Empirical testing of

selected critical success factors

in CRM implementation projects

A study of SMEs in the B2B sector

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Empirical testing of selected critical success factors in CRM implementation projects

Abstract

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Tutor: Dr. Michaël Le Duc, Dr. Deepak Gupta
Author: Kathrin Röschmann, Muhayyo Ziyadullaeva
Title: Empirical testing of selected critical success factors in CRM implementation projects - A study of SMEs in the B2B sector
Purpose: The purpose of this thesis is to describe and analyze critical success factors of CRM implementation projects with a special focus on SME’s in the B2B sector.
Method: This study is based on quantitative research using survey method.
Target Audience: SMEs of B2B business, which are planning to implement a CRM system Academic audience, which is interested in CRM implementation with focus on SME.
Conclusion: There are various critical success factors in CRM implementation projects and those differ in their importance according to companies’ perceptions and according to previous researchers’ work. The most important CSFs in companies’ point of view are ‘senior management commitment’, ‘objectives definition’, ‘inter-departmental integration’, ‘communication of CRM strategy to the staff” and ‘information management integration’.
Keywords: critical success factors (CSF), customer relationship management (CRM), implementation project, SME
# Abstract

Empirical testing of selected critical success factors in CRM implementation projects

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List of abbreviations

B2B  Business to business
CRM  Customer relationship management
CSF  Critical success factors
ibid.  *ibidem*, at the same place
ICT  Information and Communication Technologies
e.g.  *exempli gratia*, for example
ERP  Enterprise resource planning
p.a.  *per annum*, per year
SFA  Sales Force Automation
SME  Small and medium-sized companies
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1 Introduction

Although, there is no clear and common definition for customer relationship management (CRM) (Payne & Frow, 2005, quoted in Foss, Stone & Ekinci, 2008), several authors attempt to define CRM. Bose (2002, quoted in King & Burgess, 2008) defines CRM as an integrated system, which combines technological aspects with business processes, that aims to satisfy customer needs at all times. Foss, Stone & Ekinci (2008) define CRM systems as “technology-based business management tools” that provide information about customers, which enable a company to build long-term relationships with customers.

The main goals of CRM are to improve the interaction with customers and to acquire information about customer preferences and wishes (King & Burgess, 2008). With this information CRM helps to provide the right products and services for each customer, therefore CRM is used to handle marketing & sales processes (ibid.). CRM can reduce internal barriers e.g. by fostering cross-functional work. Externally, CRM can provide a link to stakeholders, especially to customers (ibid.).

Several authors have stated that a CRM system has benefits regardless of the company’s size or industry (Alshawi, Missi & Irani, 2010; Beldi, Chefffi & Dey, 2010). According to Chen & Chen (2004, p. 338, quoted in King & Burgess, 2008), CRM can have various tangible and intangible benefits. Tangible benefits can be for example increased employee productivity or increased revenues. Intangible benefits include higher customer satisfaction or the improved ability to meet customer needs.

According to Band (2008), the failure rate of customer relationship management (CRM) implementation projects was 47% in 2008. Here, a project failure is interpreted as a project that is not meeting the expectations (costs, time, project objectives, expected benefits) defined before the project started. Nearly half of all CRM implementation projects fail. A Gartner survey shows that the investment in CRM applications will probably increase more than other applications in 2011 (Gartner, 2011). Although, the mentioned surveys are not of scientific nature, we can see that there is a trend toward CRM and a general problem in implementing CRM applications.

As said by Eid (2007), companies that ignore critical factors when implementing or using CRM applications are not able to realize its full potential. But implementing CRM applications successfully tends to be difficult, since it requires organizational and technological change (Bull, 2003, quoted in Beldi, Chefffi & Dey, 2010).
1.1 Research question

Since nearly every second CRM implementation project fails, we are interested to know what can cause these failures and how these failures can be avoided. Therefore, we are going to focus on the critical success factors (CSF) of CRM implementation projects. Since there is already much research done on CSFs in general we are focusing especially on SMEs. Furthermore, we want to know if there is a prioritization of CSFs in CRM implementation projects for SMEs in the B2B sector.

