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Industrial Engineering and Management
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Master's Thesis

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How CRM systems and processes are utilized to drive customer experience and satisfaction – Case of an international forest industry company

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Examiners: Professors Asta Salmi & Juha Väätänen

ABSTRACT

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This thesis focuses on how CRM systems and processes are utilized to drive customer experience and satisfaction in the case company. Nowadays, most of the researches about CRM are focusing on how CRM could help and improve the operations of the host company rather than focusing what is the value of using it to the customers.

In this thesis, first the literature review was done to provide information how CRM is driving customer experience and satisfaction and how it should be implemented in order to achieve success. Then the situation of the implementation with the case company was described, what could be improved inside the company and has the journey gone in line with the organization's opinions and expectations. Moreover, the experiences with CRM were collected from the interviews with already experienced companies.

All in all, it is vital that the main purpose of CRM is understood and it need to be spread all over the organization. All need to use it in order to achieve the success.

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Tämä diplomityö käsittelee, miten CRM-systeemejä ja prosesseja hyödynnetään asiakaskokemuksen ja –tyytyväisyyden edistämiseksi case-yrityksessä. Nykyään monet tutkimukset keskittyvät lähinnä siihen, kuinka CRM auttaa ja parantaa kohdeorganisaation toimitaan sen sijaan, että keskittyisi siihen, mtiä arvoa CRM tuo asiakkaille.

Tässä työssä tehdään ensin kirjallisuuskatsaus, jotta tietoa CRM:n vaikutuksista asiakaskokemukseen- ja tyytyväisyyteen saadaan esiteltyä. Sen jälkeen kuvataan case-yrityksen tilanne CRM-implementoinnin kanssa, mitä parannuksia tämä vaatii ja kuinka se on linjassa yhtiön asettamien tavoitteiden ja odotuksien kanssa. Lisäksi kokemuksia CRM:stä kerättiin haastatteluilla yrityksiin, joilla oli jo aiempaa kokemusta CRM:n kanssa.

Joka tapauksessa on tärkeää, että CRM:n päätarkoitus on selvillä kaikille organisaatiossa. Lisäksi kaikkien organisaatiossa tulee sitoutua CRM:aan, jotta siitä saadaan kaikki hyöty irti.

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Now my time has come to finish my studies for now. The journey with the studies has had its up and lows, but the overall image has been exciting and enlightening. The past six years have been the time of my life, for sure!

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But now, finally, it is time to turn the next page and take the next steps in my life. The journey has been long so far but a much longer way is still ahead. Now I am ready to move on further.

I pack my knives and leave.

In Lappeenranta 2018

Miki Lahtinen

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS

B2B – Business-to-business

B2C – Business-to-consumer

CEM – Customer Experience Management

CLV – Customer Lifetime Value

CM – Change Management

CS – Customer Service

CRM – Customer Relationship Management

EBIT – Earnings Before Interest and Tax

ERP – Enterprise Resource Planning

FS – Field Sales

IT – Information Technology

KPI – Key Performance Indicators

NPS – Net Promoter Score

PS – Product Management

R&D – Research and Development

RFI – Request For Information

RFP – Request For Proposal

ROI – Return On Investment

SC- Supply Chain

SP – Sales Management

TCS – Technical Customer Service

TBD – To Be Determined

1 INTRODUCTION

In this section the topic of the Thesis is introduced and the background, objectives and structure of the Thesis will be discussed. Furthermore, the research gap and questions and also the research methodology are revealed.

1.1 Background

Usually, when the decision to acquire a CRM system takes place, it is considered how it will improve the organization's processes and way of working. However, CRM provides more. CRM is more than just a tool to store customer information and keep the top management informed how the employees are working with their customers. Actually, CRM is a more customer-oriented way of thinking and helps the employees organization-wide to understand and know their customers more. Instead of thinking CRM to be beneficial to the host organization, the focus on how CRM could benefit the customers and their experience and satisfaction should be investigated more. This thesis will focus on customers' point of view how the CRM systems and processes are utilized to drive their experience and satisfaction in order to be able to understand and thus serve the customers better than the competitors and win the competition over the competitors in more and more competitive business world.

1.2 Research gap, objectives, questions and limitations

As been mentioned in the background part, the present literature have not been focused on CRM from the customer's point of view that much. That is why the research is done to change the perspective more on the customer's side and figure out *How CRM processes and systems are utilized to drive customer experience and satisfaction* in order to understand the customers more and be able to serve them and react to their needs as well as possible.

The objectives of this thesis are to find out the situation with the customer experience and satisfaction at the moment and how CRM could help to improve it. Lastly, it is vital to see how all this is in line with the organization's opinion and expectations of CRM and what will be the next steps to reach those and what will be the improvements for CRM in the future as well.

The research questions play a significant role to success with the research. The research questions guides the researcher to follow the right path in order to find out what is most important to be wanted to know and lead the research focused to its end. The research questions guides to select the relevant and suitable data from the literature review and to analyze and write-up the most critical issues for the research. They also avoid the researcher to going off the wrong directions and helps the readers to understand what the whole research is all about. (Bryman & Bell 2015, p. 10-11)

The main research question for this thesis is:

How to utilize CRM to drive customer experience and satisfaction

The research questions can also have sub-questions which will target the questions even more into chosen topic (Bryman & Bell 2015, p. 11). In this thesis the following sub-questions are used:

- *What is the situation with CRM at the moment and is it in line with the organization's opinion?*
- *How to success with CRM to increase customer experience and satisfaction?*
- *What are the future scenarios of CRM and potential improvements?*

This thesis will be limited for this certain case company and in specific to its Consumer Board division. Moreover, only the aspects and operations in CRM which drive customer experience and satisfaction will be taken into consideration.

1.3 Structure of the Thesis

The thesis is divided in 9 chapters which can be seen in the below table.

Table 1: Structure of the Thesis.

Input →	Process	→ Output
Background information	Chapter 1 Introduction	Background, research questions, limitations
Theory about research methodology	Chapter 2 Research methodology	Used research methodology
Primary data of the case company	Chapter 3 Description of the case company	Overview of the case company
Literature review of the selected publications	Chapter 4 CRM implementation	Understanding of CRM implementation
Literature review of the selected publications	Chapter 5 Customer experience & satisfaction in CRM	Factors to drive customer experience & satisfaction in CRM
Data collection from customer feedback	Chapter 6 Customer perceived experience & satisfaction	The satisfaction and experience of the customers so far
Primary data and internal user questionnaire survey	Chapter 7 Situation with the CRM implementation in the case company	Situation with CRM in company and how the users see it
Interviews	Chapter 8 Experiences with CRM from other companies	Cornerstones and challenges in implementing CRM
Main findings of the study and future aspects in the literature	Chapter 9 Discussion & conclusions	Answers for the research questions and future aspects

The first chapter introduces the background, research gap, objectives, questions and limitations, research methodology and the structure of the thesis. In the second chapter the case company is described. The chapters 3 and 4 include the literature review part of the thesis. Chapter 5 is about the situation with the CRM implementation in the case company at the moment and includes also the internal user survey results. The chapter 6 includes the interview results with the selected companies who already have had experiences with CRM. Chapter 7 shows the customer satisfaction level at the moment in the case company. Chapter 8 includes future scenarios in CRM field and possibilities to further researches. In the chapter 9 the research questions will be answered and the chapter 10 summarizes the thesis.

2 RESEARCH METHODOLOGY

This chapter will describe the methods used in the thesis and the nature of the research. In this thesis empirical research includes interviews with experienced CRM user companies, internal user questionnaire survey to find out how the case company's situation with CRM is in line with the organization's vision and a customer feedback collection in order to be able to find out the situation with customer experience and satisfaction at the moment.

Table 2: Empirical research methodologies

Chapter 6	*NPS collection of customer feedback* - *Multiple choice & open answer questions*
Chapter 7.3	*Internal user questionnaire survey* - *Multiple choice & open answer questions*
Chapter 8	*Interviews* - *Semi-structured, pre-determined & open answer questions*

The above table shows the where in this thesis these methodologies take place.

2.1 Literature review

The idea of literature review is to review the already existing academic information about the chosen topic. The existing academic information could be found from publications, including academic magazines, conferences and such. When the literature review takes place, it is important to limit the search of information to meet the chosen topic as well as possible. By forming research questions to meet the chosen topic is one efficient way to keep the information limitation in hands, according to Bryman & Bell (2015, p. 103). (Bryman & Bell 2015, p. 100-103)

According to Bryman & Bell (2015, p. 104-111) the literature review could be done using systematic review or narrative review. They (2015, p. 108) also suggested

that systematic review is a more reliable way of data founding. In systematic review, three main steps occur. At first, the research questions are specified in order to be clearly answerable and the review is planned accurately. In the second phase, the review is conducted which means that the search strategy is described and the keywords and search terms are determined. The search terms are strictly limited in order to focus on a certain publications. At last, reporting and dissemination take place. (Bryman & Bell 2015, p. 107-108)

On the contrary, narrative review does not include that strict rules for the searching criteria but the material and research questions could be wider-ranged. In narrative review the progress of the chosen topic is continuous and it gives more flexibility to the research to modify the boundaries of the subject as the research goes on. (Bryman & Bell 2015, p, 110)

The literature review in the thesis was done by mixing systematic and narrative review. The limitation was not planned to be that strict since the topic is not that much researched from the customer's point of view. Furthermore, the focus was updated couple of times during the research since the topic was in progress depending on the literature found about the topic theme. This part follows pretty clearly the narrative review but it still had systematic review points on it.

For instance, in the research the newest possible publications from reliable sources were tried to be used. However, since the topic is not that much researched from the customer's point of view, some exceptions were allowed but still the publications needed to be published at least in the year 2000 or later. In addition, the publications needed to be available in certain databases, such as Elsevier, EBSCO, ABI/INFORM and Scopus. The keywords, which needed were used for the searches, were CRM, customer satisfaction & experience and CRM implementation and mostly Business-to-Business (B2B) related articles and publications were used.

2.2 Nature of the research

The research design of the thesis was a case study design. For case study design it is typical that the research is based on a single organization or location with a single event or a person and its results are necessarily not universal. (Bryman & Bell 2015, p. 67-68) This thesis is about a single organization and their operations in a single CRM project. In this thesis only primary data is used to describe the company and its operations.

Bryman & Bell (2015) also argues that the nature of the research can be either quantitative or qualitative research. Quantitative research is seen more like a collection of numerical data and statistical data and the presence of diagrams and numbers is strong. With the collection of numerical and statistical data it aims to create generalities about certain phenomena and the structure of the research is linear from the beginning to the end. Using the hypotheses and testing the theory is common with quantitative research. (Bryman & Bell 2015, p. 160-161)

On the contrary, according to Bryman & Bell (2015) qualitative research relies more on words and expresses explanations rather than numbers and quantity of data. Qualitative research aims to describe certain details rather than generalities and the interest is more in the effects of the phenomena. The structure of qualitative research is more flexible and the focus could change or deepen during the research. Usually, presence of interviews and observations is strong and the experiences of certain phenomena are significant in the research. (Bryman & Bell 2015, p. 392-396)

In Table 3, the common contrasts between quantitative and qualitative research are listed.

Table 3: Common contrasts between quantitative and qualitative research. (Bryman & Bell 2015, p. 416)

Quantitative	Qualitative
Numbers	Words
Point of view of researcher	Point of view of participants
Researcher distant	Researcher close
Theory testing	Theory emergent
Static	Process
Structured	Unstructured
Generalization	Contextual understanding
Hard, reliable data	Rich, deep data
Macro	Micro
Behavior	Meaning
Artificial setting	Natural setting

This thesis follows mostly qualitative research methodology. The data used is gathered from the previous researches and publications and reused by focusing on the topic. The material is used to explain case company's unique project when the results are not universal. The structure is also flexible and interviews and primary data from the company are used in order to observe certain phenomena.

However, some parts of the thesis also have quantitative research aspects. Then the research can be seen, as argued by Bryman & Bell (2015, p. 640) as a mix of quantitative and qualitative research. In this thesis, the internal user questionnaire survey and perceived customer satisfaction results are gathered as quantity data which have been shown as diagrams and such. These are highly presenting quantitative research aspects but they are explained and used in the thesis in qualitative way (Bryman & Bell 2015, p. 648). The other parts of the thesis are presenting qualitative methodology.

2.3 Interviews

The interview questions were determined beforehand in order to receive the critical views of the interviewees' CRM experiences and analyze them and compare to the company's own experiences with CRM implementation. Moreover, the questions were sent to the interviewees before the actual interview so that the interviewees were able to prepare their answers. Even though the questions were determined beforehand, it was possible to ask additional questions if needed and change the order of the questions depending on the responses the interviewee gave. The answers to the questions were determined to be open answers as it was wanted that the interviewer would not affect the responses and the interviewee could be able to answer to them by their own way. According to this, the interviewees were selected to be persons who have the knowledge of the topic and give the answers based on the facts. The interviews were held as a Skype call meeting and they were recorded in order to be able to analyze them correctly afterwards. Thus the interview strategy was selected to be semi-structured interview where the interviewees were not bonded to certain answers and the actual interview situations could vary depending on the responses the interviewee gave. (Hirsjärvi & Hurme 2011, p. 47-48)

The interviews included not only questions about the CRM system, steps of the implementation and how the CRM has been seen in the company but also have the customer experience and satisfaction been taken into account during the implementation and has CRM been seen to increase customer satisfaction and experience. The questions are listed in the Appendix 2. The questions were chosen to see the companies' situation with CRM at the moment and how have they reached it. In addition, it was important to find out the cornerstones and challenges during the implementation in order to be able to react them. For instance, it is critical that the CRM system is selected correctly to meet the organization's needs and requirements at the first place and be able to communicate with other systems in the organization. It was also important to see what has been their main purpose of CRM and how has it succeeded and have they seen effects on customer experience and satisfaction. Lastly, the interviewees were able to give their professional

comments on how the whole CRM could be improved on their side and which should be taken into account.

The interview analysis will be done segmenting and combining the topics. The interviews will be segmented by the questions and their focus areas and the different interviewees' responses will be combined with each other for a certain segmented responses. Then the responses could be efficiently compared and they will give a perspective of different business areas and how they differ from each other. (Hirsjärvi & Hurme 2011, p. 148-149)

2.4 Internal user questionnaire survey

To find out how the company's targets are met among the internal users, a survey was arranged for the CRM internal users. The questionnaire was built in Google Forms and the questions can be found in Appendix 1. The questions were determined to result how the internal users are seeing the CRM system and what are their concerns about it. Along with multiple choice questions, the questions 3-8 included also open questions in order the respondents were able to give reasons for their choices. The questions 11-15 were only open answer questions.

The survey was open for responding for two weeks and the survey was sent to 875 internal users who had CRM licenses from Consumer Board, Packaging and Paper divisions. In the end, the survey received 270 responses which results in about 31 % responding. There were certain factors which lowered the responding rate. First of all, the Chinese users were not able to respond to Google Forms due to that Google is blocked in China. However, we offered the Chinese users a chance to attend to the questionnaire by sending them a document, where they were able to respond but only three responses were received. Secondly, some of the users are using CRM so little that they did not want to distort the results with such tiny experience of the system. Finally, some users were not working at that time when the survey took place. The list of the internal users included couple of employees who were not working for the company anymore and also, the winter holidays were

running during that time, so, some users might not have been able to participate to the survey due to their holidays.

2.5 Customer satisfaction feedback collection

How to see the customer experience and satisfaction level at the moment and what are the customers expecting more, then? The company uses a process to collect customer feedback and use it to generate best operating practices and improvements for the business. The process is based on Net Promoter Score (NPS) which is also used in many other companies, such as Apple, Nokia and Philips. NPS points out how likely the customer is to recommend them as a supplier, with the score of 0-10. 0-6 means, that the customer is Detractor which means that they are more likely to use another supplier rather than them. Score 7-8 means that the customer is Passive and they are likely to use them as a supplier but will not recommend it to others. With the score of 9-10 the customer is satisfied with them and become a Promoter to recommend them to other companies. NPS is calculated from a certain amount of respondents as decreasing the Detractor amount from the Promoters amount. The better the score, the most probably they are recommended as a supplier and the customers are satisfied with the business with them.

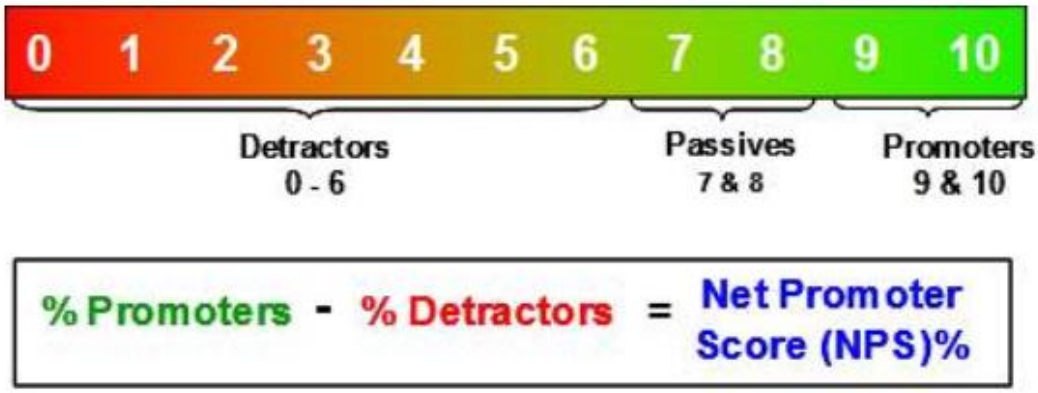


Figure 1: NPS scale and how it is calculated.

The customer feedback is collected every year from the customers. The feedback is collected by interviews which are done face-to-face, by telephone or web based

survey. The interview could be done by account manager, internal sales or an external call center. Web based surveys has basically not been used anymore and the most common option is using the external workforce, such as call center or interviewer, for collecting the customer feedback.

