the system and it won't be a success. If the project isn't perceived as a success then the client might not buy our products or services anymore. It's important that we deliver something valuable to the client so that our we will keep them as a client.

**Interviewer:** So, next question: Who should decide on the functionality of the CRM software?

**Interviewee:** Who? Well...Ultimately, I think the client should decide but I think they should base their requirements in business needs.

**Interviewer:** Why should they do that?

**Interviewee:** Base their requirements in business needs? Because if the client... End users has many functional requirements and if we implemented them then they might end up with a system that does not work. A system that is not right

**Interviewer:** Why is it important to have a system that is right?

**Interviewee:** Because people might not use if its not right. They might dislike the system and if people is not using the system then the system has lost it's purpose. It kind of relates to having a goal with the project.

**Interviewer:** Why is it important that people are using the system?

**Interviewee:** Because... If they don't use it, then it won't have any data in it. The data entered in the system should be used in analytics and to solve business needs. If people don't enter any data into the system it won't be of any value. Neither for the people using it as a tool or the company.

**Interviewer:** Why is it important to involve senior management from the client side?

**Interviewee:** Number one because of support and number two because of funding. Well... Both of them are equally important because without funding then you can't pay the vendor who is creating the system but without support it could be impossible to introduce a new system to the end users. If we don't have them to introduce the system then they could resist using it.

**Interviewer:** Why is it important that they help you introduce it?

**Interviewee:** Because the senior management has... the power... or authority might be a better word. The people in the company will listen to them. It's easy to tell someone to do their job but we need someone setting an example for the company. If the senior management isn't using the system then it might be difficult for the end users to understand why this is an important investment for the company. We need the senior management to explain the goal and what this can solve for the company.

**Interviewer:** Why is this important?

**Interviewee:** Because we need to motivate the end users to use the system. They are the ones who often drive the business forward and we need top management to explain why they have invested in a new system. If the end users only put in bad data then the project will not succeed. The system will not be successful without good data.

**Interviewer:** How should end users be introduced to the new CRM system?

**Interviewee:** For a new system? I think they should be involved from the beginning.

**Interviewer:** Why should they be involved from the beginning?

**Interviewee:** Because they know how they work and how they would prefer to work. Even though the top management knows the business processes the best, end users' needs a system where they feel supported. If the end users don't feel supported then they might not use the system. Or worse, they could resist the entire project if they don't feel heard.

**Interviewer:** Why is it important that they don't resist the project?

**Interviewee:** Because... If the end users resist the project it could be delayed or it could end up as not being successful. We need to have the entire organization on board when implementing a CRM system.

**Interviewer:** Why is this important?

**Interviewee:** Because CRM should ultimately solve a business problem. When the problem is solved then the organization could achieve better results or at least correct or fix the problem. And when the end users feel heard they are more happy. Happy clients are always the best clients.

**Interviewer:** How can CRM affect the business process?

**Interviewee:** I'm not sure if they should?

**Interviewer:** What do you mean?

**Interviewee:** I feel the business processes affect CRM. It's important that the client has clear processes before we implement CRM.

**Interviewer:** Why is it important?

**Interviewee:** Because they need to have a way to do their work? If they haven't decided how they should sell their products or manage complaints then it would be difficult for us as a vendor to build something. In these cases we need to be a business advisor or consultant before we build something. A good advisor should guide the client on what they should do in order to be successful.

**Interviewer:** In your experience; does most customers make CRM fit their process or is it the other way around? Do they customize CRM?

**Interviewee:** I think all of my clients has customized or configured CRM to fit their processes. And like I said: You can't build something without knowing how they work. The company needs to have one way of working and being a unified company. They need to be one company and not divided in to separate parts.

**Interviewer:** Why is this important?

**Interviewee:** To be perceived as one company? So that they have a business culture in common. If they don't have one way of working it could end up as chaos.

**Interviewer:** Why is it important to have a common business culture?

**Interviewee:** In general? To feel that you are a part of something. You belong somewhere.

**Interviewer:** Anything you would like to add?

**Interviewee:** No... Don't think so

## Appendix 9 – Interview 7

**Definition of CRM:** My definition of CRM is a customer relationship management system that enables companies to establish and maintain strong relationships with their customers. It's a system where you can keep track and record customer related information and the benefit is that it's all stored in one place - this is especially beneficial for sales people.