Consequently, our research question reads as follows:

How important are selected critical success factors of CRM implementation projects according to surveyed SMEs in the B2B sector?

1.2 Purpose, target groups and strategic question

The purpose of this thesis is to describe and analyze the critical success factors of CRM implementation projects with a special focus on SME’s in the B2B sector.

We will review critical factors that influence the success of the implementation, therefore, this research is valuable for small and medium sized companies that currently are implementing CRM systems or planning to do so. Therefore, a strategic question can read as follows:

What are the factors that a SME has to be aware of when implementing a CRM system?

With our research we try to focus on SME. After conducting our literature review we noted that there seemed to be a gap of research in the field of SME and CSFs of CRM implementation. Mostly research was done with focus on big companies or without any specific focus (Arab, Selamat, Ibrahim & Zamani, 2010; Croteau & Li, 2003). Therefore, our research can contribute to the academic work in this area.

1.3 Research limitations

With this research we want to give an overview of current factors that influence the success of CRM implementations and compare them to the empirical data we will gather.

Interrelations between factors are not the main focus of the research and therefore will not be discussed extensively. Methods for influencing the factors are not discussed in this paper. Also, we did not include factors for CRM implementation failures in our research.

The survey was conducted with participants mostly for Scandinavia and Germany.
1.4 Structure of this thesis

In the second chapter we will conduct a brief critical literature review. Here we will give an overview of the databases and keywords we used for searching the relevant articles. We will show a map of the literature. Subsequently, we will give account to the concepts and arguments coming from the selected literature. Finally, we will come up with a list of CSF.

The third chapter contains our conceptual framework.

In the fourth chapter we will discuss the methods and the research design. Here we will describe how we will conduct the research. First we start by critically discussing the choice of our topic. Then we will describe our research approach. Subsequently, we will show how we are going to collect and analyze the necessary data. Finally, we will critically discuss the limitations of this method with regard to the research project.

Furthermore, in the fifth chapter we will describe our main findings from the survey. Also, we will analyze the data we collected in this chapter. First we will give information about our respondents. Then we will describe and analyze our findings in detail.

Afterwards, in the sixth chapter we will compare our findings. Here we will compare our findings to the theory and the perception of our respondents to actual projects.

Finally, in the seventh chapter we will conclude our thesis. We will describe our result from the analysis and give recommendations for practitioners and further research.
2 Critical literature review

According to Fisher (2007, p. 78) a dissertation should include a critical literature review, which describes and discusses the literature that is relevant for the research.

In this chapter we will briefly present our critical literature review. We will start with introducing the keywords and databases we used for the literature search. Afterwards, we will present a map of literature and topics that are also related to our research. Subsequently, we will briefly explain the concepts and terms, which are essential for our research. Finally, we will discuss the concepts from the literature critically.

2.1 Methods for the critical literature review

In order to come up with literature, which is related to our topic, we have to define keywords for the search string we use. Also we have to decide on the databases we want to use.

Subsequently, we will discuss the keywords and the databases used for conducting our research.

2.1.1 Keywords

We used the following keywords to conduct the literature research.

- CRM
- Customer relationship management
- Implementation*
- Project*
- (Critical) success factor* / CSF
- Failure
- Success

As our research topic concerns the CSF of CRM implementation, our core keywords were “CRM”, “implementation” and “success”. In order to get reasonable results concerning our research question we combined the keywords with Boolean operators. With these keywords we got a very large number of results on successful CRM implementations. The results included articles on success factors in CRM implementation strategies as well as projects. Consequently we added the keyword “project” to narrow down the results in the search field. In addition we replaced the keyword “success” with “success factor” to get a list of factors that affect the CRM implementation. Therefore, a search string read as follows:
Furthermore, to get more articles, we searched the databases with the same search string by replacing the keyword “success” with other keywords such as “critical success factor*” or “CSF”. We also replaced the keyword “success” with a keyword “failure”, as these keywords are interrelated; by implementing certain factors, companies may reach success and by not implementing them, they may reach failure. However this is not always the case, not all factors are interconnected.