At first, the customer is contacted and explained what the purpose of the interview is and how it is arranged. Once the interview takes place, the customer is asked how likely they would recommend them as a supplier and what is the primary reason for the score and is it related to a specific mill. The additional and optional questions are the same but based on other suppliers the customer is dealing with. That is how they find out the situation with the competitors and how the business could be improved in order to operate better than the competitors. Likewise, the competitors NPS will be calculated and compared to the company's NPS. However, not only the NPS will be collected but also the comments the customer give for certain scores. These comments are called verbatim and they give a wider perspective of how they are operating and how the operations could be improved. After the feedback has been received, they will be reported and even categorized by the business unit as well. In addition, the scores could be sorted by in which operations the score is connected with, for instance, to sales, customer service or distribution.

3 AN INTERNATIONAL FOREST INDUSTRY COMPANY

The case company is a Finnish-Swedish forest industry company which is a leading provider of renewable solutions in packaging, biomaterials, wooden constructions and paper globally. Their aim is to replace fossil based materials by materials which are based on wood or other renewable materials and they call for sustainability in their operations and responsible use of nature's resources. (Case company 2017b)

Today the company has some 26 000 employees and it operates in 30 countries. Their shares are listed on the Helsinki and Stockholm stock exchanges and its sales was 10 045 million EUR and the operational Earnings Before Interest and Tax (EBIT) 1 004 million EUR in 2017. They have divided its operations in five divisions: Consumer Board, Packaging Solutions, Biomaterials, Wood Products and Paper. (Case company 2018) The divisions are briefly presented below.

Consumer Board: This division consists of production and development of a wide paper board and barrier coating selection for premium end-use packaging and graphical segments in liquid, food, pharmaceutical and luxury goods. The production of Consumer Board division is focused on Finland, Sweden and China. The division has 25 % share of group sales. (Case company 2018)

Packaging Solutions: Packaging Solutions Division develops fibre-based packaging and manufactures containerboard and corrugated packaging solutions. The division takes control over every step in the supply chain; from recycling to providing the ready-made products to its customers. Containerboard mills are located in Finland and Poland and the share of group sales is 12 %. (Case company 2018)

Biomaterials: This division provides a wide range of pulp grades for paper, board and tissue producers and is developing new ways to maximize the value extractable from wood and other kinds of non-food-competing biomasses. The division has operations in Brazil, Finland, Laos, Sweden, Uruguay and the United States of

America. The operations includes Biomaterials pulp mills, Research and Development (R&D) facilities and pilot plants and plantations and the division has a 15 % share of group sales. (Case company 2018)

Wood Products: The division provides building solutions in wood-based construction and the product range covers massive wood elements and components for urban construction. The offerings include also sawn timber goods and pellets for sustainable heating. The 20 production units are located in Europe and the share of group sales is 17 %. (Case company 2018)

Paper: The division is focused on paper production with a wide product portfolio for print and office usage of paper. Paper is manufactured from recycled and fresh wood fibre and 18 production lines are located in Europe and one joint venture paper machine in China. Even though the market demand of paper is declining all the time, the division is aiming to improve the product quality, keep the costs at an attractive level and find the most efficient way to manage the paper business in the future. However, the division has 29 % share of group sales. (Case company 2018)

Global presence is strong for the company. In South America they have joint operation pulp mills and tree plantations in Brazil and Uruguay in Biomaterials Division. In the United States of America the company's Biomaterials Division has a pilot facility to develop technologies for the conversion of biomass into highly refined sugar and lignin to replace fossil-based technologies in various industries. In Asia they have operations in China and Laos. The demand of consumer board and packaging products in China is increasing fast and thus they have eucalyptus plantations, Consumer Board mill, three packaging plants and one joint operation paper mill in China. In Laos they have a trial plantation that combines tree-growing with food production. (Case company 2018)

Most of the group's operations and sales take place in Europe, where they are leading producers of board, pulp, paper and wood products. In Europe they have the most operations are Finland, Sweden, Poland, Germany and Russia. Company's

head office is in Helsinki Finland but they also have head office functions in Stockholm Sweden as well. The biggest markets for the company are Germany and Sweden and Europe all together has approximately 74 % share of group sales by destination. (Case company 2018)

The implementation of CRM system in the company started during the spring of 2016 with three divisions: Consumer Board, Paper and Packaging Solutions. The decision to implement CRM system was created in order to win and maintain valuable customer relationships with better understanding and focused efforts and provide a high quality customer experience by becoming more customer-centric organization. CRM is also able to provide a better visibility to customer interface and interactions. One big reason was also to bring all the essential and relevant, cross-divisional customer information into one certain program which makes it easier for the users to find and share the information of the customers anytime, anywhere with low effort. The goal for the usage of CRM was to make it as a standardized, daily used tool for the customers facing employees, say for sales, marketing and customer service, and to prevent the use and collection of different kinds of tools of customer information in the whole organization.

4 THE IMPLEMENTATION OF CRM

CRM could be seen as a managerial strategic decision-making tool (Stein et al. 2013, p. 860). Since the CRM system consists a huge amount of data of the customers, the system appoints how to treat a certain customer and provides information about the customers, which helps the decision-making. That is why it is extremely necessary that the information of the customer is current, complete and up-to-date (Peelen 2005, p. 94). Therefore, CRM could also be seen as a history between the supplier and a client since the system includes the vital information of the actions already done and experiences with the customer over time (Stein et al. 2013, p. 856). That also fastens the decision-making process while the customer needs are already identified and the previous transactions and required processes have been stored to the system.

Communication, handling and improving the relationships with the customers are usually understood to be handled by the sales. But CRM requires more. The whole organization needs to change their way of thinking more towards to customer-oriented and the information needs to be flown across the organization between the different departments (Stein et al. 2013, p. 855). The value creation process begins from the marketing research and design of the offering and continues through the distribution to the end of the offerings' lifecycle (Stein et al. 2013, p 855). However, the company needs to be aware that the value creation for different customers depends on the industry and the same models will not fit for all (Steel et al. 2013, p. 1329). That is why the company needs figure out the right models to fit with its customers. All in all, it is important to notice that the whole organization is involved in the value creation process and leading the way towards the customer satisfaction. The more the customers' needs are known across the organization, the easier the customers' requirements will be met and the level of satisfaction could be increased. Furthermore, when CRM is implemented close to the user, it allows to offer the customer the best benefit of it (Storbacka & Lehtinen 2001, p. 124). That is why all the company's departments need to be committed to the CRM way of thinking, not only the top management, in order to maintain and even improve the customer

satisfaction (Peelen et al. 2009, p. 460). The people across the functions are working together to initiate, build and retain the relationships with the right customers in order to benefit both parties and secure the positive results (Peelen et al. 2009, p. 467). In conclusion, the users need to be motivated, trained and experienced with the use of CRM in order to meet the right customer's demands and needs (Foss et al. 2008, p. 70-71). That, of course, has a potential to end up as a positive customer experience as well which affects the customer satisfaction too.

The implementation phase for the CRM is when the CRM is finally put into the practice for the company. The implementation of CRM technology could be seen as an organizational innovation process since the organization way of thinking need to be changed more towards the customer-orientation (Zablah et al. 2004, p. 282-283). The importance of CRM need to be showed to the employees once they are trained to use it and make them understand it.

Since the range of CRM is usually very large, the organization needs to figure out how to handle CRM company-wide, how CRM will be designed and how to keep it developed even further since the CRM development does not end but it will continue to evolve over time (Peelen 2005, p. 399). In addition, the vision and strategy will be set for the CRM in order to use the program properly and monitor the efforts done for the desirable results. Moreover, the vision, and thus the strategy to achieve the vision, provides the direction of the CRM functionalities to be developed in the future and not to get lost and suffer losses from the investment made. (Peelen 2005, p. 399) That is why monitoring the use of CRM plays a significant role over time.

4.1 Successful CRM implementations (”Best-in-class”)

Even though technology has a leading role in nowadays developing business, Cambra-Fierro et al. (2017) stated: technology is not all for the success in CRM strategy. To build a successful CRM it requires more than just a technology. First of all, the organization need to be turned from product-oriented towards more

customer-centric and from short-term orientated to more long-term orientated. Then it has a potential to provide a long-term commitment with each other and benefit both parties (Zablah et al. 2004, p. 282). For the customer it is not necessary to switch (reduced switching costs) the supplier once the supplier already has the knowledge what are the customer needs and requirements for the offering. Profits for the supplier are the increasing Customer Lifecycle Value (CLV) and loyalty of the customer. The revenues will be easier to predict and the cross-selling most likely could take place. Secondly, CRM need to be demonstrated to bring positive results within a predetermined period of time (Peelen 2005, p. 401). The customer satisfaction will increase once the customer, or the new prospects, could be approached with the accurately targeted offerings for the right customers at the right time and also the time spent to find the customer data will be reduce by having the required data in a certain location (Peelen 2005, p. 401). That, of course, reduces the costs while the needed efforts to be done will decrease.

For the successful CRM it is vital to have the involvement of the senior management during the whole process. The senior management has the long-term orientation and overview which are vital for the recognition of a healthy business case. The responsibilities the senior management has, have to be separated depending on the different and specific areas within CRM. (Peelen 2005, p. 402) For instance, one could be responsible to financial aspects of the process, while the other could take care of the development of the CRM. However, usually the lack of time of the involved individuals is also affecting the process (Peelen 2005, p. 402). The steering individuals have limited time, so in this case, the challenge could be overcome by building core teams. The core teams will include labor who has different tasks to take care of during the process. (Peelen 2005, p. 402)

Standardizing the CRM approach need take into the serious consideration. Since the organizations are nowadays operating globally, the cultural differences, for example, could make it challenging to have the same approach as is in the other regions (Peelen 2005, p. 406). In addition, the signals of failures or, on the other hand, success from different regions could be received with delay (Peelen 2005, p.

407). Then the reacting time to change or renew the processes elsewhere according to the signals will be decreased (Peelen 2005, p. 407). But, on the other hand, the standardization could also be a beneficial choice. If the company clients maintain relationships on a central level or cross-border and cross-division service is available, then the standardization could work (Peelen 2005, p. 406). That would ease the operations globally and save time and thus reduce costs once the training and implementation could be done the same way as in other regions. Not only due to the standardization but in overall, the departments and different locations need to communicate with each other (Peelen 2005, p. 408). The local units as well as the head office need to have access to the local data in order to find the relevant data and react to the possible changes. That also leads that the cross-functional integration in the company and organization-wide commitment is essential for the success of the CRM (Zablah et al. 2004, 282). While having operations globally, it is important to have a common language to use (Peelen 2005, p. 408). That is why, at least, the language should be standardized for all the regions using the CRM.

Peelen (2005, p. 403-405) also points out that a proper project management plays a vital role in the success of CRM implementation: well managed and described project has higher chances to be successful. For a CRM project description, the objectives need to be SMART:

- Specific
- Measurable
- Actionable
- Realistic
- Timely (Peelen 2005, p. 403).

Realizing these objectives makes the project not to become too long or exhaustive and thus the usability, interest in the project and the implementation itself increases. However, the results of the project are dependent of the capability of the company to define the process in the customer's standpoint supported and improved by using the information communication technology. (Peelen 2005, p. 403) This need to be taken into account when developing the project description.

One aspect for the successfully managed CRM project is to recognize the risks. While defining the nature of the project, the risks could be identified and probably even managed beforehand. (Peelen 2005, p. 404) On the other hand, the risks also could be evaluated and as a result the decision whether the project even will be started could be made. Once the decision has been made that the project will be started, the right people to work with the project could be chosen (Peelen 2005, p. 404). For the project management it is critical to find the most qualified and motivated people to be involved in the project. For a CRM project it is vital to find people who are capable to work together as a team since CRM needs professionals from different departments and the communication between the departments need to happen without error. (Peelen 2005, p. 404) Finding the correct people for the project enables the project to move smoothly and without bias or communication barriers.

As mentioned before, the project need to have a sponsor at the upper level of the management. The top management need to be convinced with the importance of the project and there need to be one who is responsible of the project and the final result of it (Peelen 2005, p. 404). That is why it would be important to be able to adequate the CRM system to performance metrics, such as Return On Investment (ROI) (Zablah et al. 2004, p. 282). He or she is also responsible to the people selected to the project since the delegation of the tasks is his or her interest for a successful results of the project. The project also need to have an estimated budget which should be approved by the project leader and accepted by the top management. The budget will not only include the purchase of the application software, adaption of the network, integration of the systems and training for the staff involved but also to the pilot run test in a natural environment. (Peelent 2005, p. 404) The pilot run test shows the functionality of CRM program in real-life and also appoints the needs for changes or possible improvements. That also gives a valuable overview of the usability of the program in the future. At the point, when the program will be taken in to the use, the users need to be trained to use it (Peelen 2005, p. 405). That is why there need of the presence of the specialists who has the specialized skills to share

the knowledge of CRM to the users and also be able to develop the system (Zablah et al. 2004, p. 282). It does not make any sense if the users will be left with a new software but they have absolutely no idea of its function.

The last, but not the least, phase for the project is the evaluation and learning of the project (Peelen 2005, p. 405). These aspects help to learn the lessons in the future cases and show the guidelines for the final transformation from the product-oriented to relationship-oriented enterprise. This final phase should not be skipped since it includes a significantly critical information about the project and instructions for the future scenarios.

Usually, the organization is forced to do some changes when the behaviors inside the company will change. CRM project is one which affect the behavior changes as the strategy will be turned more towards customer-orientation. That is when the Change Management (CM) is required and the use of CM usually correlates to the success of the implementations. CM requires monitoring and supporting the changes in the organization (Zablah et al. 2004, p. 291). The senior management, who is in charge of the project which requires change, need to support the employees to change and also motivate them to change by communicating the goals of changing (Smilansky 2015, p. 22). It is vital for the project that even a single user knows why certain changes need to be done and how they are affecting everyday working in the organization and what are the benefits the changes provide. Nevertheless, showing the support towards the employees, it is important for the management to involve the users to the implementation stages as well (Zablah et al. 2004, p. (289). Then the users feel that their opinions and knowledge is needed and heard and it thus motivates to change within the project.

Changing the already learnt habits or routines in the organization often requires training. The employees need to be trained to use the new systems or processes correctly and efficiently. The lack of sufficient training could also lead the employees not to use the new systems or processes and ignoring the new ways of working. (Zablah et al. 2004, p. 290) CM is rather a continuous process than a series

of events. The management need to maintain the change by monitoring that the changing does not just stop but continue as step by step since all the changes will not all come at once. The employees need to be encouraged to keep changing than forcing to use the way of working after a certain period. All in all, the changing is an ongoing process and the employees should be supported to act as not fearing the changes from the already learnt and used processes to new and more efficient ways of working. (Smilansky 2015, p. 25)

4.2 The causes which leads to failure of CRM

There are also challenges with CRM implementation phase which could lead CRM to its failure if those will not be taken into account at the first place. First of all, if the organization does not have clear objectives for what are they hoping to achieve with CRM, the whole project is should not be started (Peelen 2005, p. 393). The CRM project is continuous and the efforts done during the project leading to the desired results need to be clear. It is vital that the organization has the clear vision of what the project will offer as an income in order to modify CRM for its operations and benefit the business better. In addition, it could be that the benefits of CRM is not understood and that is why the project achievements are not clear (Zablah et al. 2004, p. 282). If the goal of the project is unclear for the organization, it could also mean that they are not ready for the CRM yet (Peelen 2005, p. 393). The readiness could also be as a result coming from the insufficient customer data or the integration between the front and back office (Peelen 2005, p. 393). Before the implementation phase the previous phases need to be completed properly. For instance, if the data quality is poor, it could lead to failure in the long run (Peelen 2005, p. 393). That is why it is important not to have the lack of support from the top management for the project (Peelen 2005, p. 393). If the top management understands the necessity and the benefits of CRM, they can give their acceptance and efforts for the project.

While the organization is operating globally, the difficulty to justify the CRM results as business-wise could cause failure with the project (Peelen 2005, p. 394).

The additional complexity of CRM as a business-wise could lead to confusion with the top-management and thus the misunderstanding with the project acts could increase. For instance, if the scope for CRM is too broad and the company is wanting too much of it, the project could fail or at least become extremely complicated (Peelen 2005, p. 393). In addition, if the main focus is on writing the project plans and reports, the "real" thing, the functionality and development of CRM, could be forgotten (Peelen 2005, p. 394). That is what the project management need to be preventing and pay attention to the main issue of the project.

Challenges during the project will occur, if the project is IT-driven and the focus is mainly on technology. In the end, that would lead to insufficient attention for CM where the relationship-oriented organization was not even created at the first place. Furthermore, if the resistance from the IT department is strong, it could lead the project to become functionally-oriented in spite of the customer-oriented way. (Peelen 2005, p. 393-394) It is very important that the people really realize that the project is not just for the technology but to keep the focus more on the customers. Of course, the technology for CRM system need to make the use of the system easy and reasonable for the users, but the main idea of the project need to be remembered: to change the organization's way of thinking towards the customer-centric way.

In order to gain the desired results and benefits of the CRM project, it is vital that CRM system has been built as company-specific. Sometimes the companies think that it would be easier and faster to have a ready-made solution from the third party provider. However, that may result as a failure since there are not a ready-made solution for a certain company. That is why the organization need to put effort on the project and building CRM which follows their interests and goals. (Peelen 2005, p. 394) Of course, the assistance from the third part provider is welcome, and sometimes even needed, but the main decisions of CRM designs and functionalities need to come from the organization itself. The third party provider could offer a

ready-made solution but the solution need to be modified to meet the interests and goals of the organization.

According to the incorrect data or assumptions of the customer, it could easily lead the CRM project to failure. If the customer has been evaluated incorrectly or the assumption of the relationship is not matching with the reality, the chance for the customer not to react positively to the results of the project increases (Peelen 2005, p. 394). The customer could also be reluctant for the new possibilities appearing with the CRM system for contacting the customer (Peelen 2005, p. 394). Then the customer could find it inappropriate for supplier to improve its customer knowledge. That is why it is important to have correct, current and complete customer data and in advance a great customer knowledge which helps to cope with a certain customer properly.