**Interviewer: Why is it important to have a goal when implementing CRM?**

**Interviewee:** It's important to have a goal so that you can then measure the success of the system. A company must know why they want to implement CRM. What are they trying to achieve or resolve with the system? If they don't have a clear view of what the system is bringing to the organization, then it will be very difficult to determine if the CRM success is achieving the expected benefits.

**Interviewer:** Why is it important for an organization to know what they are trying to achieve or resolve?

**Interviewee:** It's important because at the end of the day, executives want to know whether the cost of the CRM system was worth it. A return on investment analysis is usually done for IT projects, and if decisions makers did not have a clear intention of the purpose of the system, then they can't measure anything.

**Interviewer:** So, would you say that by having goals, an organization will be able to measure their success?

**Interviewee:** Yes, exactly.

**Interviewer: Who should decide on the functionality of the CRM software?**

**Interviewee:** Hmm...the end-users, but only to some degree. I think the end-users should all have a say of how they would like the system to be, along with the functionalities, but at the end of the day, someone like upper management must make the decision on whether the user requests are needed or not. An end-user may want the most sophisticated technology, but they must defend their case and state the need for the functionality. But yeah, I think the end-users should have an input in the functionality, as they are the ones that will be using the system everyday.

**Interviewer:** Why is it important to have the end-users input?

**Interviewee:** Like I said, they will be using the system and if you don't get their input, then they may show resistance towards using the system. If they don't use the system, then the company just wasted a lot of money on the implementation. You also want them to be happy and not dread going to work because they hate using the system.

**Interviewer:** Why is it important for the end-users to be happy?

**Interviewee:** I think that when employees are happy, they have a positive impact on the organization and therefore create greater value for the company.

**Interviewer: Why is it important to involve Senior management?**

**Interviewee:** It's important to involve senior management because you need their support. If they fully support the system and believe in the benefits that it will bring to the organization, then, it will be easier to convince and motivate the end-users. Let's be honest, most people don't like change and they become scared and hesitant when dealing with something new. So in this case senior management acts as a leader and assures end-users that the change will be for the benefit of the entire organization, beginning with them.

**Interviewer:** Why is it important to show end-users the benefits of the system?

**Interviewee:** So that they can use the system. If they are only told to use it without any explanation, then they will more than likely rebel and put up excuses to not use the system.

**Interviewer:** How should end-users be introduced to the system?

**Interviewee:** They should be involved from the beginning. The users know the business process and without involving them, you run the risk of creating requirements that are not acceptable to the company.

**Interviewer:** Why is it important to create accurate requirements?

**Interviewer:** It's important because the system will be shaped according to the requirements and if the requirements are wrong, the company will spend a lot of money going back and fixing the system.

**Interviewer:** How can CRM affect the business process?

**Interviewee:** Well, it really depends on what they plan to use CRM for. Many companies use it for sales, while others use it for marketing and call centers as well. In the case of sales, again, it depends on the company. Some companies have a well defined sales process that works for them and they do not want to change it. Others may be open to adopt other processes that may streamline their business. So in my opinion, CRM will impact the sales process but it varies by customer.

**Interviewer:** Is this where customizations comes into play?

**Interviewee:** Yes, many companies opt to customizing CRM to some degree. However, they must be cautious when they do, because customizations are expensive and may be hard to maintain in the long-run.

**Interviewer:** Why will customizations be hard to maintain in the long-run?

**Interviewee:** Because systems such as CRM need to be upgraded every few years or so and every time you upgrade, you also have to install the customizations which will incur an additional cost.

**Interviewer:** So, would you say that the less costly the CRM system is, the happier the executives?

**Interviewee:** Yes, of course. Executives are always trying to reduce expenses. So if they can initially forgo complex customizations, the less costly it will be.