### 2.1.2 Databases / Websites

The articles we selected were found from the following online databases:

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<tr>
<th>Database / Website</th>
<th>Content</th>
<th>URL</th>
</tr>
</thead>
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<tr>
<td>Emerald</td>
<td>Journals and books</td>
<td><a href="http://www.emeraldinsight.com/">http://www.emeraldinsight.com/</a></td>
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<tr>
<td>ScienceDirect</td>
<td>Scientific journals and books</td>
<td><a href="http://sciencedirect.com">http://sciencedirect.com</a></td>
</tr>
<tr>
<td>Google Scholar</td>
<td>Journals, books, dissertations, academic society papers and technical reports</td>
<td><a href="http://www.scholar.google.com">http://www.scholar.google.com</a></td>
</tr>
<tr>
<td>ABI/INFORM (ProQuest)</td>
<td>Global Journals, magazines and newspapers</td>
<td><a href="http://ep.bib.mdh.se:2059/pqdweb">http://ep.bib.mdh.se:2059/pqdweb</a></td>
</tr>
</tbody>
</table>

**Table 1: Databases and Websites**

*Source: own illustration.*

Most of our articles stem from the Emerald and ProQuest online databases.

Emerald is an internationally recognized publisher, which provides high quality articles from a wide range of management, engineering, applied science and technology journals (Market-Research.com, 2011). ProQuest is an online business database of articles originally published in magazines, newspapers and journals for researchers at all levels (ProQuest LLC, 2011). According to NewsBreaks, Google Scholar is a first stop for many scholars, researchers and students for finding research information (Quint, 2004). Its contents come from peer-reviewed journal literature, books, dissertations, academic society papers and technical reports (Burright, 2011). ScienceDirect publishes articles and book chapters from 2500 peer-reviewed journals and more than 11 000 books (SciVerse, 2011).

Analyzing the research quality of the contents in the above online databases, all of Emerald and ScienceDirect research journals are peer-reviewed (Emerald Group, 2011; SciVerse,
2011), which can be seen as a good point. However, the drawback of those online databases is that not all articles are freely accessible. In comparison to Emerald and ScienceDirect, Google Scholar has a user-friendlier interface. However, according to one of the Google representatives, the articles in Google Scholar do not get censored for research quality (Quint, 2004). As a result it has articles of high quality as well as low quality. We think this is a disadvantage of Google Scholar. Furthermore, comparing the online databases, ProQuest is the strictest out of all, in terms of providing access to articles; it is not possible to read abstracts without full authorization. On the other hand, it provides its users with highly scientific articles.

2.2 Mapping and describing the literature

In order to narrow down the amount of literature to the important ones, Fisher (2007, p. 86) suggests mapping the literature.

Subsequently we will present a map of topics related to our research project and then give reasons for selecting the literature we are using.

2.2.1 Map

Below is a map of our chosen area. As can be seen from the map, the focal point of our research is the CRM implementation. Around the focal bubble other areas which are closely related to CRM implementation are presented: CRM software, ERP, Sales and Marketing, Business Strategy, CRM Strategies, Failure factors and Success factors.

![Figure 1: Map of literature](source: own illustration.)

The CRM software bubble was created to show that choice of CRM software effects the CRM implementation. ERP is another area, which relates to the CRM implementation, in certain cases ERP comprises a CRM module within itself, in other cases it may be a separate system.
within an enterprise, which interrelates with CRM system. Sales and Marketing is an area closely related to CRM implementation, as Sales and Marketing business processes have to be reengineered to support the CRM software. Business strategy and CRM strategies are also interconnected with each other as well as with CRM implementation. Failure factors are studied as well as success factors in order to prevent the CRM implementation from risks and threats. In this dissertation, we will focus on the success factors and the CRM implementation bubbles. Other related areas have been drawn to show our awareness of the scope related to CRM implementation topic.

2.2.2 Reasoning for selected literature

In order to answer our research question, we need to produce a list of the critical success factors for CRM implementation projects. Consequently we chose articles by authors that had researched various success factors, discovered while implementing CRM in various industries, business environments, geographical locations and following different CRM strategies. Around 40 articles were initially selected. After reading through them we chose eleven articles that have presented a shortlist of success factors and have shown deep research evidence, on the basis of which the analysis was performed. Also, while selecting the articles, we paid careful attention to the publisher of the article, author's background information and expertise. We tried to select articles with recent year of publication, so seven out of eleven of our articles dated from 2007 to 2010.