5 UTILISING CRM TO DRIVE CUSTOMER EXPERIENCE AND SATISFACTION

Customer intimacy has become more and more general in business environment. Nowadays, the organizations try to generate long-term relationships with their customers and try to understand the customers more (Cambra-Fierro et al. 2017, p. 318). For the supplier it is important to know its customers and understand what they really need (Peelen 2005, p. 143-144). CRM, which was earlier known as Relationship Marketing, could be a strategy for the organization, a process, which indicates the aspects to identify the customers, to create the customer knowledge, to build the customer relationships and to shape their expectations of the organizations and products or services or a system which has been developed to assist the users to understand and learn the customers (Peelen 2005, p. 4). Or it could be all of these. However, the most important is that the whole organization stands for it and everybody is involved to act towards it. The successful CRM demands communication between all the departments (Peelen 2005, p. 4).

5.1 Customer information and data

CRM starts with creating the customer knowledge and learning from the customer by gathering data and information about the customer (Peelen 2005, p. 3-4). For the CRM users it is vital to create a database of what the customers really want and how they are operating in order to offer the right offerings for the right customers at the right time (Peelen 2005, p. 8). At first, *data* will be gathered about the customer. The data consists of the details; the date when the prospect became a customer, value of the purchases, terms of the purchases and customer details, such as address, email and telephone number (Peelen 2005, p. 91). The data will change into *information* as soon as the users are using the data in order to identify and profile the customer with the data. Information will become *knowledge* once the action will be taken according to the information of what the customer really wants and when is known. (Peelen 2005, p. 91)

How the companies are using the customer data and information is a key to the success of CRM. CRM provides information about the customers' current and future needs, behavior and it also could identify market and industry changes and internal resources (Steel et al. 2013, p. 1341). By knowing what the customer has bought before, it is easier to predict what to offer next time and which kind of possible improvements they would desire (Prahalad & Ramaswamy 2000, p. 82; Seybold 2001, p. 82). It is also possible to use the information of other customers who has bought the same offerings and what kind of improvements they have accepted (Seybold 2001, p. 82). That also fastens the customer's operations while the supplier already knows what the customer needs and what to offer them. It saves customer's time and energy when the supplier is already known and they have the knowledge how to serve the customer (Prahalad & Ramaswamy 2000, p. 86-87). Using the customer data and information correctly and effectively the company could make superior offerings for the customers and they also can make the right predictions about Customer Lifecycle Value (CLV) (Singh & Saini 2016, p. 97).

Sometimes the exchange and handling of the data could be challenging. Typical problems when utilizing the data are explained in Table 4.

Table 4: Challenges of handling and exchanging data. (Peelen 2005, p. 99-100)

Strategy:	The company does not know what kind of data is important, there is no connection between the company's and strategic business unit's strategy, the necessary data is not available
Knowledge of data resources:	The data is not complete, employees cannot find the correct information, information chains are not properly identified or managed
Access:	Employees do not have access to the data, data is not shared
Quantity:	Too many data, too much reduced data, data is not managed, different meaning data
Quality:	Inaccurate, outdated, inconsistent data
Need for new data:	New data is not gathered as fast as the organization wants, proper data is difficult to find
Use:	Ineffective use, decision-making is based on facts, new market opportunities are not identified
Security:	Unauthorized use, theft, viruses, loss, unintentional destruction
Privacy:	Confidential manner is not understood (legitimate and illegitimate use of customer and employee data)
Organization:	Responsibilities are not defined, no procedures in place for dealing with data issues within the organization

CRM is able to help with these by providing improvements on information support requirements and management problems (Steel et al. 2013, p. 1337). CRM also has knowledge about the capabilities and limitations of both of the participants which eases the operations between the customer and supplier (Steel et al. 2013, p. 1340). When the company has the knowledge about the customer and it is spread across the organization, it also provides to reduce uncertainty between the participants, increase likelihood of predicting future purchases, reduce customer loss and increase customer loyalty as well as supplier loyalty (Steel et al. 2013, p.1330). That could also make it possible to create a database for the key customers who are the most important customers for the company (Rezghi Rostami et al. 2014, p. 225-226). While the information of the customer is used correctly the relationship and

thus the future operations between the supplier and the customer could be forecast and scheduled more accurately.

It is important for the supplier to know their customers and their processes and needs well enough in order to be able to serve them at the best level (Storbacka & Lehtinen 2001, p. 70). The supplier could also even adapt their processes to their customer's processes in order to serve them even better (Storbacka & Lehtinen 2001, p. 101). Therefore the two-sided communication between the customer and supplier plays a significant role in the relationships (Storbacka & Lehtinen 2001, p. 70). Then also the customers need to communicate and provide information of their needs and desires and it could reflect to profit both. In order to serve the customers in a best possible way, the company needs to take care that the information of the customers is available and current for all the involved departments. Integrating the departments involved is necessary in creating and delivering value to the customer (Steel et al. 2013, p. 1330). Then the information of the customer needs and requirements are flown to all the involved departments and they can operate to satisfy the customer more.

With the correct use of the customer data and information, CRM is able to solve the customer's problems by offering the customer the right offerings at the right time. CRM also has an ability to create a feeling of loyalty for the customer and that could lead to regular financial interactions during the whole lifecycle from the beginning of the relationships to the end. (Rezghi Rostami et al. 2014, p. 221) Thus CRM aims the company to interact their customers effectively from the beginning of the relationship (Steel et al. 2013, p. 1338). For both of the parties it is important to have a loyal and committed relationship from the very beginning. The efficiency in this case could be explained with easiness of the interaction between the supplier and the client, cost reduction and time saving for both parties and easing the load of CRM in the company (Roh et al. 2005, p. 643). As Roh et al. (2005, p. 649-651) argued, besides efficiency, the system support and profitability also have positive effect on the customer satisfaction, so, in other words the internal efficiency could be linked to the external customer satisfaction.

The decision for CRM is usually a result by a need to react to the changing conditions in the market environment or customers (Steel et al. 2013, 1334). If this is the case, the company needs to know the customers' new needs and react to those better than the competitors. As already mentioned, the huge involvement from all the departments is required for the project to satisfy the customers as much as possible or at least more than the competitors (Steel et al. 2013, p. 1334). Of course the nature and the desire of the customers need varies depending on the customers and the point of time. While implementing CRM it is significant to consider the nature and desire of the customer needs in case to be able to provide the customer the right offerings at the right time (Steel et al. 2013, p. 1342). That is why the companies need to have a long-term view of their actions and customer relationships. CRM is not only to create value for the decision-making processes but also utilized to provide continuously updated and actionable information of new solutions for the customers and maintaining the long-term marketing effectiveness (Stein et al. 2013, p. 855). In addition, the company needs to inform its customers about the improvements in the relationship as well (Storbacka & Lehtinen 2001, p. 75). Both parties need to be aware of the situation of the relationship all the time in order to be able to proceed with their own operations. The goal for these relationships is to create a win-win situation with the customer which allows a long-term agreement with the mutual relationship (Stein et al. 2013, p. 856). That is profitable for both parties since both knows how to operate with each other and it has a positive effects on the customer experience and satisfaction which maintains long-term relationships. All in all, the relationship should be broad in scope but still simple enough to embrace it (Storbacka & Lehtinen 2001, p. 74-75). In addition, it is good to be complex enough in case to be able to provide new and effective ways to operate and act with each other (Storbacka & Lehtinen 2001, p. 74-75). Then the parties could also share a common vision of the relationship which eases the operation with each other (Storbacka & Lehtinen 2001, p. 129). The proudness of the relationship could lead to enthusiasm in improving the relationship even more which reflects to the increase of customer satisfaction (Storbacka & Lehtinen 2001, p. 129).

However, the collaborative relationships are not for all the customers. The problem solving or joint-creation activities may not result as valuable for both or either one as it has been imagined (Steel et al. 2013, p. 1330). Collaborative relationships depend highly on the needs and expectations of relationship of both participants and these aspects need to be taken into account when starting to create a new relationship (Steel et al. 2013, p. 1330). The needs and expectations of the relationships could vary a lot and thus the type of the relationship could be different between different customers; some of the customers require strong co-operation during the relationship while other customers are satisfied with the offering just being supplied in time.

CRM includes a huge amount of customer data and it is vital to be spread and integrated all over the organization since all the departments have an effect on the value creation process (Storbacka & Lehtinen 2001, p. 121). How to use the customer data or information is one of the key factors to realize the value from CRM implementations (Roh et al. 2005, p. 651). Therefore it is also important to make sure that the quality of the information of the customer is accurate and updated. Managing the customer information and data effectively, the customer and market behaviors need to be constantly monitored and once the changes in the market environment are recognized, the correct actions need to be taken by the organization (Roh et al. 2005, p. 642). With the correct use of customer data it is possible to predict the likelihood of customer's demand and the data also allows to eliminate the role of assumption in the decision-making (Storbacka & Lehtinen 2001, p. 125). This fastens the processes and enables to target the offering to the right customers at the right time which is valuable for the customers. The customer information quality should also be measured (Roh et al. 2005, p. 643). The quality could be measured, for instance, by integrity, usefulness of information, support of scoring and segmentation information. By measuring the quality customer's purchasing power could also be forecast. (Roh et al. 2005, p. 643) Measuring the quality of customer information shows the company the real-time situation with the customer data and information and to what direction the focus should be aimed at

next. In order to keep the information updated and thus the customer satisfied, the company need to refocus on building, integrating and distributing the customer information continuously and also redeveloping their ideas to improve the customer experience (Peelen et al. 2009, p. 456).

It is also important to learn about the customer and about the activities the customer does in order to improve to serve the customer better (Fournier et al. 1998, p. 50). The learning could be done with the gathered data but it could also include physical events, such as for example customer visits and thus learn about their processes and figure out the customer needs and how they are operating better. Regarding to this, Peelen et al. (2009, p. 456) argued that the company has to be built around the customer needs and the leading role for customer management is more required than product- or brand management. They (Peelen et al. 2009, p. 460) also pointed out that it would be better first to develop a better customer service and after that restructure the processes according to the customer needs. The product managers could also be changed more into the relationship managers which are responsible to the relationships with the customers and listen to their needs (Storbacka & Lehtinen 2001, p. 120). They are also responsible to protect the information of the customers and use it to serve the customers better (Storbacka & Lehtinen 2001, p. 120). These points of view are highly customer-centric and as the customer's processes are known better, also the customer could be served better.

The competition in the business environment is often strong and the companies need to win their customers by providing different or better offerings to them compared to their competitors. Of course, all the customers cannot be satisfied and that is why it is important for the company to recognize and choose which customers it can serve better than its competitors (Roh et al. 2005, p. 651). Then the focus could be aimed at the customers who have potential for long-lasting and loyal relationship. The customer satisfaction and customer loyalty also have straight effects on the profitability (Roh et al. 2005, p. 642). These kind of customers will make multiply purchases and be the source of superior returns during the lifecycle (Roh et al., 2005, p. 651). The customers will choose a supplier more likely when

the relationship allows more value than the competitors (Storbacka & Lehtinen 2001, p. 14). If the value provided is in par with the competitors then the price and quality of the offering will determine who the customer will choose to its supplier (Kim 2012, p. 236). Therefore the value proposition plays a significant role in the selection phase and to be able to response to the value proposition is very critical for a successful relationship and thus customer satisfaction.

5.2 Integration and synchronization

Moreover, CRM technology should be integrated with the other organization technology into one platform (Peelen et al. 2009, p. 457). That makes it easier for the users when all the needed operations could be done by only one platform and the communication between the different systems is harmonized. Synchronization is one key action which could be made to integrate the systems and the company. One model is The Three Dimensions of Synchronization by Sawhney (2001, p. 103) which shows three different synchronization dimensions in Table 5.

Table 5: The Three Dimensions of Synchronization (Sawhney 2001, p. 103)

	Offerings Synchronization	Technology Synchronization	Organization Synchronization
Objective	Provide unified, flexible face to customers	Create IT architecture that bridges organizational silos	Be responsible to customers while maintaining product and functional excellence
Decoupling	Decouple customer offering from individual products	Decouple customer-facing applications from back-end infrastructure	Decouple customer expertise from product and functional expertise
Key Enablers	Customer activity blueprint; integrated customer and product databases	Tiered architecture with middle-ware layer that coordinates and integrates	Centralized shared services units; product units as "suppliers" to customer-facing teams
Outcome	Integrated and flexible offerings aligned with customer activities	Integrated and flexible IT architecture with modular components	Integrated shared services organization, product organization, customer organization
Challenges	Gaining deep contextual understanding of customer activities	Integrating diverse legacy applications, databases, computer systems	Managing change, redesigning incentives

The Three Dimension Synchronization means that all the offerings, technology and organization have been synchronized together and their mutual goal is to be able to serve the customers better and become more customer-centric. The Offering Synchronization includes the offerings the company provides to customers. The goal is to provide unique and flexible offering and separate the individual products from others. This synchronization requires integrated customer and product database and it turns out as integrated and flexible offerings with customers' activities. However, understanding the customer activities is a challenge. Technology Synchronization is about the information systems the organization has. The goal is to create integrated, flexible and interconnected IT architecture with modular components which decouples the customer-facing applications from back-end infrastructure. The challenge for this synchronization is to integrate such

diverse applications, databases and systems together. Organization Synchronization stands for responsibility to customers while maintaining the offering quality and decoupling the customer expertise from product and functional expertise. The goal is to create integrated shared services, product and customer organization. The challenges here are the change in managing and redesigning the incentives. (Sawhney 2001, p. 103)

5.3 Customization & Customer Experience Management – CEM

The companies who are implementing and utilizing CRM are usually focused on how the CRM will benefit them rather than changing the point of view towards how the customers are benefiting by the time of using CRM. CRM could be seen as a promise of customer satisfaction and thus the customers are actually expecting benefits from CRM utilization (Steel et al. 2013, p. 1328). According to Steel et al. (2013, p. 1340) the customers are expecting that the use of CRM will improve customization, responsiveness and more complex offerings based on the customer needs. When the company is turning to a customer-oriented company their goal is to response to the customer's needs and demand in a best way and thus increase the customer satisfaction which could lead to loyal and long-term relationship. Customization as a strategy improves the customer commitment (Singh & Saini 2016, p. 104). The customization allows to tailor the offering for a certain customer to fulfil its requirements and needs and make the customer feel special treating. Then the customer satisfaction increases which leads to increase of customer commitment and loyalty. However, if the offerings are less differentiated in the market comparing to competitors, the switching costs for the customer are relatively low (Singh & Saini 2016, p. 102). Then small changes in customer satisfaction could lead to bigger changes in loyalty (Singh & Saini 2016, p. 102). On the other hand, if the switching costs are higher and in the market there are less availability of options, the financial commitment to retain the relationship increases (Singh & Saini 2016, p. 104). Therefore the companies need to differ their offerings from their competitors and increase the customer satisfaction and commitment.

The customization is about tailoring the offerings to meet the customer's individual needs and is one of the key improvements CRM often provides and the companies are willing to end up with (Stein et al. 2013, p. 858). In this case, the product-oriented thinking needs to be put aside and demand-driven way of thinking should replace it (Peelen 2005, p. 143). Despite of thinking that customization is about tailoring the product or service, customization could also mean for instance loyalty schemes, discounts, sales promotion, club memberships or unique offerings with individualized experience and the customers could be individualized into the CRM system (Singh & Saini 2016, p. 97). In B2B environment customization is often linked with the unique offerings but it could also include discounts and collaboration and also a chance to offer the newest solutions with the most loyal customers. The quality of the customer to the organization depends on the relationship. The longer and loyal the relationship has already been, the possibility for more competitive prices is bigger since both of the participants already know each other and what they are expecting from each other. The customized and responsive solutions for the customer improve the customer satisfaction and have a huge potential to the retention of the relationship (Singh & Saini, 2016, p. 97). Customization could also include up-selling and cross-selling which could increase the retention of the relationships once the customers will not need to find the additional offerings from elsewhere but the same supplier can provide them as well (Kim 2012, p. 237). That increases the customer satisfaction since the customer can save energy and time by using only one supplier for a certain demand.

Focusing on the customer experience and CEM is nowadays becoming more and more common (Peelen et al. 2009, p. 456). CEM differs from CRM by focusing more on customer's current experience with the supplier rather focusing on the recorded history with the customer as CRM does (Hwang & Seo 2016, p. 2219). CEM could be seen as CRM but from the customer's point of view. The customers are putting more and more value on the experience they gain and the emotions are driving the customers even more. The importance of the perceived experience with the already existing suppliers have led the customers to look forward to retain their relationships with the emotional ties with the already known and experienced

suppliers (Singh & Saini 2016, p. 99). It is important to consider, how the customer sees the company and the offerings (Lederer & Hill 2001, p. 130). Stepping into the customer's shoes often provides views which have not even been thought about before.

Singh & Saini (2016, p. 101) also argues that CEM is a key to CRM since CRM is more information-driven. CEM leads the suppliers to understand their customer expectations and needs regarding to the previous experiences while the customers are demanding more and more intangible, memorable and unique experiences with the supplier (Singh & Saini 2016, p. 101). Thus it is important to be able to offer the customers these unique and unified experiences since the customers are nowadays also more aware of the market and demanding (Singh & Saini 2016, p. 108). With the use of CRM the supplier is able to analyze the customer experiences and problems and then respond and support their needs and demand (Roh et al. 2005, p. 644). CEM does not necessarily result higher effectiveness but rather speedier service at less costs and results in increase of customer loyalty and satisfaction (Peelen et al. 2009, p. 462). In addition, the competitive pressure in the market could lead to better customer experience since the supplier need to differ from its competitors and provide more value than its competitors as mentioned earlier (Peelen et al. 2009, p. 466).