## Appendix 10 –Survey Answers

20. In multinational organizations, the business processes should be adjusted to fit the local culture	5	5	3
19. Having better communication with my colleagues, makes me feel part of a community	3	5	3
18. I have better communication with my colleagues knowing that we follow the same process	4	5	5
17. An organization should have one common CRM platform	5	5	5
16. An organization should have one standard sales process	5	5	4
15. Organizations without defined business processes are more likely to be influenced by vendors	5	3	3
14. Organizations without defined processes will not succeed with their CRM initiative	4	3	5
13. CRM vendors should encourage the client to define their processes before implementing CRM	5	4	5
12. An organization is more likely to invest in CRM when their competitors are investing	5	4	1
11. An organization should define the sales process before selecting a CRM vendor	5	5	2
10. Without a goal, it is impossible to measure the value of the CRM system	5	3	3
9. Having a clear and defined sales strategy increase the chance of succeeding with CRM initiative	4	3	3
8. A CRM project is a stand-alone initiative	1	3	1
7. The CRM strategy should be part of the Sales strategy, in order to increase CRM technology adoption	5	3	5
6. The Sales strategy should be separate from the CRM strategy	1	3	1
5. Senior management has the responsibility to motivate end-users and steer the CRM project	5	3	5
4. Without senior management involvement, the CRM project is more likely to fail	4	3	5
3. Senior management is responsible for explaining the advantages of CRM to the organization	5	3	1
2. Senior management must lead by example in order to increase CRM user adoption	5	3	5
1. The CEO should act as a spokesman for CRM to the organization	4	3	5
What is your current role connected to CRM?	Consultant	Senior	End user
How many years of experience do you have with CRM?	3-5 years	0-2 years	6-10 years
What is your gender?	Female	Female	Male

Female	3-5 years	Other	2	5	4	4	4	3	3	1	3	5	3	2	4	2	2	4	5	5	5	4
Male	6-10 years	Consultant	3	5	4	5	5	2	4	1	4	4	4	4	4	3	4	2	4	4	4	5
Male	3-5 years	Consultant	5	5	5	5	5	1	5	1	5	5	5	5	5	5	5	5	5	5	5	5
Male	6-10 years	Consultant	4	3	3	2	1	1	3	1	4	3	2	2	4	3	4	1	2	3	3	4
Male	3-5 years	Other	2	4	3	1	2	3	4	3	4	5	5	4	2	2	5	2	3	4	4	5
Male	6-10 years	Consultant	3	5	5	4	5	1	5	3	4	4	4	3	5	5	5	5	5	5	5	4
Male	11+ years	Senior	4	4	4	5	4	3	5	2	5	5	5	4	3	2	4	2	4	4	4	4
Female	3-5 years	Consultant	4	5	4	4	4	1	5	1	4	5	5	5	5	2	5	5	5	5	5	5
Male	3-5 years	Consultant	4	3	4	5	4	3	4	2	5	5	4	3	5	5	4	3	4	4	4	4
Male	11+ years	Consultant	5	5	5	2	5	2	4	1	4	5	4	4	5	5	5	5	5	5	5	5



Male	11+ years	Senior	2	5	4	2	5	1	5	2	5	5	5	2	5	2	4	5	5	4	4	5
Male	3-5 years	End user	5	5	4	5	3	2	4	1	5	4	3	5	4	4	4	3	5	4	5	4
Male	3-5 years	Consultant	1	3	3	5	4	3	3	1	4	3	2	4	4	4	3	5	5	5	5	4
Male	11+ years	End user	5	5	5	5	5	1	5	1	5	5	5	5	5	5	5	5	5	5	5	1
Male	11+ years	Other	4	5	5	5	5	4	3	1	3	4	4	3	4	4	4	1	4	4	4	3
Male	3-5 years	Consultant	4	5	5	4	4	3	4	1	5	5	5	4	5	5	3	3	4	5	5	3
Female	0-2 years	End user	3	5	4	5	4	3	4	2	3	4	5	5	5	3	4	2	3	3	3	5
Female	3-5 years	Other	4	5	4	5	4	4	2	2	3	5	3	2	4	4	5	5	5	5	5	5
Male	3-5 years	End user	3	5	5	5	4	5	2	1	5	5	5	5	5	5	5	1	5	5	5	5
Male	0-2 years	Other	5	5	5	5	5	3	3	2	2	5	5	3	5	3	3	3	3	4	4	4