2.3 Shortlist of concepts and arguments

To simplify the research task, we have to define our concepts (Fisher, 2007, p. 122). Here is the shortlist of concepts that will be used in our critical literature review:

- (Critical) success factors (CSF)
- Successful CRM implementation

Other necessary terms will be defined following to the above-mentioned terms.

2.3.1 Critical success factors

In order to answer our research question we first have to define the concept of success factors, or also called critical success factors.

Bullen & Rockart (1981) defined CSF as “the few key areas of activity, in which favorable results are absolutely necessary for a particular manager to reach his goals”. They also stated that only, when the CSFs have positive results “the business will flourish” (Bullen & Rockart, 1981). According to Leidecker & Bruno (1987, quoted in Rahimi & Berman, 2009), CSFs are “characteristics, conditions or variables that can significantly impact a company” if they are not managed.
However, these definitions focus more on management in general. But it is also possible to link the concept of CSF to CRM implementation projects. There, CSFs are activities that are carried out in order to guarantee a successful implementation of CRM (Eid, 2007). CSF can also cause a failure in projects if they are neglected or disregarded (Eid, 2007). Then CSF can become critical failure factors. However, not all CSF can be critical failure factors, and vice versa (Williams & Ramasrasad, 1996, quoted in Rahimi & Berman, 2009).

2.3.2 Successful CRM implementation

Since CSFs ensure a successful CRM implementation, we have to define what that means.

Orgad (2000, quoted in Rahimi & Berman, 2009) stated that a successful CRM implementation depends on two perspectives. The first perspective is an information system perspective and the second is a project perspective. A successful CRM implementation requires success in both perspectives. That is, a suitable system has to be chosen for implementation and the implementation project has to be successful regarding predefined objectives. This seems to be an inadequate definition and further research results in a statement made by Eid (2007): “there is no clear definition of a successful CRM project”.

A successful CRM implementation project can be measured by the outcome of the project. The outcome of a successful implementation project is a system that supports business objectives and the corporate business strategy. Business objectives for CRM systems might be increased customer satisfaction or loyalty, increased customer acquisition or retention (Eid, 2007; Foss, Stone & Ekinci, 2008).

For this research we assume a successful CRM implementation project as a project that fulfills the expectations defined prior to the project. According to Band (2008) these expectations can be measured in costs, time, expected benefits or other project objectives.

2.3.3 Other definitions

In order to be able to answer our research question we have to define some more concepts. These concepts are:

- SME (small and medium sized enterprises);

There are several definitions for SME concept. SME can be defined as companies with 500 employees at most and a turnover under 50 million Euro p.a. (IfM, 2010). On the other side, the SME’s can be categorized as companies with under 250 employees and a turnover of under 50 million Euro p.a. (European Commission, 2011). For our research we are choosing the definition made by the European Commission.

Further we have to define the term B2B. B2B is a synonym for business to business. The term business to business describes the two participants of a business transaction, namely the buyer
and the seller. B2B business describes business relations between two companies. Also, the attribute B2B describes a company, which is selling products and services solely to another company (Investorwords.com, 2011; MarketingTerms.com, 2011).

2.4 Critical account on the chosen concepts and arguments

Nowadays business executives realize that customers are the core of a business and its success relies upon effectively managing relationships with them (Arab, Selamat, Ibrahim & Zamani, 2010). In essence, CRM helps to form stable and lasting customer relationships that add value for both sides: the business and the customer. From here comes the need to discuss the importance of CRM and the factors that lead to its successful implementation. There are many publications, which have studied the critical success factors for CRM implementations, however researchers have studied those factors from a limited number of perspectives, or their research is sometimes limited to only one of the perspectives. In this section we will group the CSF by categories, analyze and critically discuss them.

Below we will briefly describe all factors that have been discussed by various researchers and attempt to conclude this section with a shortlist of critical success factors, which we will test against empirical data.