CEM could be divided into three components:

1. Offering quality experience,
2. Brand experience,
3. Inter-personal relationships experience. (Sing & Saini 2016, p. 99-100)

The first component includes the experience the customer has about the offering quality. The quality will be monitored over time and the required improvements for the offering will be reported. The second construct includes the conspicuousness of the company and the brand among the people. The experience will be gained by the actions and operations by the company and how their image has been built. The experience affects the behavior of the customer. The third part is about the

interpersonal connection between the supplier and the customer. This one shows how the customer is treated and how they see each other in the relationship. (Singh & Saini 2016, p. 99-100) Therefore it is important that the company recognizes the right people to initiate, build and maintain the relationships (Steel et al. 2013, 1337).

The companies need to be aware of customer's growing evaluation on experience and emotions and thus they need to provide new opportunities and positive surprises for their customers (Storbacka & Lehtinen 2001, p. 131). In addition, nowadays the "lifestyle" and way of living rule quite much especially the developed society. This could, for example, appear as more environmentally behavior or using products which are manufactured in good ethics. Once the customer is ready to change their "lifestyle" with the new offering, the company needs to educate the customers how to use and change it (Prahalad & Ramaswamy 2000, p. 86). In this case the company provides a personalized experience for their customers by in-house expertise for the use of the new lifestyle (Prahalad & Ramaswamy 2000, p. 84). Then the customer feels that the company is also involved in the change process. How the customer sees the offering and the company after the sales has a huge impact on customer's future behavior and operations with the supplier. (Storbacka & Lehtinen 2001, p. 62). If the customer is satisfied with the offering and company and feels like they have made a good purchase, they could repeat their purchases with the supplier (Storbacka & Lehtinen 2001, p. 62). If the customer is satisfied, this could lead to the success as Fournier et al. (1998, p. 50) have pointed out: product satisfaction and life satisfaction results in success.

5.4 Customer benefits

But as it has been mentioned before, there are a lot of different ways to affect the customer satisfaction. The key impact to the customer satisfaction is how the customer has been treated by the supplier (Roh et al. 2005, p. 643). The experiences the customer has from the previous purchases with the supplier plays an important role in the satisfaction. The comparison of expected function with perceived function and the price paid result the effect on customer satisfaction and experience

(Rezghi Rostami et al. 2014, p. 222). The company's performance and efforts on the quality of the offering, how the staff and employees are behaving, congruence between the participants, brand identification and lifestyle have an effect on the customer's perceived experience with the supplier and thus on customer satisfaction (Singh & Saini 2016, p. 102). The perceived service is also in high demand for the customer. When the service compared to the competitors is unique, it has a positive effect on customer relationship (Rezghi Rostami et al. 2014, p. 225). The company should also handle and react to the complaints seriously. The complaints do not necessarily mean that the customer is unsatisfied but they would rather have better service and thus more satisfied with the supplier. (Rezghi Rostami et al. 2014, p. 225) Reacting properly to the complaints benefits both parties since the improvements to the processes or offering increase. Customer satisfaction itself has a positive impact on loyalty (Singh & Saini 2016, p. 102). Loyalty again leads to commitment with each other and long-term relationships (Singh & Saini 2016, p. 104). The customer commitment is dependent on how the company is giving confidence and social and special treatment benefits to the customer. This also includes the employees' behavior towards the customer and terms of agreement. (Singh & Saini 2016, p. 104) Therefore it is important for the supplier that the staff is well-trained to serve the customer.

The benefits for the customers by utilizing CRM are wide-ranged. Kim (2012, p. 96) argues, that the suppliers should provide more relational benefits to the customers rather than discounts or gifts. Relational benefits could be for instance confidence, social and special treatment benefits (Singh & Saini 2016, p. 96). Especially, confidence and trust of the supplier is highly important for the customers. The customer justice is also very important for the customers in order to be treated fair (Kim 2012, p. 235). That also increases the security and control for the customer and thus they face less risk with the relationship (Storbacka & Lehtinen 2001, p. 69). Social and special treatments could include for example collaboration and the newest offerings to be provided first to them in the market. Collaboration could lead the customer to be allowed to participate in planning and production of the offering (Storbacka & Lehtinen 2001, p. 65). Then the customer

is able to have its own voice to be heard in the realization phase of the offering and they also could end up to become co-marketer or co-seller with the offering (Storbacka & Lehtinen 2001, p. 65).

There are also more visible benefits the customers could receive by the utilization of CRM. The benefits the customers will receive could be more performance-based, delivery and support services rather than price-based benefits (Stein et al. 2013, p. 857). One benefit with utilizing CRM is that it could decrease the length of the customer wait time while they have been given special attention (Rezghi Rostami et al. 2014, p. 225-226). Nowadays, people assume to get service at any time and any place. Waiting makes people to become irritated. The same situation appears in the business too. The customers want to have service whenever they need it (Peelen 2005, p. 121). Thus it is important to be able to serve the customers at any time. The availability of the contact person and the easy and fast access to the customer data increase customer perceived value. Of course, this requires more capacity and increases the costs but the profits due to the satisfied customers can pay it off.

Nevertheless, the supplier need to recognize the real needs of the individual customer in case to find the best solutions to satisfy the customer (Fournier et al. 1998, p. 44-48). For that the supplier need to think broadly about the customers' challenges and come up with the solutions for them rather than what to sell (Seybold 2001, p. 89). The more the customers are understood, the better they could be served (Seybold 2001, p. 88-89). For example, when the customer satisfaction is the goal for the supplier, the quality of the offering will improve (Storbacka & Lehtinen 2001, p. 77). Additionally, utilizing CRM could also provide the customer the right to choose or change the channels used in the network (Storbacka & Lehtinen 2001, p. 59). Moreover, the clients could become the creators of the offering as well (Kotarba 2016, p. 73). They could browse and compare different options between the suppliers and demand the custom offerings without extensive cross-selling to the offering and call for multi providers to operate with (Kotarba 2016, p. 73). That also changes the supplier to become more flexible organization as a customer-oriented organization (Prahalad & Ramaswamy 2000, p. 86). That in conclusion,

provides the customers more power and control over the creation of the offering which also provides bargaining power for the customer (Stein et al. 2013, p. 857; Prahalad & Ramaswamy 2000, p. 86-87).

Nowadays, the cost-efficiency is in high value and companies are trying to reduce the costs as much as possible. CRM may decrease the customers' costs. When the relationship between the supplier and customer is strong, the customer may have a specialized price for the offering and also add-ones belonging to the same package (Storbacka & Lehtinen 2001, p. 49). That eases the customer's operations when the up and cross-selling could be done by the same supplier (Foss et al. 2008, p. 71). The cost reductions could also take place to the delivery of the offerings and services (Steel et al. 2013, p. 1331). When the relationship between the supplier and customer is seen to be long-term and the deliveries take place regularly, the delivery terms could be changed to more favorable for the customer. The relationship between the supplier and customer could also become more open. The clients could have access to the data about the volumes, deliveries, price trends and so on (Stein et al. 2013, p. 858). The openness in the relationship benefits both of the participants and they both could stay on track of the operations better. However, the open-management requires commitment and loyalty from both parts (Storbacka & Lehtinen 2001, p. 127). Then the co-operation and collaboration would have a chance to succeed.

The customers do not see CRM system necessarily useful for them and thus the value of the CRM could be difficult to reveal. Due to this, an outcome-driven, cost-efficient CRM, which fulfills the needs of both the organization and the customer, could be the answer in the future. There would be three different outcomes: Optimization, Personalization and Automation. *Optimization* is about improving the processes with the new technology and reducing the bottlenecks and thus improving the customer experience by fastening the time consumed between the purchase and delivery of the offering and improving the quality of the offering with a better price as well. *Personalization* stands for a personalized CRM for each customer to provide ultimate experience every time based on history and predictive

analytics. This also calls for the engagement between different departments and employees inside the company that all the necessary value could be added for the customer. (Minsker 2014, p. 17) Lastly, *Automation* is which often divides the opinions. Automation is not the first thing the company wants to do with CRM but it actually has an ability to decrease the human errors with the use of CRM and this actually is what the customer calls for too. (Kolsky 2014, p. 46)

5.5 Conclusions from literature review for empirical research

The literature review part includes a lot of information about things which are important and needed to be taken into account when deciding to implement with CRM. The most important factors and issues for certain companies depends on their needs and requirements. In the below table the most used theory parts in this thesis are listed.

Table 6: Theory parts which are most important for this thesis.

The main purpose of CRM	*Change the view more towards customer-oriented, clear vision spread to all in the organization, not IT-driven*
Choosing the correct system	*Whether to standardize and, developed by themselves, communication with other systems, user friendly*
Involvement and usage	*All need to be involved and using, the top level motivation and involvement*
Continuative development	*Training, development, CM, learning, monitoring*
Customer data	*Current, complete, up-to-date, quickly accessible for all in one place, integration*
Benefits to customer	*Relational benefits, offered experience, trustfulness*

Further in this thesis these theory parts are in deeper consideration. Some other points are still taken place but these are the most vital parts.

6 CUSTOMER PERCEIVED SATISFACTION AND EXPERIENCE FACTORS FOR UTILIZING CRM

How to keep on track which indicators are most valuable for the impact on customer satisfaction and experience? This is vital to know in order to see if the company's assumptions of the factors to increase the customer satisfaction and experience are in line with the indicators customers see creating satisfaction and unique experience. This paragraph describes the situation with the customer experience and satisfaction in the case company at the moment and for which issues CRM could provide improvements.

The expectation groups are sorted as how the feedback is concerning a certain group. The groups used are Sales and Services, Delivery Performance, Innovation and R&D, Product Related Issues, Price, Technical Customer Service and Sustainability Agenda. For this research, Sales and Services was selected since it relates the best to the impacts of CRM and what affects the customer satisfaction and experience. Graphical segment in Consumer Board was selected as a case segment for the feedback research since it has the most users and regular activities with CRM.

According to the results of the NPS, the overall rating has been decreased from 67 % of 2016 to 54 % of 2017 since the CRM has been implemented and the users have started to use it. It is impossible to say if the score has been a result of the usage of CRM since there is not clear linkage between them but surely the training of CRM and the start of using it have had its challenges and thus affected the score. The main reasons for the fallen score were categorized as Attitude Sales, Service Concept, Loyalty/Commitment, Expertise and Order Processing. Although, since 2015 the bad results in feedback have been improved every time for the next year's results, which means that changing the employees and everybody's attitude to be more customer-centric has started and worked so far. When digging deeper, certain reasons for the low scores will appear. The main concern the customers gave as a negative feedback was the speed of response and reaching the contact. It takes too

long to get the responses from the contact and also even reach the contact when the customer needs quick action. This one is understandable since the using of CRM had just started and it takes time for the internal users to get used to use a new tool. Furthermore, since the CRM tool had just been taken into the daily using or is about to be taken, the results of the customer satisfaction feedback system could not be that trusted to be linked to the results of CRM usage. Although, there still could be pointed up the most important topics which have the most impact on customer satisfaction and experience and the service the customers are expecting to have.

The topic which come up in the customer satisfaction feedback from the customers was about the time consumed in varied situations. The most negative comment was the time consumed to reach the sales person or getting the confirmation. The customers' opinion was that it is too slow. That would end up long lead times, which many of the customers were concerned and giving negative feedback. CRM tool could give help for this since when the customer data is in a certain place available for all the employees, it makes it quicker to answer for the concerns. In addition, when the customer-oriented attitude is there, the availability of the sales persons would be improved and the right employees for the right customers could be found.

On the other hand, the most positive comments and what the customers are willing the supplier be, were also about the quickness to response and the low consumed time in decision making. What came up was that the quickness to response and knowing what the customer needs create a huge satisfaction among the customers. That makes the accessibility, quickness and customer knowledge the most important topics to be focused on by the suppliers, as already mentioned in the previous chapter. It is not clear to say, if CRM has already improved these, since the time CRM has been in use is not that long. But it is clear that CRM at least has a potential to improve these in the future. Actually, the accessibility has been the only topic, which has been increasing since the 2105 feedbacks which means that the availability of employees have also improved.

One topic, which was mentioned as a factor for customer satisfaction, was fast decision making. The customers were appreciating the fast decision making with their supplier and when the manager was not needed in between. Low bureaucracy makes it faster for decision making and satisfies the customer more, but also sometimes the manager is needed depending on the level of decision. For the fast decision making CRM would help since the agreements and contracts would be available in one certain place for all the involved employees and also customer data, when the employees could easier and faster find out what the customer needs. Then the employees have a chance to do decisions according to already existed agreements and contracts without needing the manager in between. That fastens the responding time and results in more satisfying customers.

Besides of a low availability and huge time consumed to get responses, the customers also found other reasons which should be improved. Some customers were concerned that the company was not contacting the customer first and they always needed to contact them first in case of needs. That could result in a feeling that the customer was not wanted to be served or their needs are not known. That would result in a negative customer experience and a not customer-centric attitude. Using CRM would make the employees responsible to work with customers to understand the customers more and also provide the needed goods before the customer makes the first move. That would result in a positive reaction for customer experience and a feeling that they are important partners and their business needs are understood. It makes it possible to create a long-term relationships by providing solutions and being a strategic partner, which many of the customers were actually thinking about the company.

Some customers were concerned about movements of the department, shut downs or the normal substitutions of the contacts. When a new contact is starting to work with a certain customer, they probably do not have the information how it has been worked with the customer before or even language barrier could exist, especially when the department has been moved to another country. If the working with the certain customer became different, that would result in slower accessibility and thus

less satisfied customer experiences. Therefore it is important that the necessary customer information and data is available and easy to access for those who are working with the certain customers in order to know the customer in a best possible way. CRM provides assistance for these and keeps the customer service in a desirable level.

According to a desirable customer service level, it came up that the customers see the present professional customer service as a huge benefit for the company compared to competitors. The professional customer service comes from the will to serve the customer, know the customer and be able to serve the right service or goods at the right time. CRM system provides these and that has a potential for them to be seen as a long-term solution provider and a strategic partner who can be trusted.

The feedback also varied and common topics of feedback pointed out depending on the role and function of the person giving the feedback. There were three types of roles of feedback givers which were Decision maker, Influencer and Product handler. The factors where CRM usage and customer-oriented attitude would have a positive impact on are discussed below for each roles.

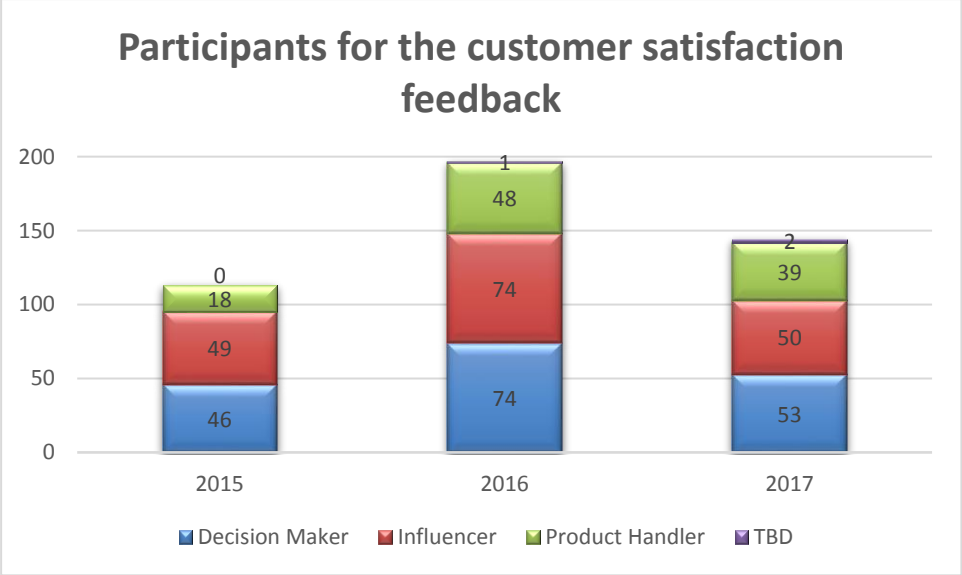


Figure 2: The participants for the customer satisfaction feedback.

As could be seen from the Figure 2, the most of the participants for the satisfaction feedback were Decision Maker and Influencer. That could be understood since they have the widest perspective for the relationship and usually are contacting the company daily. The product handlers share has been increasing until year 2017 since they are also contacting their contact person more and more often nowadays. TBD means To Be Determined and their role is unknown, so they will not be taken into the research. The total participants for the year 2015 was 111, 2016 192 and 2017 142 participants. The total participant amount is smaller than cumulative amount of Decision maker, Influencer, Product handler and TBD since there could have been more roles for each participant.

For *Product handler* the most important issues were the availability and quickness to the responses and order processing. These issues are clearly important to product handlers since they are working with the product and also with the contact from the supplier in order to keep the orders and deliveries fast and in time and wanting the lead times to be short. The role, working language and attitude of the contact has a huge impact on the Product handler and they would save time for both parties. In addition, if the original contact for the Product handler is absence and another contact need to be contacted, that could have a negative impact on the quickness and availability of the responses. But if they have the information about the customers shared for all the employees needed, it has a potential to keep the quickness for the responses. Furthermore, Product handlers respect the low bureaucracy and possibility to negotiate with their contacts since it fastens the whole process and lead times. The Product handler is also thankful for a professionalism in customer service and customer and product knowledge which means that it is important for the company to choose the right-minded employees for right roles and also to share the customer and product information with easy access. At the same time, they were not that interested in the product quality, only in easy and effective contacting and quickly processes.

Like Product handlers *Influencers* as well respected the quickness of responses and the quality of service. The accessibility to the contact plays a big role and Influencers wants the information to be shared with them proactively. They also respect the low lead time and call for fast and reliable delivery and sales. The most difference between the Product handlers and Influencers is that the Influencer are looking for more long-term collaboration and lasting relationships. The previous experience with the company plays a significant role for them and thus the previous event tells a lot about the company for them, either positively or negatively. Therefore the positive customer experience and putting effort on customer knowledge and previous interactions with customer means a lot in case of building long-lasting relationships. Influencers are not only seeking for a certain product or service but solutions for their problems and flexibility from their suppliers. Therefore the company's expertise and customer knowledge plays a significant role in building trust for the customer. In addition, when the negotiations and order processes are flexible, it brings value to the customer and they trust the company more. When the customer can negotiate with their contact without bureaucracy it saves their time and efforts. The Influencer is also more interested in the price, or actually the value of money, than Product handler since they need to think about the value the offering and at some point convince the Decision makers as well. When the order processes, and even portfolios, are flexible it gives the customer the power to fulfill their needs more beneficiary. Thus reliability also needs to be in high level and they needs to keep its word. That is why it is also important to know what has been promised before.