Female	0-2 years	End user	3	3	2	2	2	4	3	3	4	4	4	2	4	2	4	2	4	4	4	4
Male	11+ years	Consultant	5	5	5	5	4	1	5	1	5	5	3	3	1	1	4	1	3	5	5	5
Female	0-2 years	Other	3	5	5	3	5	3	3	3	5	5	5	4	5	5	4	4	5	5	5	5
Male	0-2 years	Other	4	4	4	5	4	2	4	2	4	4	4	4	5	5	4	4	4	4	4	3
Female	0-2 years	End user	5	5	5	3	4	4	5	2	3	5	5	5	5	4	4	5	5	5	5	5
Male	11+ years	Consultant	5	5	4	4	4	2	5	1	5	5	3	4	5	4	4	3	4	4	4	4
Male	0-2 years	Consultant	4	5	2	5	4	3	4	1	4	3	3	3	4	2	4	2	5	4	5	4
Male	3-5 years	Consultant	4	4	5	5	2	4	4	3	2	2	4	4	5	2	2	5	5	4	4	5
Male	3-5 years	Consultant	3	5	5	4	4	3	5	2	4	4	5	4	5	3	4	2	3	4	5	5
Prefer not	0-2 years	Other	4	4	1	4	2	1	2	1	3	2	5	3	4	2	5	1	5	5	5	4

Male	0-2 years	Other	4	5	4	5	3	2	4	1	5	4	5	3	5	5	4	2	5	4	4	5
Male	6-10 years	Senior	3	5	3	4	5	1	5	1	4	5	5	5	4	2	5	5	5	5	5	5
Female	11+ years	Other	1	5	5	5	5	1	5	1	5	5	3	3	5	4	5	3	5	5	5	5
Male	3-5 years	Other	4	5	5	3	4	2	4	2	4	4	4	3	5	4	4	4	4	5	5	4
Male	6-10 years	Senior	5	5	5	5	5	4	4	1	5	4	4	5	5	4	5	3	5	5	5	3
Male	3-5 years	Consultant	2	5	5	5	5	3	4	2	4	5	3	5	4	4	4	5	5	4	4	4
Male	3-5 years	Senior	4	5	4	5	3	1	5	2	5	5	5	3	5	5	5	5	5	5	2	1
Female	0-2 years	End user	4	5	4	4	4	1	4	2	5	4	4	4	4	4	4	3	4	4	5	5
Male	0-2 years	Other	1	4	3	3	3	2	2	3	5	5	5	3	3	3	3	1	3	5	3	5
Male	11+ years	Other	5	5	4	4	5	2	4	3	5	4	4	4	5	5	4	4	5	5	4	4

Female	0-2 years	End user	1	5	5	1	1	5	1	3	1	5	5	5	5	5	1	5	5	2	5
Prefer not	0-2 years	End user	1	1	4	4	3	5	1	1	5	5	5	4	5	5	1	5	4	4	4
Male	0-2 years	Other	4	5	2	5	3	3	3	1	5	5	5	3	5	4	4	3	5	5	5
Male	6-10 years	Consultant	5	4	5	4	2	2	4	2	2	3	4	3	4	2	4	2	4	3	4
Male	3-5 years	Consultant	1	4	1	5	5	1	5	1	5	5	5	3	5	5	5	4	5	5	5
Female	3-5 years	End user	2	5	4	5	5	1	5	1	5	5	5	5	5	5	5	5	5	5	5
Male	6-10 years	Other	5	4	5	4	5	1	5	1	4	5	4	3	5	4	3	5	5	4	5
Male	0-2 years	Consultant	4	5	2	4	3	4	4	3	4	3	5	5	4	4	4	2	4	5	3
Male	3-5 years	Senior	5	5	5	5	3	5	5	1	5	5	5	4	5	5	3	3	5	5	5
Female	11+ years	Consultant	5	5	5	5	4	3	4	1	4	4	1	2	3	2	4	4	4	5	3