2.4.1 Key factors


All of the researchers emphasize the fact that managing a successful CRM implementation needs an integrated and balanced approach to all three aspects: technology, process and people (Amiri, Sarfi, Kahreh & Maleki, 2010; Mendoza, Marius, Pérez & Grimán, 2007; Arab, Selamat, Ibrahim & Zamani, 2010). However, Mendoza, Marius, Pérez & Grimán (2007) have come up with the following shortlist of most important factors, which are required to efficiently implement a CRM system: ‘senior management commitment’, ‘customer information management’, ‘marketing automation’ and ‘support for operational management’.

2.4.1.1 Process perspective

The process aspect includes the main processes of customer relationship, such as marketing, sales and service (Mendoza, Marius, Pérez & Grimán, 2007).

According to Arab, Selamat, Ibrahim & Zamani (2010), the process aspect contains 7 success factors:
- **Marketing:** managing the relationship with the customer, knowing its buying habits, understanding its needs.
- **Sales:** although the marketing factor has been a natural aspect on sales process, the CRM strategy has an important impact on sales channel process and after sales service process.
- **Services:** this aspect of relationship with the client follows that all issues related to services or customer services or high quality of service become critical.
- **Define and communicate CRM strategy:** the absence of a clear CRM strategy or the lack of developing such a plan could result in a CRM implementation failure.
- **Customer involvement:** direct and indirect involvement of customers helps the organization to analyze the customer relationship life cycle and find the problem areas that can be resolved by CRM.
- **Personalization process:** this process is needed to make the data gathered from different customer communities to be usable.
- **Time and budget management:** prior to CRM implementation, time and budget should be controlled and optimized.

On the other hand Mendoza, Marius, Pérez & Grimán (2007) have listed the following factors under the ‘process’ aspect: marketing, sales and services. All three factors have already been mentioned by Selamat, Ibrahim & Zamani (2010). Mendoza, Marius, Pérez & Grimán (2007) have done a quantitative experiments, case studies and surveys in their research and have proposed 7 factors to assess the process factors:

- **Creation of a multidisciplinary team:** this refers to the participation of people with different background in the team that is responsible for the implementation of the CRM system.
- **Inter-departmental integration:** all organizational departments that are directly affected by the implementation of the CRM system should participate actively in the implementation of the CRM system.
- **Communication of the CRM strategy to the staff.**
- **Customer service:** this factor provides functions for pre- and post sales regardless of the communication channel used.
- **Sales automation:** the automation of sales process.
- **Marketing automation:** the automation of marketing activities.
- **Support for operational management:** technical solutions that are used to support CRM processes.

Another article by Amiri, Sarfi, Kahreh & Maleki (2010) have identified 6 ‘process’ factors critical for successful CRM implementation. Those factors are the same as ‘process’ factors by Mendoza, Marius, Pérez & Grimán (2007), except the ‘marketing automation’ factor is not listed and sales automation is called services automation.
Communication of the CRM strategy to the staff has also been mentioned by King & Burgess (2007) and means that the objectives, benefits and project progress should be communicated clearly to the staff in order to ensure their participation and commitment (Mendoza, Marius, Pérez & Grimán, 2007; Amiri, Sarfí, Kahreh & Maleki, 2010).

A successful implemented CRM system supports the automation of marketing and services (Mendoza, Marius, Pérez & Grimán, 2007; Amiri, Sarfí, Kahreh & Maleki, 2010; Arab, Selamat, Ibrahim & Zamani, 2010).

2.4.1.2 Human perspective

Human perspective comprises the critical success factors with a human component and, thus, mostly organizational factors will be discussed (Mendoza, Marius, Pérez & Grimán, 2007).