Finally, what are the points the *Decision maker* is looking forward from the company? The Decision maker also respects the quickness of the responses and sharing the information and communication like Influencer and Product handler. They are also interested in the speed of deliveries and lead times and actually they are evaluating the whole package from the production to the supplying and distribution, so they want to be aware of, and usually are also responsible to, the whole lifecycle of the offering. So, that is why not only customer knowledge is important but also the product knowledge for the customer. Therefore the attitude,

professionalism and outlook of the customer service, or in this case including the sales managers as well, are very much appreciated by the Decision maker. Alike as Influencer, the Decision maker points out the reliability, trustworthiness and flexibility in order to create long-term, strong relationships with them. The Decision maker is willing to co-operate with them and is even ready to collaborate in the product development as well. That is because they are also interested in the technical specifications and the quality of the product. They want the company to be a serious solution provider and trusted and reliable. That is where the customer and product knowledge has a huge impact on the customer. In addition, the value of the money is important for the Decision maker since they are working with their company budget and have the power for the decisions. Then what is different compared to Influencer and Product handler, is the brand and marketing of the company. The Decision maker usually needs to deal with publicity and the background also needs to be in a good shape. They also like when choosing between different suppliers when the brand image is in high level and the company is known. That is also easier to find the different suppliers. The marketing and branding from the company can also assist and boom the Decision maker's company's image. On the other hand, if the branding and marketing are too common, the company could be overwhelmed by the other suppliers. One thing also popped up from the Decision maker which the company's CRM will have effect on the customer satisfaction and experience. The Decision maker appreciate the visits with them. The visits shows the transparency and reliability over the relationship with two companies. They bring value and trustworthiness among each other and keep the communication channels more open. Their CRM has a Meeting section where are the information about when have the meetings taken place and what have been negotiated. That is an important section since it definitely would cause negative experience if they would arrange a meeting with same topics as previous time. The section also shows if other users have arranged meetings, so not too many meetings and not for same topics would be arranged, since also if the company is arranging a lot of meetings with the same customer, the customer experience and satisfaction would have a negative effect.

So, in overall all the roles are appreciating the quickness of the responses and accessibility and availability from the case company. Also, customer knowledge and flexibility are in high respect. The Influencer and Decision maker are looking for long-lasting relationships and more like problem solving and a bit wider perspective than Product handler. The difference between Influencer and Decision maker is that the Decision maker is more into the whole package of the company and the image they have and how would it reflect the both. The Decision maker also appreciates the visits and transparency between each other and the whole lifecycle of the offering.

But how can CRM improve these? CRM provides quickness to response and availability. When all the information is located in one certain place and available for all the concerned employees, finding the necessary information and knowledge about customer comes faster. Thus also the flexibility improves when the employees have better knowledge about customer and how the operation between them is handled. Furthermore, CRM is strongly affecting the long-term commitment which is in high appreciation among the customers.

7 WHERE IS THE CASE COMPANY WITH IMPLEMENTATING THE CRM

The company went through a long process to select the correct service provider and system for their needs. At first, there was a feasibility phase when the potential suppliers were evaluated and identified. To choose a correct supplier is significant for the success since the already used systems need to be integrated to the new CRM system and in order to avoid the challenges and failures during the integration. This phase limits the suppliers to the ones who could provide correct systems for the company. In the RFI (Request For Information) stage the company was researching the options for the technology and integrators. After research there were 6-8 potential options. For the final RFP (Request For Proposal) stage the company chose three technology providers and integrator options. The CRM program was selected to be Microsoft Dynamics CRM 365 Online with the assistance of a consulting company. The reasons, why they ended to choose Microsoft Dynamics CRM 365 were its price, transparent terms of agreement and compatibility with already used Microsoft technologies. In overall, the quality-price ratio became the biggest factor for the selection. The biggest reason to select this certain consultant company was that the consultant company was a strong technology expert and they had strong references. Even though the system was supplied by a third party company, it was not a “ready package” for the company. During the implementation company’s employees were participating in developing the system in order to be able to tell which parts are needed to be in the system and make it customized for the company’s needs and interests. Furthermore, they also believed that they already know what their intensions for the processes and contents are. Afterwards, it could have been better if there was also more expertise for processes and contents. But, on the other hand, the selected consultant company was as strong technology expert as they promised and that was the main criteria for the selection anyway. However, as Peelen (2005, p. 393-394) argued that the IT-driven focus could be challenging, it resulted challenging with them as well.

The CRM journey was divided into phases. The Phase 1 started in the end of a second quarter of the year 2016 with cross-divisional workshops and ended during the second quarter of the year 2017. Phase 2 was launched right after the end of Phase 1 and it will end in the second quarter of the year 2018. A new version of a CRM program was and will be released in cycles of every two weeks to the key users. For all the users a new release of CRM will take place in about two months cycles in the project phase.

Even though the system and the basics of the CRM insights were standardized for all the divisions, the divisions still had their own stages with the implementation and even the systems had customizations for each divisions. It is also mentioned by Peelen (2005, p. 406-407) that if the organization is operating in different regions, the standardization of the system could be challenging. Although the company has cross-divisional customers, the standardization of the whole system would be very challenging. Therefore the basics of the system is important to be standardized but allowing differences between divisions is vital for the success of the CRM. In this thesis, we are focusing on Consumer Board division's actions during the implementation.

7.1 Phase 1

Phase 1 was all about focusing on building the capabilities for the better managing of qualitative customer information and data. The customer information data was gathered and moved from the already existing tools and Enterprise Resource Planning systems (ERP) to a new CRM program which made it possible to have a one huge platform for all customer related information. Since the CRM program was Microsoft-based, it easily communicated with already used Microsoft Office tools, for instance with Outlook email. The integration was important in order to maintain that all the information was correct at the first place. According to the literature review, this also provides the base for the CRM system. The stages in building the capabilities are shown in Table 7 in the right order.

Table 7: Phase 1 steps in building the capabilities.

Step in building the capabilities	What was done
Account & contact management	*Add in the general information about the accounts and contacts*
Account planning	*Add in the operation plans, strategy and follow-up with the accounts*
Activity management	*Add in the activities with the accounts*
Meeting reporting	*Add in the information about the meetings*
Opportunity management	*Planning to implement an overview of potential newly coming sales*

Adding the customer information started with Account & contact management. In this stage the customer organization is described as an account and the contact presents as a person, who will be contacted in order to have a contact with the account. The account information was loaded from the master ERP to the CRM program and it consists of the general information about the customer, for instance the name of the company, the full address, language and origin of the company, sales records and business unit they are operating in. Account management also shows the Account Active Team, which includes the CRM users who are the contacts for the account from the company side. These were and could be added manually to the program. The account management plays the central role in the CRM program and it includes the information and data following parts: contacts, account planning, activities, meeting reports, opportunities and key figures. In this stage the correctness and updated data was a key concern in order to make sure the system will be working as it should and the customers would be served with the best possible way.

When the account information was added to the program, the next stage was to fill in the account the contact data. The general contact data was added to the account automatically from the Outlook or could be added manually from the contact register. Contact data includes the title and name of the contact, job title and the

functional role in the company, the primary account for the contact and email and visit address as well as telephone number. As opposed to the account, the contact need to have an owner from the company side. The owner is a person who is responsible to the correctness of the contact information and a person who the customer is usually in contact with. The person's responsibility is also update the contact information if needed.

Account planning includes six different sections: Classification selection, Account strategy, Business plan, Action plan, Rolling Activity plan and Follow up. At first, the accounts were classified by business units as set in ERP and imported to CRM. *Account strategy* includes the customer's growth drivers and market outlook, so they could be treated in best possible way. It also includes the customer's main competitors, customers and their own strategy and targets as well as the company's strategy and sales targets with a certain account. How the business would be done with a certain customer is included in the *Business plan* section. This section includes volume targets with two years of history data and two years ongoing, estimated data, they share with the customer, two main competitors for them about the customer, Net Promoter Score (NPS), which was described earlier in the thesis, and the product group the account is connected to. In addition, the purchasing criteria of the customer and negotiations and contracts are included in this section. *Action plan* consists of the mutually agreed and shared objectives and other actions which are necessary to keep the business going with the customer. *Rolling activity plan* is about to plan and map activities and tasks for these actions. Later mentioned Meeting reporting and Opportunities could also be connected to this section. Lastly, *Follow up* means monitoring and evaluating the whole process and customer and their actions. This includes already agreed Key Performance Indicators (KPI), evaluating the actual figures compared to the target, customer need evaluation and Action plan evaluation and updating.

The next step in the implementation was Activity Management. This part includes all the activities done with the customer and it results in as a better customer knowledge. These actions could be integrated to the CRM program from Outlook

and it also consists of the appointments with the customer and again the reports of the meetings, tasks which need to be done for the customer and all the emails and calls with the customer. All these activities could be loaded to CRM program which eases to find the proper information and activities with the customer.

Meeting reporting is a significant part of CRM program in order to keep on track and share the information of the meetings which includes the negotiations and agreed terms with the customers. This is an extension part of a basic CRM program for the company. This section includes the name of the account, the date and location of the meeting, participants, which kind of appointment and the objectivities of the meeting. In addition, of course, there is a meeting memo of the issues handled in the meeting which would be shared to their involved employees. All the memos will be stored in the CRM program and they are visible for the employees who are in working with certain business units.

Opportunity Management provides a sales road-map for the newly come sales process. It adds visibility to sales pipeline with a real-time overview of all active opportunities and their status and helps to define and adapt the new defined sales methodology and increase the sales. The steps of the sales process are the following: qualify, develop, offer and close. The opportunities are described in the CRM program as Open, Won or Lost depending on the situation with the sales process. In this section also the Sales Representative is mentioned in order to show who is in charge of the sales process with a certain opportunity account. This section was only in the planning stage at the Phase 1 and started to implement in the Phase 2.

With the CRM program it is possible to do different kinds of reports too. The reports could include, for instance, sales history, meetings as mentioned earlier, products by account or contact, invoicing and so on. This section is called as Key figures in the CRM program. CRM user is able to create their own Views, Charts and Dashboards by their own and share these for their colleagues. That makes it easier to use only one program for the daily operations for the employees. The Figure 2 shows the steps done for every account in Phase 1.

Figure 3: What does a single account include in CRM system (Account management).

The CRM program could also be used with mobiles or tablets which increases the mobility and availability of the customer information and serving the customer. The program has been developed and built to be mobile friendly and all the employees who uses CRM are able to download an app for CRM and use the same program with mobile or tablet as using a laptop.

All in all, the CRM program is visible for all the three divisions with the basic account and contact information, so everyone could be able to see all the customers the company has in these divisions. The data transparency plays a key role in the system since that is what the system needs to provide to the organization, at least with the basic information of the customer. Account plans, opportunities, sales figures, activities and meeting reports are visible for only the certain division and business unit employees in order to keep the customer privacy in a high level as promised. That is why it is important to give the right persons the correct access rights and update the access rights when necessary.

In the Phase 1 the training of the CRM program also started and continued to the Phase 2 as well. All the divisions were able to train their employees on their own way as they see the best and since the systems could vary between the divisions.

Thus there were several different ways of training, such as via Skype meeting or face-to-face trainings. The training will continue during the whole project and the feedback from the users is taken into account in order to develop the program to meet the users' requirements better.

All in all, the Phase 1 was about to build the capabilities for the system. It is important that the data added to the system is current, complete and up-to-date at the first place. The availability plays also a key role, but in this case, it is understandable that all the information is not available for all due to the security terms. It is also important that not too much information will be added at first and only the most relevant parts will be added. Afterwards, the system could be improved with enhancements but at first the system cannot be too complex to use.

7.2 Phase 2

The Phase 2 of CRM implementation started in the second quarter of the year 2017, right after the Phase 1 was ended. The Phase 2 was to continue the steps done in Phase 1 and there also were a few additions to the CRM program. There were 5 main deliverables to be handled in the Phase 2.

In the Phase 2 the target was to improve the already started 360 customer view implementation as stated at the first place. It meant that the customer related data was increased and thus the whole customer knowledge would improve in order to be able to serve and understand the customer and its operations better. This was also the stage where the way of thinking more towards customer-centricity had been pushing more. This one really plays a significant role for the success of CRM and it is important that all the employees in the organization are aware of this.

Opportunity and contract management process was started to implement in the Phase 2. The opportunity part was started to be implemented as stated before and in addition the contract part was included to it. It means that once the opportunity

process was closed, the contracts would be stored for the further operations with the account.

In the Phase 2 the marketing development started with integrated CRM & marketing processes. Even though the marketing development itself was not implemented in the Phase 1, the contact data was already added during the Phase 1 which are the basics for marketing. Furthermore, several marketing automation tools were tested to be used and finally HubSpot was decided to be selected as a marketing automation tool.

One more division also joined to CRM implementation during Phase 2. The division was Biomaterials division and implementation was started with creating the capabilities.

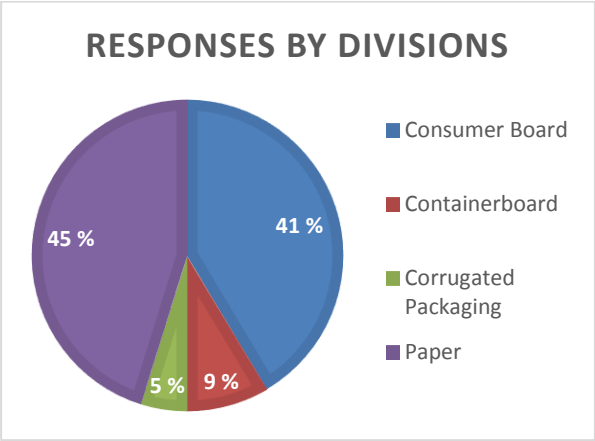
Lastly, some development of small enhancements of CRM program was done. The enhancements done were selected as on best effort basis within the already agreed budget and schedule of Phase 2. It was important not to do too many enhancements during the building of the basic capabilities for the whole CRM program and get the users used to system in order to be able to use the program at the first place. Of course, there will be more enhancements which are necessary to be done, but they will be handled later when the basics of the program are ready and the program has been in use for a while. That also is stated by Peelen (2005, p. 393-394) if there will be too many developed enhancements, the system would become too complicated to use and the main issue of the project could be forgotten.

In addition during the Phase 2, the integrations from other systems to CRM program were in scope. Furthermore, the training for the internal use of CRM increases incorporation with sales process development and sales academies. The organizational scope was in Consumer Boards, Paper, Packaging Solutions and newly come Biomaterials division. The implementation with Consumer Board, Paper and Packaging divisions is targeted to end and be in full usage in the spring 2018. The training improves the changing process, and is part of CM, in the

organization in order to make every user to change their ways of working more towards customer-oriented and understand the goals and benefits of using the new system.

7.3 CRM Internal User Survey

The respondents were chosen from three different divisions: Consumer Board, Packaging Solutions (which was divided in two different sections, Containerboard and Corrugated Packaging) and Paper. The most of the respondents were from Consumer Board and Paper divisions covering over 95 % of the total amount of respondents. In this work the focus is on Consumer Board division. The internal user survey questions are found in Appendix 1.



Division	Count of Division
Consumer Board	112
Containerboard	23
Corrugated Packaging	13
Paper	122

Figure 4: Internal User Survey respondents by Division

The respondents were also divided between the roles they are working for. According to the results, the main users of CRM at the moment are Customer Service (CS), Field Sales (FS) and Sales or Product Management (SM&PM) departments. This is in line with the company's vision that the CRM system has primarily been developed to the employees which are in direct contact with customer, say sales and customer service. Another department, which was taken into consideration, was Marketing. The low usage of CRM by Marketing department could be explained with the fact that Marketing processes and

development started only in the Phase 2 and thus they have had only limited experience with the system so far.