Male	3-5 years	End user	5	5	1	5	5	1	5	1	5	5	5	3	5	5	5	1	1	3	3	5
Female	3-5 years	End user	2	1	1	2	1	1	5	2	4	4	3	2	4	3	4	4	4	4	4	5
Male	3-5 years	Other	4	4	3	5	4	1	5	3	4	2	3	4	5	4	3	3	4	4	4	3
Male	0-2 years	End user	3	3	3	3	3	2	4	2	2	2	5	2	5	5	3	2	5	3	3	4
Male	3-5 years	Senior	5	5	4	5	5	2	4	4	4	1	5	2	3	5	5	2	5	5	5	2
Male	0-2 years	Consultant	2	5	5	1	5	5	1	3	4	4	5	2	5	5	5	5	5	5	5	5
Male	0-2 years	Consultant	5	5	5	5	5	1	2	1	5	5	5	5	3	5	5	3	4	5	5	5
Male	0-2 years	Senior	3	4	5	5	4	2	4	1	5	4	4	4	4	5	5	1	5	4	4	4
Male	3-5 years	Other	4	4	3	3	3	3	3	2	4	3	3	3	4	4	4	2	4	4	4	4
Male	0-2 years	Other	5	5	5	3	3	4	3	4	4	3	4	3	3	3	3	4	3	4	3	4

Male	6-10 years	Senior	4	5	5	5	5	1	5	1	4	5	4	5	4	5	5	5	5	5	5
Female	0-2 years	Consultant	1	3	2	2	2	5	5	5	5	5	5	5	5	5	5	4	4	4	4
Male	3-5 years	Consultant	5	5	5	5	4	2	5	1	5	5	2	4	5	5	4	2	4	5	4
Female	6-10 years	End user	4	4	5	4	5	1	5	1	5	4	5	3	5	3	3	3	4	4	4
Male	11+ years	Other	4	5	5	5	4	2	4	2	3	4	4	4	5	4	4	2	4	4	3
Male	11+ years	Other	4	5	5	5	4	2	4	2	3	4	4	4	5	4	4	2	4	4	3
Male	11+ years	Other	4	5	5	5	4	2	4	2	3	4	4	4	5	4	4	2	4	4	3
Male	11+ years	Other	4	5	5	5	4	2	4	2	3	4	4	4	5	4	4	2	4	4	3
Male	3-5 years	Senior	3	5	5	5	5	3	4	1	5	3	5	2	5	3	4	5	5	5	4
Male	11+ years	Senior	5	5	4	5	4	2	4	1	5	4	5	5	5	5	5	4	5	4	3

Female	11+ years	End user	5	5	5	4	4	5	5	2	5	4	4	2	4	4	5	1	5	5	4	4
Male	11+ years	Senior	5	5	5	5	4	1	5	1	5	5	5	2	5	5	5	5	5	5	5	4
Male	11+ years	Senior	5	5	5	4	4	3	4	2	4	4	4	3	4	4	4	4	4	4	5	4
Male	3-5 years	End user	2	4	3	3	2	1	5	1	4	2	5	3	5	4	4	2	5	4	4	5
Female	3-5 years	Other	2	4	5	4	4	5	4	3	5	5	4	4	4	5	5	4	5	5	5	5
Male	11+ years	Consultant	5	5	5	5	5	1	5	1	5	5	5	4	5	5	5	3	3	5	5	5

## Appendix 11 – Survey Comments

COMMENTS TO HYPOTHESIS 4	COMMENTS TO HYPOTHESIS 3	COMMENTS TO HYPOTHESIS 2	COMMENTS TO HYPOTHESIS 1	WHAT IS YOUR CURRENT ROLE CONNECTED TO CRM?	HOW MANY YEARS OF EXPERIENCE DO YOU HAVE WITH CRM?	WHAT IS YOUR GENDER?
				Other	3-5 years	MALE
				Senior manager	1.1+ years	MALE
				Speaking with the perspective in mind of a multi-project company, where merely one of the projects in their portfolio is this CRM one. I can imagine a substantial involvement of senior management in case of a smaller company, but with other company types I would expect a proficient consultant or a Product / Project Manager to steer the implementation		
				Senior management in all departments must champion the use of CRM and must be represented as stakeholders in a programme team		
				CRM projects fail if they are standalone. They should support sales strategy and are linked.		
				CRM projects should be used to review processes and improve them or create them if none exist.		
				Organisations sell a multitude of things so one standard process will not suit all items for sale, high value one off sales will be different to high volume low value		