Role	Count of Role
Controlling	5
Customer service	37
Field sales	23
Group or Divisional leadership team	1
Innovation	5
IT	3
Marketing	1
Sales or Product management	22
Supply Chain	6
Technical Customer Service	9

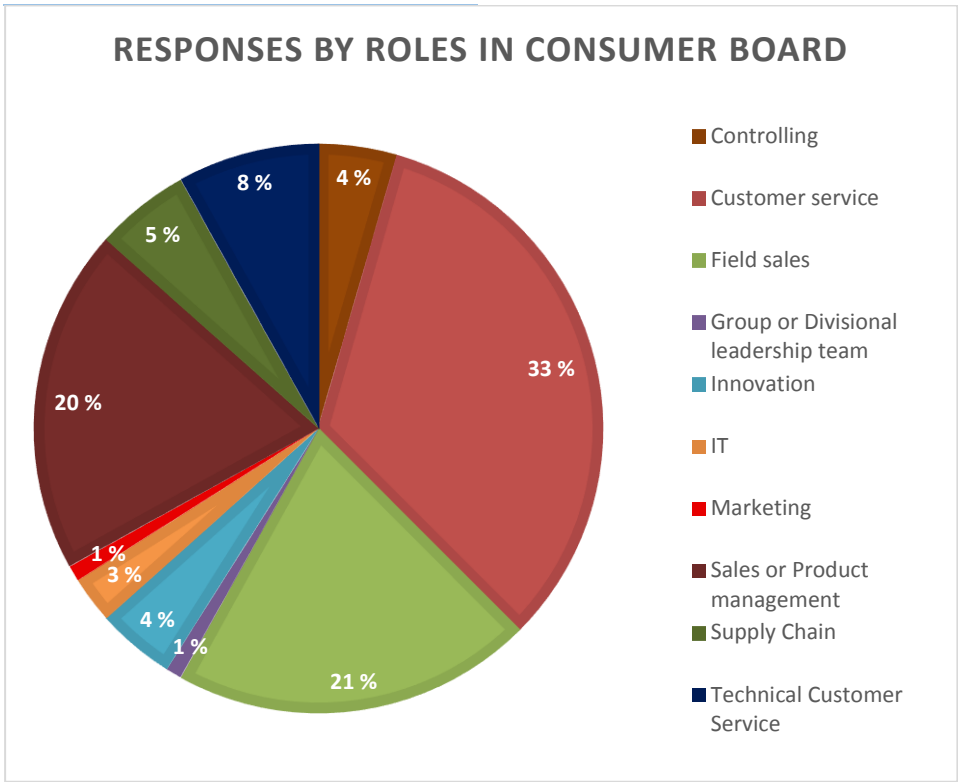
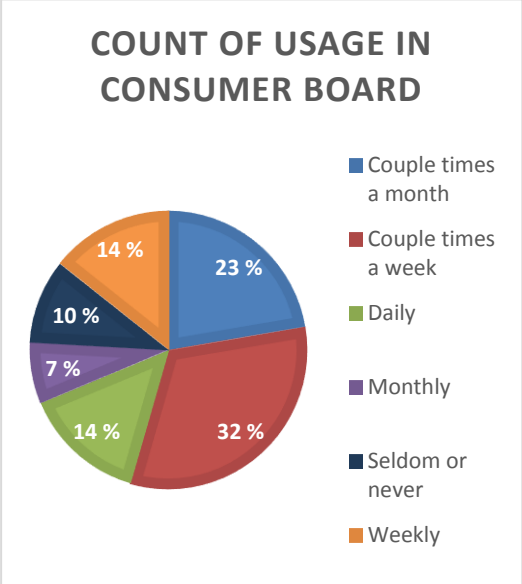


Figure 5: Respondents by Role in Consumer Board

As the goal of CRM implementation was that CRM would become a daily used tool for the employees with direct contact with the customers, according to the survey it is not at that stage yet. Only 14 % of the internal users are using it daily and more than 50 % are using it weekly or less frequently. Of course, the system is still in its infancy and the development is still in progress, but it need all the concerned users

to use it more actively to make it a daily-based tool. As a result, CRM still needs more push to be used from the top management level.



Usage	Count of Usage
Couple times a month	25
Couple times a week	36
Daily	16
Monthly	8
Seldom or never	11
Weekly	16

Figure 6: CRM usage by the respondents

The users who are using the system daily or couple times a week have been using the system and its function as part of their daily work. Some of the respondents were still adding and updating the contact information and some of the respondents are already using the system as a main tool to access customer information.

The less frequently users' concerns are mainly about the time consumption. Most of the users have not found time to use or learn the new system properly and thus their knowledge of it is not on the required stage either. They also mentioned that they need more time and practice to learn to use it more actively. Some of the respondents told that they do not need to use it more often according to their daily work. That is understandable since not all the employees need to be in touch with customers and customer information that often.

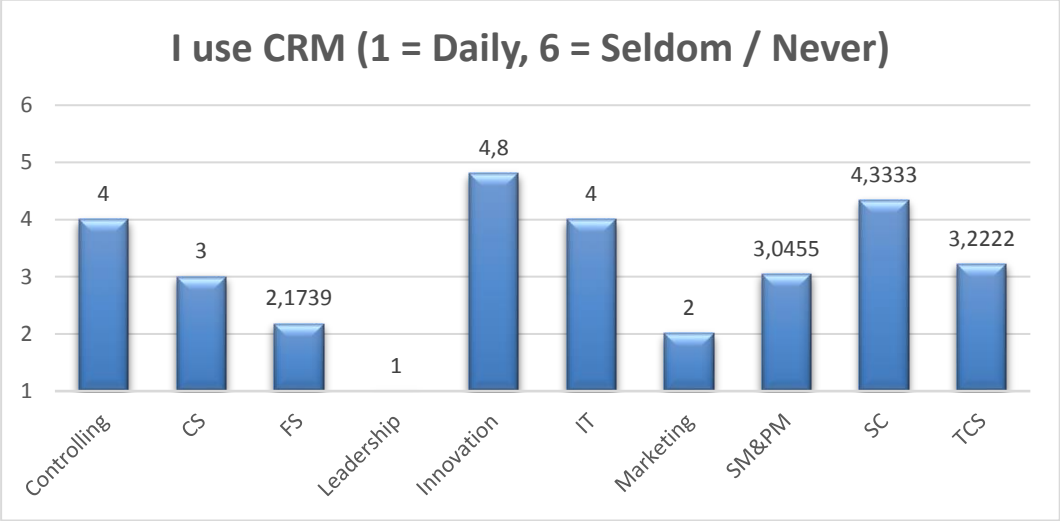


Figure 7: CRM usage by Role

According to Figure 7, the most active users are from Group or Divisional Leadership Teams, Marketing and Field Sales. Of course, the Group or Divisional Leadership Teams and Marketing include only one respondent each and thus creates an error of the whole Role for concerning only on one respondent but still those roles covered the most active Roles in the organizational-wide survey as well. In addition, CRM is also considered to be a decision making tool for top management and developed for marketing department, so, all in all these results are understandable.

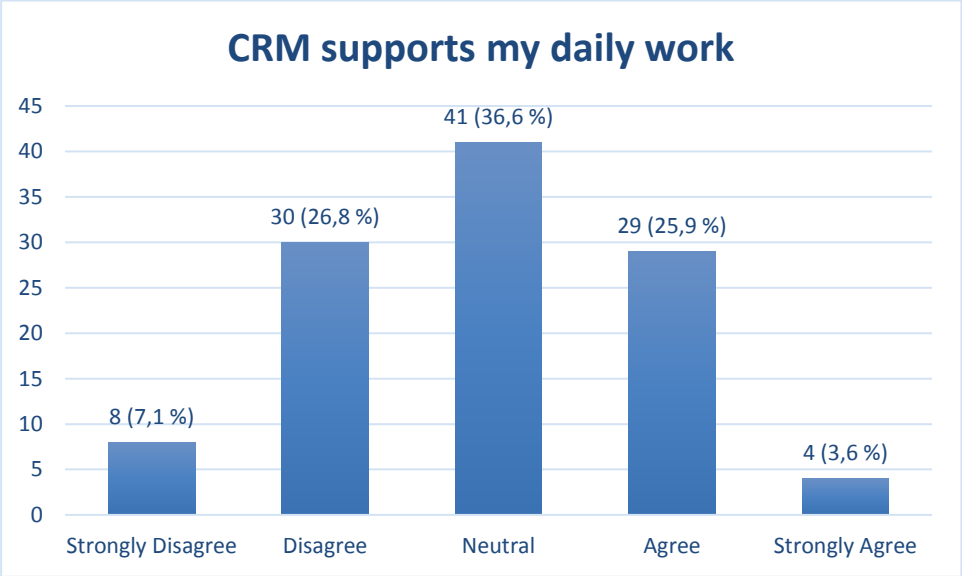


Figure 8: How the respondents see CRM to support their daily work

In Figure 8 we can find that the CRM system is not yet reached its full potential. The CRM usage is still in its infancy and many of the respondents have not have enough time to use it enough yet. The most common comments for the open answer questions on this question were that the respondents find the new system too time consuming at the moment and it requires extra work, since there are still other systems to be used as well. But after a while, CRM is supposed to be the only system of customer information, so, then there will be less other systems and extra work. The respondents for positive comments have already found it very useful and also already replacing other systems, such as email. They love it when all the customer information is located in one place for all but, on the other hand, they have noticed that the system still lacks of relevant data. That shows that even if it is not in its full use yet, it already can be seen to replace other systems to be the only system of customer data. This also points out that not all the users are understanding the main purpose of CRM which means that it is not only a tool but a more customer-oriented way to operate and work with customers.

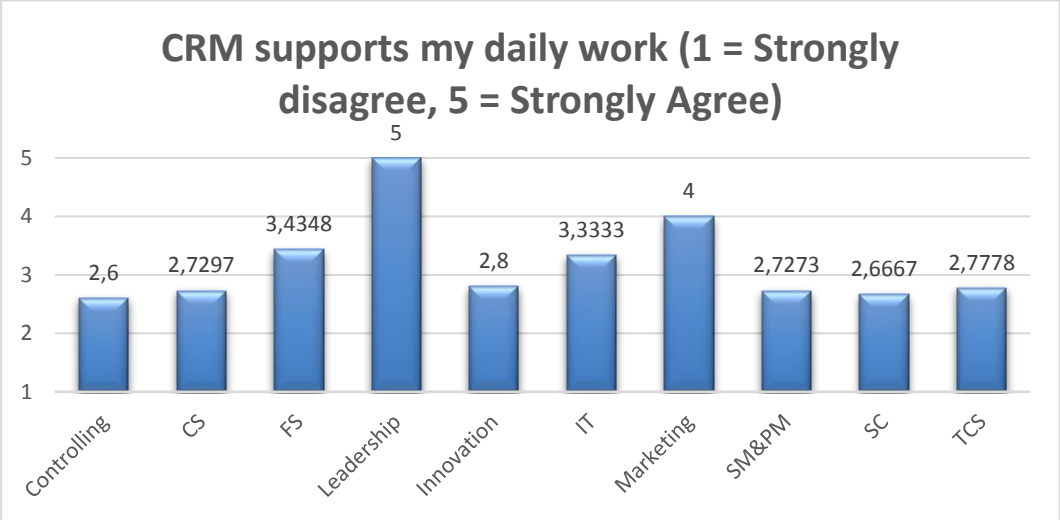


Figure 9: How the Roles see CRM to support their daily work

For this question the same Roles as in previous question and also IT are the only Roles who agree that CRM supports their daily work. On the other hand, IT department's positive responses could result from their role of developing and

training of CRM and usually CRM does not include relevant information for their daily work. As mentioned before, the overall average of slightly negative responses could be explained with the lack of usage and the early stage of converting the daily work to include CRM but also with the low understanding of CRM as an overall.

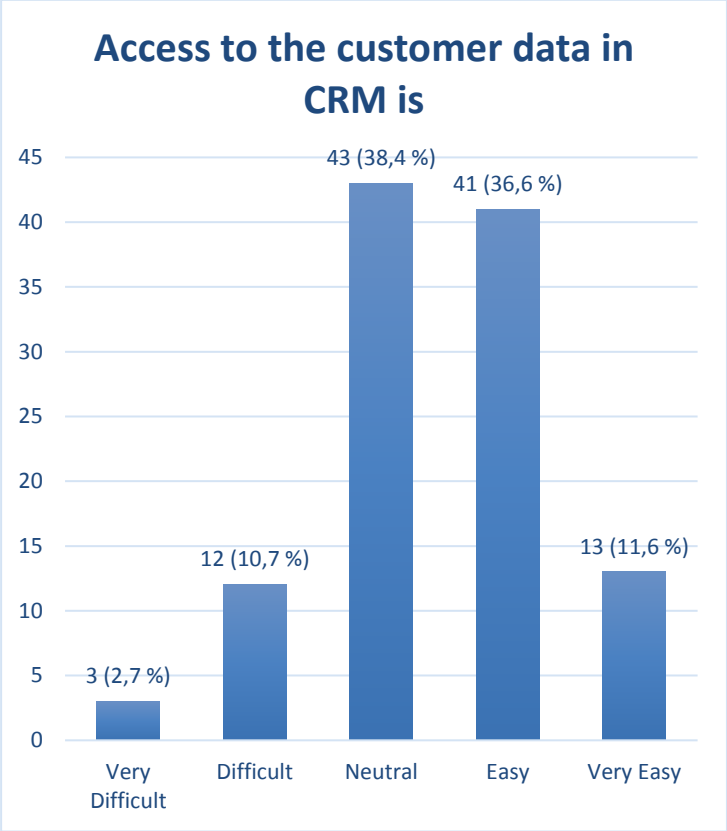


Figure 10: How the respondents see the access to customer data in CRM

According to the survey, the access to the customer data is already easy on average. As the access to the customer information should be easy, fast and all the information shared to be located in one place available for all at any time with low effort, it seems that the system is heading to right direction already and the users also knows how to use it, at least basically. It is said, that the users need more experience to use it more effectively and find the best practices but the responses show that it is easy to find customer information. The most common negative responses were about the slow connections and how it is still a bit confusing and slow to find the correct information of certain customers. It means, that more usage and training is still needed in this change process and also to improve the system

outlook and different steps more user friendly as time goes on. In general, the CRM system is working as it should by providing customer information for all from one certain place with easy access.

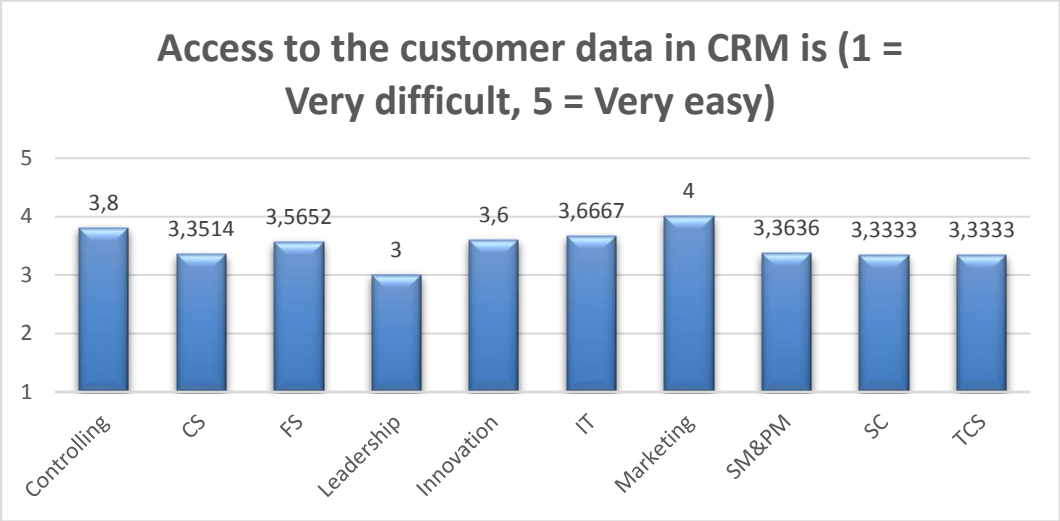


Figure 11: How the Roles see the access to customer data in CRM

For this question every role, except Group or Divisional Leadership Teams, was clearly agreeing that the access to customer data in CRM is easy. It shows that the training of this change and new system has been successful and the overview of CRM is clear. The access to the customer data is, of course, the main issue to find the relevant customer information in order to use CRM successfully. On the other, it still could be improved as the open answers showed that the system is still not user friendly.

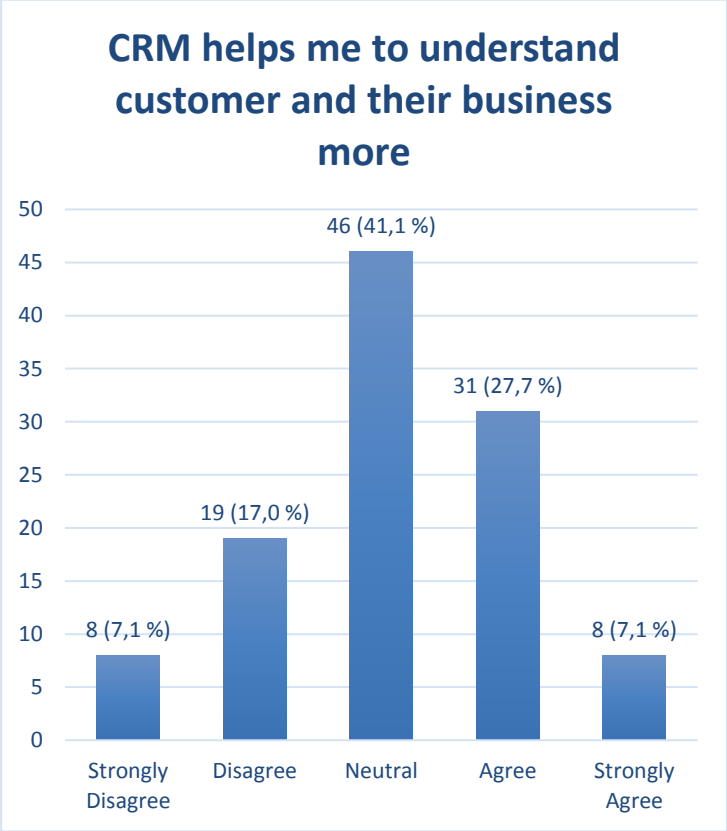


Figure 12: How the respondents see CRM helping to understand customer and their business more

In this question, the knowledge of CRM and its capabilities among the users were clearly seen. Quite many of the respondents did not see CRM to provide any addition information for them and results in extra work with another system and in their opinion only the direct responses from the customers help to understand them more. That is a result from users to see CRM only as a data collector and thus the whole meaning and benefits of CRM, as changing the way of thinking more towards customer-centric and –driven, should be spread more and better by the top management. On the other hand, there also were respondents who believed in the potential in the future but saw that not all the information is there yet and not all are using it. That is required in order to success with CRM and make everybody to understand the importance of CRM.

Figure 13: How the Roles see CRM helping to understand customer and their business more

The higher roles seemed to understand this question better than others. That is understandable since they are making the most benefits of the system and also should be the ones who encourage to use and change the way of thinking and routines. On the other hand, the average responses by Sales & Product Management (SM&PM) are surprisingly low. They should know the CRM capabilities and benefits better. On the other hand, as the responses show, the system is not at that stage yet, so, the responses could be results from the presence situation with CRM. Along with SM&PM, only Technical Customer Service (TCS) has the rate lower than 3, so, others still on average see CRM helping to understand customer and their business more.

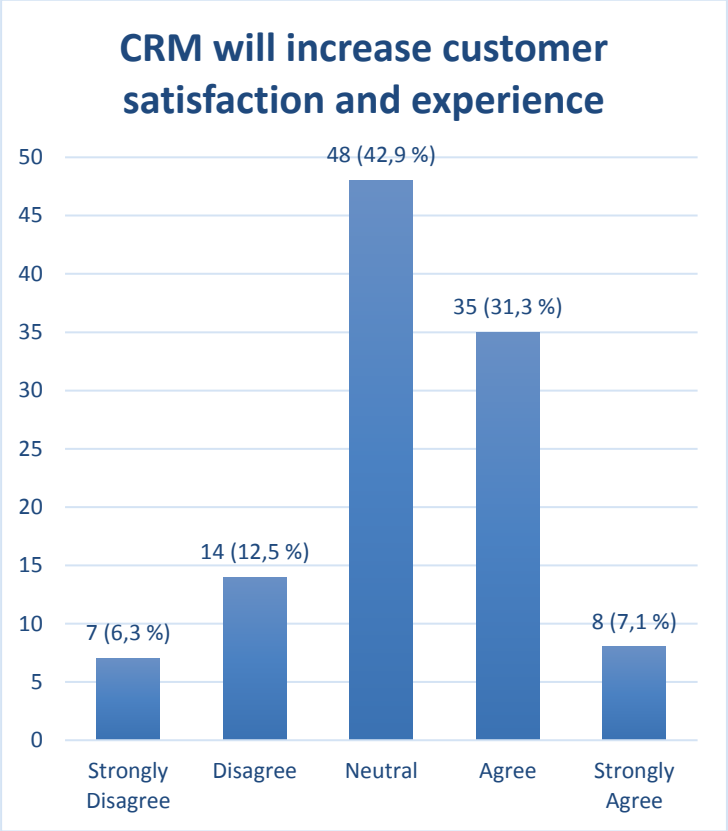


Figure 14: How respondents see CRM increasing customer satisfaction and experience

As in previous question, this question also has the same feelings from the users. The negative impressions from the users were based on that they did not know how CRM and its using would increase customer satisfaction and experience and in their opinion only the service provided will affect customer satisfaction and experience. Of course, only using CRM system will not directly increase customer satisfaction and experience but in the long run when the users have changed their way of thinking and the system includes all the customer information and other useful data to serve the customer better, it has potential to do so. That is where the top management support is needed again, to spread the information about the main purpose of CRM usage. From the positive responses it could be noticed, that the purpose of CRM has been understood among some users. Some of those agreed that CRM is not at that stage yet but in the future it will increase customer satisfaction and experience when all the relevant information about customers is added to one system available for all and also all uses it actively. The success of CRM is really

depending on these since the usage of CRM need to be company-wide and used to serve customers better in order to increase customer satisfaction and experience.

Figure 15: How the Roles see CRM increasing customer satisfaction and experience

The responses to the questions 6 and 7 by role are very similar to each other since both of the questions affect the understanding of CRM as a whole. Again, the leading roles agree more than the lower roles. TCS is the only Role which has lower than 3 average but the other roles have higher than 3 average.

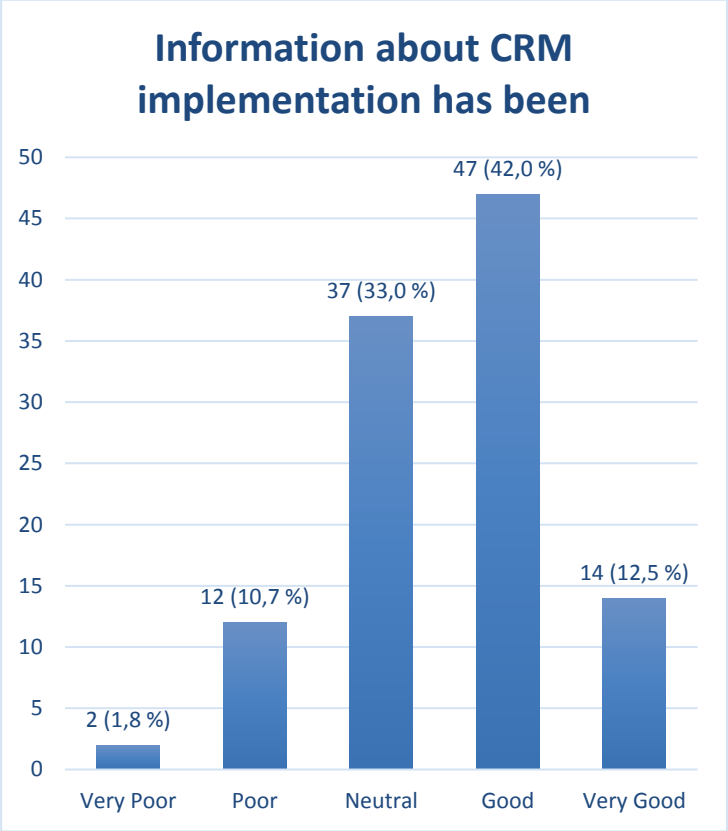


Figure 16: How the respondents have seen the information about CRM during the implementation

According to the survey, the information about the CRM implementation in total has been good; more than half of the respondents said it been good or very good. The respondents were satisfied with the information flow and trainings but also would like to have more live and practical trainings. Some of the trainings took place online when the practical use suffers when the users are not doing the trainings by themselves. They also agreed that the more the system is used the more it will be learnt. The biggest concerns, as already noticed, were how and why CRM is used. That is why Figure 16 does not actually tell, how well the information about CRM itself has flown from the top management since the users did not have that good information about the real purpose of CRM. The Figure rather tells how the users have been informed with the situation of the CRM implementation. Therefore more effort should be put on to explain how and why CRM need to be used in order to have the most of it. Spreading the information about CRM and its implementation is highly important in order to reach the success with CRM.

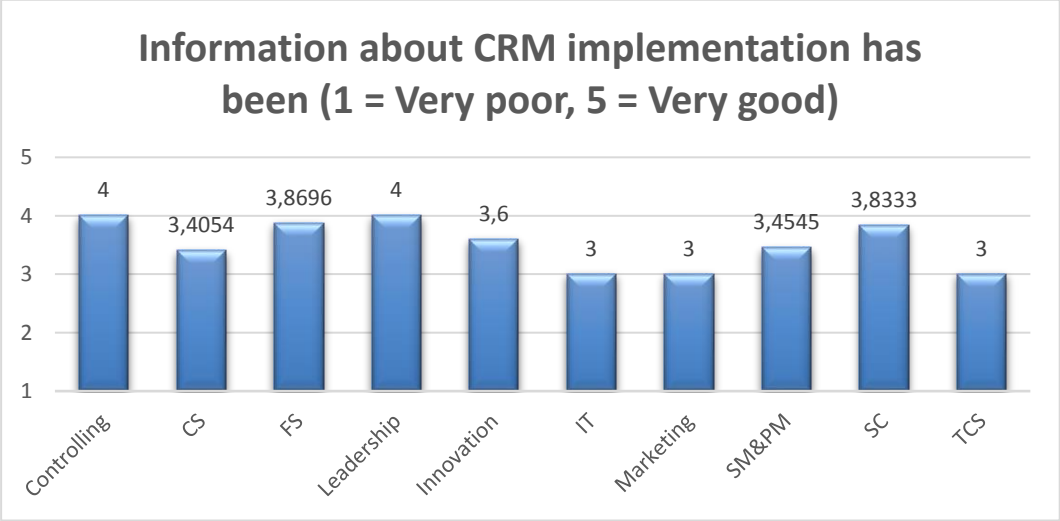
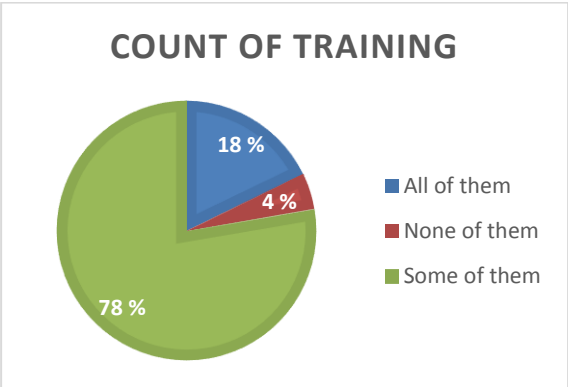


Figure 17: How the Roles have seen the information about CRM during the implementation

In the above Figure it can be seen that all the Roles have an average of 3 rate or more on this question, which shows that the information has been good. The low rates for IT and Marketing could be explained since IT does not need the information from CRM that much and implementation has just began for Marketing, as mentioned before. TCS' low rate could be explained by their low need of it at the moment since the system is very limited for their needs at the moments. Thus they have not followed the information about the implementation that much.



Training	Respondents
All of them	20
None of them	5
Some of them	87

Figure 18: Respondents' participation in trainings

As in the Figure 17 it could be seen, over 96 % of the respondents have participated in the trainings. It shows that almost all the users have been provided the correct

way to understand to use CRM and made it possible to change the routines. All the users have been able to attend at least one general hands-on training and one Skype-training about Sample Service. In addition, there have been extra sessions for those who are in need and those trainings have been via Skype-training. More physical trainings have been targeted to sales, TCS and CS about those areas since they have been seen as the main users of CRM. Moreover, these departments have been offered more Skype-trainings as well. Trainings still need to be improved in order to have as many participants to join as possible in order to fully utilize the use of CRM.

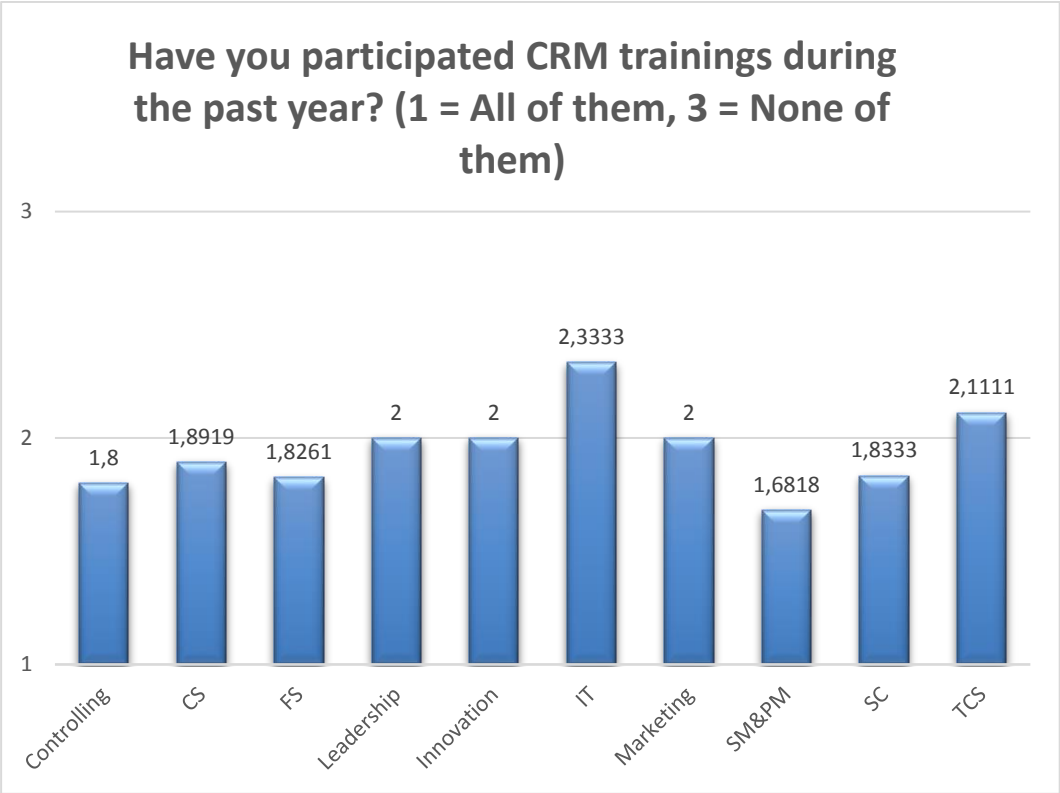


Figure 19: Participation in trainings by Role

As could have been assumed, IT department have the lowest participation in trainings. TCS also have low participation and it could be explained with the previous question's responses. SM&PM had the best participation in trainings and it could be resulted from their need to push the CRM usage to their teams and lower employees.

Figure 20: How the respondents have seen the trainings so far

About two third of the respondents feel that the trainings have been good or very good. For this question, there were not any open answers but as seen from the previous ones, the negative comments could be based on the fact that the users would like to have more live and practical trainings. Anyways, according to the survey, training have been taken into account seriously in CM so far and it will have a positive impact on CM.

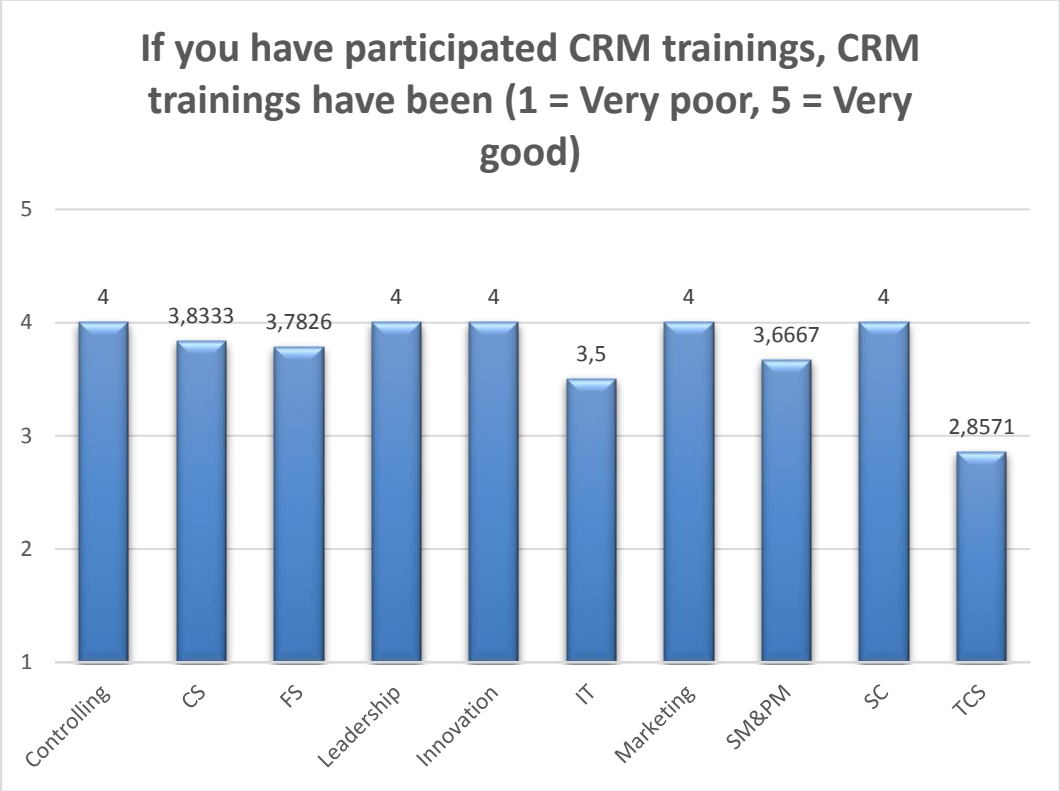


Figure 21: How the Roles have seen the trainings so far

Most of the respondents have been satisfied with the trainings. IT department certainly does not need all the trained functions of CRM which has already been told before. TCS low rate could be explained by the fact that the system is still at the moment lacking of customers' technical data which is what TCS really prefers to. That, and some other functions TCS is preferred the most, could not have been trained since the system does not have it and for this reason they surely have responded the trainings been poor in their opinion.

All in all, the respondents find that when all the information about the customers is available for all in one place, works the best in CRM. When the customer related information is shared for all and is available any time with easy access, the customer could be served better even without knowing the customer that much yet. The concerns about CRM are that the use is still time consuming and requires extra work. In addition, it is still slow to use because of the not user friendly and complicated outlook and slow connection.

According to the open answer questions, the most wanted additions to CRM are the history data linkage, which was already mentioned to improve CEM by Hwang & Seo (2016, p. 2219), and to add technical customer data in order to know better what to offer and how to serve customer better. In addition, the respondents also wanted to add customer satisfaction results to the system which are very useful to find out in order to be able to improve the customer experience and satisfaction. However, they already have a system which is measuring customer satisfaction and it will be explained later in the work but it is not integrated into the CRM system yet. However, many users called for less is more since they feel the CRM system already too complicated and including too much irrelevant data about customers.

The respondents would like to improve CRM to be simpler and more user friendly to use. They find it complicated and an extra tool to use at the moment, so to make it easier to use and push to use it more by management would improve the usage more. Furthermore, the respondents would appreciate offline and mobile usage of CRM since sometimes when the accounts need updating or something need to be added to system, the connection could be lousy. Offline and mobile usage also increase the availability which is one of the main goals of CRM to increase.

The overall opinion from the respondents was positive and many of them sees CRM as a good and useful tool to finally have. The start has been good but the journey is still in its infancy which means that more using and testing is needed and also pushing from the management to support and tell how and why it is used. When CRM will be in full use, it will reduce the amount of tools needed to be used and the feeling of extra work will decrease.

8 INTERVIEWS WITH EXPERIENCED CRM USING COMPANIES

To avoid the failures in implementing CRM, learn the cornerstones to succeed with the CRM implementation and widening the picture of CRM usage outside the case company, interviews were arranged with three companies who already have had experiences in using CRM systems; Wood Supply department from the case company, a German international B2B-group and a German international Business-to-Business-group (B2C-group). The companies were selected in order to include different types of businesses and have companies which have had different experiences with CRM. B2B-group was selected in an inner meeting with project key users since they have been a big customer for the company for a long time. B2C-group was selected in order to have B2C environment perspective for the topic and it is a leading group in its industry. I personally knew their employee who is responsible the R&D in the group, so it was an easy way to get in contact with them. Wood Supply was decided to be chosen since it gives the inside opinions of CRM already used. Only these three interviewees were contacted and all of them accepted the interview at glance. The interview questions are found in Appendix 2.