MALE	11+ years	Consultant	<p>CRM being part of sales strategy is debatable. You're assuming CRM is being implemented for a sales oriented company. But in many cases, CRM is implemented for a service oriented scenarios. Think of government councils, utility companies, volunteer or charity organisations etc. The focus is not as much on sales compared to offering services to the customers. In such cases, there will only be CRM strategies, no significant sales strategy.</p>
MALE	3-5 years	Consultant	<p>The CEOs involvement is, of course, based on how large the company is. The CEO should not be the spokesman for the CRM system (why would he/she?) unless it is a very small company where the CEO is also sales manager, super user or similar. The CEO and the sales management team are stakeholders in a CRM-implementation, mainly for follow up data and statistics. But</p> <p>Sales strategies tends to change extremely quickly nowadays. My strong view on a crm system is that the crm system should not follow the strategy blindly, with a lot of workarounds and tweaks to make it work. It should be as open and standard as possible, so it is easy to adopt new strategies without a lot of efforts in the crm system. Also, new versions of crm systems has usually new and extended functionality for "standard processes", so keeping the crm system as close to</p> <p>Often, when the business doesn't have an existing crm system, their sales business processes are not very well documented or made for manual labour. Starting a crm implementation always starts with, together with the business, defining the requirements and in many cases challenge the business current processes with what is possible from a technical perspective - as well as with new possibilities.</p> <p>There should be one base process with local adjustments. In dynamics crm, this is a new and very selling feature - to be able to make a base process with branching. So Finland needs one more step in their process? Fine - as long as the base process steps is not changed.</p>

			<p>there are many other important stakeholders (like endusers, superusers, sales management, IT, external systems (ERP, external web site), marketing strategists, enterprise architects.. etc). Failed (wrong) implementations almost always means that the business was not involved enough. But the business is not always represented by CEOs and senior management so these questions are a little hard to give generic answers to. The successful implementation is helping the end user do their tasks easier, giving the teams the current status for planning ahead and the business high quality data for follow ups.</p>	<p>standard as possible enables the business to be early adopters of new versions and new functionality ahead of their competitors.</p>	
MALE	11+ years	Other	senior managers play key role in walking the walk	<p>I think that you need to know what sort of business you are generally to choose the cream you need, for our business any of the leading players will do the job, often you risk making the</p>	<p>you may have different types of businesses and need different processes - product sales vs service solution sales</p>

MALE	3-5 years	Other	<p>CRmn change to suit your process that you imagine is really speciasl and it costs lots of money and time to customise, when u r bertter of changting your process to suit the CR&lt;M</p> <p>The organization need to have defined process to have a ROI for theyr investment in CRM, if they dont have a defined process i might be that they need a organizational change to adapt the new processes that will appear from the CRM implemenation.</p>	
MALE	6-10 years	Consultant	<p>Senior management has the responsibility to motivate end users, bue might not be the best fit to steer the project, in regards to question 5</p>	
MALE	3-5 years	Consultant	<p>Depends on the size of the organization, and the type of sale they do. Are they FMCG or high margin sales</p>	
MALE	3-5 years	Consultant	<p>It is imperitive for an organisation to have a clear and defined sales strategy, that supports the overall strategy of the Company. Then</p>	<p>It can somewhat of an advantage if there stære minor cultural differences when using and implementing a CRM. They should</p>

MALE	11+ years	Other	the implementation of a CRM can be successfull		only be minor though
					Multinational, large organizations have many more factors than stated to generalize these statements. Local regulation can impact business processes, depending on the business. In general, one CRM process and one system are ideal, but it is not always possible or practical.
MALE	11+ years	Senior manager	Senior Mgmt has the overall responsibility for the CRM project		Common terminology is always an advantage