In the beginning of the CRM journey, the German B2B- and B2C-group had pretty similar approach. They both started to use a CRM system in 2003, which was developed inside the company. For the B2B-group that turned out not to be a success but B2C-group actually has developed their present CRM system, started in 2014, by themselves as well. The B2B-group faced too much inputs for the first version from different units that it failed to provide the desired information for the users and became too complicated and slow to use. That has already been found out as a result in the literature review as well (Peelen 2005, p. 99-100). After this failure, the B2B-group decided to choose the system from external providers, which was also Wood Supply department's decision in selecting CRM system. B2B-ended to choose in 2007-2008 Oracle as a supplier since it was a market leader at that time it managed to convince the B2B-group decision makers. When the third party is

supplying the CRS system, the challenges could also be faced as it will be seen in further questions.

Wood Supply kind of had a customer information system but it was too old and it was time to update it. After evaluating between different suppliers, Wood Supply ended to choose Microsoft Dynamics, as well as the case company at the moment, since Microsoft already has a strong impact inside the company. For Wood Supply, the CRM integration with ERP-systems started in 2011.

During the implementation, B2B-group faced the most challenges compared to other interviewees. Since the goal with the system was to have a main, single too which all should use, follow and be connected with, it needed to be integrated with the already used systems and tools. Since inside B2B-group different departments were using different systems and their requirements for CRM varied, the integration seemed challenging. Furthermore, it turned out that Oracle CRM could not communicate with the systems used, even email, and that created extra work and reluctance among the users. All this implementation took around two years to get CRM system in use. In this case, the supplier of the system would have needed to be re-evaluated in order to get a better working option, which the interviewee also agreed.

B2C-group's implementation took around two years as well before it was in full use but they did not face that much challenges during the implementation. At first, they formulated the process and added and integrated the information and data to the system. Since the group is operating in B2C markets, it needed huge work in order to make sure all the relevant customer data is there updated and correct and it took plenty of time. Then they set-up IT system, trained the relative users to use it and after one year operation it was proved as a success. Since that they have developed, upgraded and monitored the CRM system and usage all the time and thus the CRM is progressing and improving all the time as well.

The quickest implementation with the CRM system was done by Wood Supply. It took only seven months until the system was in use. During the implementation, the previous customer information system was integrated with CRM system and as the system was provided by Microsoft, it was easy connect with, say, emails. The biggest factors for this success were huge support and encouragement from the high-level during the whole implementation. Moreover, the CRM users were forced to use it which fastened the process. The biggest challenges during the implementation were to get the end-users familiar with the new system since the users were located all around Finland. Of course, there were some technical challenges and the performance of the system was not at its best at first. They overcame these challenges by creating questionnaires about the weaknesses of the system to improve the system and also provided users participation to project workshops to be able to influence to the development of the system. They also pushed the users to use it more and more and supported to give feedback.

None of the interviewees' systems is corporate-wide but is only used for a certain region or division. This makes it easier to answer to the users' demand and requirements of the parts system includes since the customers and users could vary a lot depending on the area. Then customization could be understandable choice. B2C-group's system is unique for their customers in China and other regions have their own CRM system. The dealers are actually the users of their CRM and they are also updating and adding the information to the system.

Wood Supply has their own CRM system in the company and it covers the private forest owners, who Wood Supply is buying from and offering other services to take care of customer's forest, as customers. The forest experts are the main users and they also add and upgrade the information to the system.

In the B2B-group the whole system is in German and covers at least all the German customers. The group has operations in 27 countries and some of those regions systems do not communicate with the German regions systems and are not allowed to access to German customers information. Therefore the silent information plays

a significant role in the corporation at the moment. In addition, when the language in the system is German, it limits the usage in other regions. On the other hand, the language was chosen in order to make the users in Germany, the main market, to use it more since the knowledge of other languages is not that needed.

But how the internal users see the CRM system and do they use it actively? In B2B-group the CRM system is not used daily even though it has been pushed to use by management. The users claim it to be complicated, requires extra work and they can do their work with other systems better. It seems that the benefits of using the system are not clear for the users and the system is not user friendly to use at all. The users were even tried to be offered iPad-friendly solutions and apps in order to increase the usage of the system but they failed as well due to connection problems.

In B2C-group the users who are responsible to complaints at least use it daily. Most of the dealers, the main users, like it because of it quickness and user friendliness but it is still complicated since a lot of information and data need to be added while serving the consumer. Thus they have started to use voice recording in gathering consumer data. It has seemed to be pretty common in Chinese consumer markets.

In Wood Supply the usage varies a lot depending on the location the user is operating. Some of the locations are a bit challenging for training and some of the users do not handle IT-systems that well, so, they do not see the benefits to use another system again. However, the CRM system is connecting with ERP, so, the users do not need to do extra work. Furthermore, the basic data, such as addresses of the customers, are updated to CRM automatically by civil registry. So, all in all, B2C-group and Wood Supply users could be seen giving positive impressions of the use of CRM.

In Wood Supply using CRM has been seen as a huge success, according to their CRM-team and high-level management. It has improved the sharing of customer information and keep everybody on track about the customers and activities with them. Nowadays, CRM system also shows the customer satisfaction results in the

system which is how the customer satisfaction can also be monitored and react immediately. Wood Supply is also starting a new versions of ERP and CRM and integrate them to a wider overall.

The new CRM will additionally cover also B2B-customers and internal and external suppliers. This will make the usage easier for the users and also the customer concerns could be noted better. The biggest challenges with the system so far has been with the users and their state of mind and whether the system is used correctly. CM and thus training could give assistance for these but it could still miss the quiet users which are difficult to identify.

In B2C-group CRM could also be seen as a success. The responding to customer claims and complaints have fastened and thus the customer service has improved. On the other hand, there still are challenges which need to be overcome. The customer loyalty cannot be calculated to system since the customer loyalty is difficult to evaluate and also the brand loyalty in China is seemingly low. The consumer markets in China are challenging to find and keep the loyal customers since there are so many aspects which affect their decisions in rapidly changing markets. Therefore the data quality, the user's ability to update and correct the data plays a very significant role in order to be able to meet the customer's needs and requirements and serve them in best possible way. Then, also, the development of the CRM system should be continuous and rapid.

The CRM system in B2B-group was really not a success but it surely taught a lot for the next, incoming version to be implemented. The biggest problems with the system were that it was IT-driven, planned for a producing company and not communicating with group's other systems. Its goal was to solve the problems and ease the workload which were not met at all. For the next version these lessons need to be learnt and the meaning of the CRM should be clear for all, the top management as well as the users.

During the CRM implementation in Wood Supply and B2B-group, the customer experience and satisfaction was not taken into account but it have been noticed to have effect on beforehand. Both agree, when the customer data is correct and shared to all concerned employees, it has a potential to increase customer satisfaction and experience. Especially in Wood Supply, it has been noticed that CRM is a very important tool for them to maintain customer experience and satisfaction when all the data is up-to-date and correct. Then, in addition, the most loyal customers could be identified and they are rewarded in order to stay loyal in long run as well.

Since B2B-group is relatively small corporation, their employees are more likely to move to another company in order to take a next step in their careers since with them it could be difficult to have a next step. Then the silent information is important to be shared for the new and present employees in order to be able to serve the customer as well as before.

The customer experience and satisfaction was actually taken into account and was one of the major factors when deciding to implement CRM system in B2C-group. They built the system in order to be able to understand the customer more and thus serve them better. They listened to their customers and added the information to the system where it could be used to serve them even better. That is a correct reason to decide to have CRM since its goal is to drive the operations more towards customer-driven. Although, especially in Chinese markets the time usage with the customer in order to improve the relationship is very important but in the rapidly changing consumer markets it could be a waste of time. That is why it is important to gather as much information and feedback from the customers as possible in order to improve the offering and service to meet the customer needs and requirements.

For all the interviewees it was hard to say whether using CRM has actually increased customer experience and satisfaction. B2C-group had made some surveys and Wood Supply's NPS had increased but it is hard to say if it is because of the use of CRM or just improved service. In addition, B2C-group had some 3,5 million customers to be evaluated, which differ a lot from B2B market nature, so, it could

be a challenge to find the correct and reasonable results among the consumers. Therefore comparing directly B2C and B2B markets is not suitable in this case. But at the moment, they have customer experience and satisfaction measured in digital way but the responding value varies a lot and the consumers, who are most likely to choose the competitor, are also likely to not respond when the most critical information remains missing. Anyway, the effect of CRM on customer experience and satisfaction is possible since all the information is updated and correct, quickly available for all concerned employees. Major problem to achieve it is to get the users use the system actively and make them to understand the importance of the data quality. In B2B-group they have not seen it at all due to the low usage and also poor communication with other systems. There are still a lot of data which have not been integrated to CRM due to poor connections. But, on the other hand, they believe that it would save time and resources if the systems would be integrated and the information would be shared and used across the group.

As a summary of the interviews, at first it is important to know what the main purpose for deciding to have CRM system is and spread the information for all in the company. To find and choose a correct supplier or build the system by oneself plays a significant role whether the implementation will success or not. Then it is possible to determine which are the most needed parts of the system and whether the integration between other systems is working as it should. Moreover, a significant decision is whether to standardize the system for the corporation or should it be customized for different departments and are all the users allowed to access all the data in the system. It is also important to notice that after the implementation and taking in the full use, the CRM journey will not be finished. Of course, it is important to know, especially for top management, if the implementation was a success, but it also need to be monitored and upgraded all the time in order to maximize its benefits. All in all, it is hard to say whether the use of CRM will drive customer experience and satisfaction but it surely has the potential to do so and at least it will not decrease it.

9 DISCUSSION AND CONCLUSIONS

The CRM processes and systems are usually considered as an internal tool for the organizations. Usually, the researches about CRM are focusing how CRM processes and systems benefit the host organization and their operations. The effect of the CRM on customers has not been researched or considered that much instead. Moreover, it is difficult, sometimes even impossible, to say if the CRM system really have effect on customer experience and satisfaction directly but it has a potential to do so indirectly. But still, it has the potential to drive customer experience and satisfaction if CRM as a whole is utilized correctly; it has a potential to benefit the customers as well.

Usually, when talking about CRM the focus is on a tool to store customer information and data. But CRM is more. CRM includes the whole journey with the customer from the relationship creation to the very end of it. It includes the actions, the knowledge, everything concerned on the customer during its lifecycle. That is usually forgotten and not even spread for all the users. The main purpose of CRM implementation is to know customer better in order to be able to serve and react to the customers' needs and changes better and provide quality experience fast. That also means that the whole organization need to change their attitude more towards customer-oriented way with long-term dedication.

What are the success factors in implementing CRM to drive customer experience and satisfaction then? At first, the decision of the platform, whether to create own or choose a supplier, plays an important role for the success in the very beginning. If the system is communicating well with the company's previous systems and includes all the needed functions which would be easy to use, the next phases would be easier to reach. It is also important to decide whether the system is developed as standardized for the whole organization or should it be customized for different stakeholders or regions and such. Furthermore, the whole project should not be IT-driven since the main purpose of the CRM would then be easily forgotten. When the platform has been decided and the integration would be started, it is extremely

necessary that the data and information added is complete, current and up-to-date at the first place in order to avoid conflicts in the further usage. When all the information is easily accessible for all in one place, the customer knowledge will increase and the speed of the service will get faster. Then also the value of the customer is understood better and the communication between different stakeholders would be improved.

In order to achieve success with CRM it needs involvement from the whole organization. The top management need to be encouraging to use CRM and pushing the users to use it more and more on daily basis. Of course, the purpose of CRM should also be spread all over the organization by the top management in order to change the view more towards customer-orientated and have clear vision of it. When the CRM has reached its full use, it is important to notice that the CRM journey has not ended but the development and learning of it is continuous.

The below table will show how the research questions are answered.

Table 8: Answers to the research questions.

Research question	Answer
How to utilize CRM to drive customer experience and satisfaction	To consider CRM as a whole, push users to use it, support from the top management, explaining the purpose
What is the situation with CRM at the moment and is it in line with the organization's opinion?	Still in progress, the purpose of CRM need to be spread better, users need to use it more to gain the benefits
How to success with CRM to increase customer experience and satisfaction?	Involvement from all in the organization, change the way of thinking more towards customer-oriented
What are the future scenarios of CRM and potential improvements?	Technology developing, always-connected attitude, customer-orientation, user friendliness

Further researches for the chosen topic would be required. Since CRM is not researched that much from the customer's point of view, the whole topic should be researched more. The customer-oriented way of thinking is increasing all the time due to the competition in the global markets and thus to find the ways to serve the customers better is required. Secondly, since this thesis was done during the implementation it is too early to say if CRM has improved customer experience and satisfaction. Thus the further research after a certain period of full use about the changes and effects on customer experience and satisfaction would be useful to be considered. One definitely new way of research about CRM could be a collaboration of supplier and customer in order to develop and create a common CRM system. Then the opinions of both of the participants would be taken into better account. Of course, this could result challenging since the suppliers usually do not want the customers know that they are using such systems in order to avoid higher expectations.

This thesis focused on how CRM would be driving customer experience and satisfaction. The main objectives for the thesis were to find the ways how CRM should be utilized to drive customer experience and satisfaction, what is the situation with the case company at the moment and it would be improved in the future. The reliability and validity of this research are not universal. Since the research has been done for the case company, most of the results are only valid for them and the behaviors and needs varies depending on the industry or company. Moreover, the systems could be different depending on the needs and the purpose of CRM as a whole as well. Furthermore, the effect of CRM on customer experience and satisfaction is difficult to measure and it cannot be said that CRM is directly increasing and affecting them. CRM, surely, has a potential to do so if used correctly and followed the most critical factors but it is not the only system to be used to achieve better customer experience and satisfaction.

The future scenarios of CRM are uncertain to predict but certain aspects and changes in the market or in the business environment could lead to different

solutions for the future CRM trends. As CRM experience is growing, technology is progressing all the time and the pressure to develop the technology is increasing by the competition, it will change CRM. The competition is a driving force for progressing the technology since the more there are substitutions in the market the more the offerings need to be developed in order to gain the advantage against the competitors. One mutual progress for the technology nowadays is to link the internet or add AI for the offering. Therefore the idea of always connected, real-time system is becoming more and more valuable and demanded by the customers for the organizations (Goldenberg 2006b, 16). The digitalization of the business has started and it is evolving all the time.

Once the CRM has been implemented and it is in use, the journey of the CRM development has not ended. The whole investment has required huge amount of resources, effort and time and therefore the commitment from the parties involved in the journey need to be understood: the goal is to achieve success with the investment. On the other hand, also the realism is rising and the hype of CRM is decreasing after a while. Therefore the continuation of CRM needs to be taking into consideration and the monitoring and evaluating still need to be taking place. One key element in successful CRM is that the CRM technology is introduced as an enabler and optimizer of improved business processes (Goldenberg 2006a, p. 18). In this case, the top management sees the potential and profitability of the utilization of the CRM concept.

But how could the case company's CRM system be improved? As the internal user questionnaire survey showed, the CRM system needs more pushing for the use from the top management and explaining the main purpose of CRM. The usage is still low and to function as it should in order to bring the desired value it needs all the employees' involvement. Also, it seemed that the main purpose of CRM is not clear for all the users. The whole idea of CRM should be explained and described more clearly and make to users see the CRM system as it whole and not just an additional tool to be used. Furthermore, the overview of the system is still pretty complex and not user friendly. The system need to be designed to be simpler to use in order to

be tempted to use daily as it should. Offline and mobile usage is also highly wanted and it also reflects the overall development of technology worldwide; nowadays to be always-connected outside as well as inside the business environment is becoming more and more common and the employees would like to have access to the technology used in the organization with their mobiles as well (Shih 2009, p. 12).

One of the main findings of the research was to understand CRM as a whole, not just a tool to store information. That is vital to be shared all over the organization. CRM include the whole journey with the customer, from the creation of the relationship until the end of the relationship. If CRM is seen to be driving customer experience and satisfaction, then the whole view should be changed more towards customer-orientation. Furthermore, this thesis provides other points which should be taken into account in order to lead the company to achieve better results in customer experience and satisfaction.

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APPENDICES

Appendix 1: Internal User Survey Questions

1. Business area I am working for:

- Consumer Board
- Corrugated Packaging
- Containerboard
- Group Functions
- Paper
- Wood Products

2. The role I am working for:

- Group or Divisional leadership team
- IT
- Sales or Product management
- Field sales
- Customer service
- Technical Customer Service
- Marketing
- Innovation
- Controlling
- Supply Chain
- Operations

3. I use CRM

- Daily
- Couple times a week
- Weekly
- Couple times a month
- Monthly
- Seldom or never

Reason for my answer:

4. CRM supports my daily work:

- Scale from 1-5 (1= Strongly disagree & 5=Strongly agree)

Reason for my answer:

5. Access to the customer data in CRM is:

- Scale from 1-5 (1=Very difficult & 5=Very easy)

Reason for my answer:

6. CRM helps me to understand customer and their business more:

- Scale from 1-5 (1= Strongly disagree & 5=Strongly agree)

Reason for my answer:

7. CRM will increase customer satisfaction and experience:

- Scale from 1-5 (1= Strongly disagree & 5=Strongly agree)

Reason for my answer:

8. Information about CRM implementation has been:

- Scale from 1-5 (1= Very poor & 5=Very good)

What have you expected more:

9. Have you participated CRM trainings during the past year?

- None of them
- Some of them
- All of them

10. If you have participated CRM trainings, CRM trainings has been:

- Scale from 1-5 (1= Very poor & 5=Very good)

11. What works the best in CRM? Why?
12. What works the least in CRM? Why?

13. In your opinion, are there any processes that should be there in CRM but are currently missing? If yes, which processes?
14. How would you improve CRM?
15. Other comments about CRM?

Appendix 2: Interview Questions

1. Which CRM program are you using?
2. Which were the steps in implementation? Cornerstones: positive & negative? How was it monitored?
3. Are all the customers included or segmented? Is CRM corporate-wide?
4. How do the internal users see CRM? Do they use it daily?
5. How have you seen CRM succeed? What have been the main problems?
6. How have customer satisfaction and experience been taken into account during implementing CRM?
7. How have you seen CRM increasing customer satisfaction and experience?