The human category has two parts: the client aspect and the organizational aspect (Arab, Selamat, Ibrahim & Zamani, 2010). Value, satisfaction, and retention and loyalty are categorized into the client aspects. The organizational aspect has three sub-categories: change in culture, no culture conflict is categorized into the culture category; skillful staff and consideration of employee’s importance are categorized into the role played; top management commitment and support, define and communicate CRM strategy, assurance of top management commitment for CRM are categorized into the managerial level (Arab, Selamat, Ibrahim & Zamani, 2010). Mendoza, Marius, Pérez & Grimán (2007) and Amiri, Sarfí, Kahreh & Maleki (2010) have listed the following ‘human’ factors in their research:

- **Senior management commitment**: the CRM manager and related employees should be trained about the CRM concepts and how those are applied to day-to-day operations.
- **Creation of a multidisciplinary team**: this factor has been previously described.
- **Objectives definition**: it is essential to identify in more detail the general and specific objectives of the project.
- **Inter-departmental integration**: this factor has been previously described.
- **Communication of the CRM strategy to the staff**: this factor has been previously described.
- **Staff commitment**: this is crucial for an effective CRM implementation to provide best customer service.
- **Support for operational management**: this factor has been previously described.
- **Customer contacts management**: this measures company’s use of the media in terms of which ones they are.

King & Burgess (2007), Mendoza, Marius, Pérez & Grimán (2007), Alshawi, Missi & Irani (2010) and Eid (2007) stated that ‘senior management commitment’ should guarantee presence of dedicated top-level management, which would actively participate in the CRM implementation project. This factor seems to be one of the most factors that affect the success in CRM implementation projects.
Other researchers also state that the success of the CRM implementation can be measured using the CRM implementation objectives (Eid, 2007; Payne & Frow, 2005, quoted in Foss, Stone & Ekinici, 2008; Alshawi, Missi & Irani, 2010; Mendoza, Marius, Pérez & Grimán, 2007; Croteau & Li, 2002; Amiri, Sarfī, Kahreh & Maleki, 2010). The fact that this factor has been mentioned by many researchers adds value to the strength of ‘objectives definition’ factor.

Some of the mentioned factors in human perspective are the same as in the process perspective; this shows the interconnectivity of human and process perspectives.

### 2.4.1.3 Technology perspective

Technology perspective will involve critical success factors directly dependent on technological aspects, components and tools that must exist in every organization starting this type of strategy (Mendoza, Marius, Pérez & Grimán, 2007).

The ‘technology’ aspect dominated six factors: sales force automation (SFA), software for CRM, data warehouse and data mining, help desk, call centers, internet influence (Arab, Selamat, Ibrahim & Zamani, 2010). The ‘technology’ factors presented by Mendoza, Marius, Pérez & Grimán (2007) and Amiri, Sarfī, Kahreh & Maleki (2010) were:

- **Customer information management**: this concerns handling all necessary information about the company’s customers.
- **Customer service**: this factor has been previously described.
- **Sales automation**: this factor has been previously described.
- **Marketing automation**: this factor has been previously described.
- **Support for operational management**: this factor has been previously described.
- **Customer contacts management**: this factor has been previously described.
- **Information system integration**: with the help of this factor, the availability and consistency of customer information is ensured.

Classified in all three perspectives categories is the factor ‘support for operational management’ (Mendoza, Marius, Pérez & Grimán, 2007; Amiri, Sarfī, Kahreh & Maleki, 2010), this means the role of technological solutions and their integration plays a critical role in the success of CRM implementation projects.

### 2.4.2 Other contributions

Nevertheless we found couple of articles, which support the framework of Payne and Frow (2005, quoted in Beldi, Cheffi & Dey, 2010; quoted in Foss, Stone & Ekinici, 2008). Payne and Frow (2005) argue that successful implementation of CRM projects is tied to 4 critical factors: 1) CRM readiness assessment, 2) CRM change management, 3) CRM project management and 4) employee engagement. The factors such as organizational readiness, CRM change management and CRM project management are too general, as they are used in almost
all implementation projects and not just CRM implementation projects. Employee engagement factor can be associated with ‘creation of a multidisciplinary team’, which has already been mentioned by Mendoza, Marius, Pérez & Grimán (2007) and Amiri, Sarfí, Kahreh & Maleki (2010), therefore it will not be included in the shortlist of our CSFs for our analysis.

Another article by Eid (2007) attempts to discover the CSF and list as follows: top management support, organizational culture (associated with organizational aspects), developing a clear CRM strategy, clear project vision and scope (objectives definition), benchmarking, employees acceptance, CRM software selection, integration with other systems, training, realistic CRM implementation schedule, enterprise performance metrics for CRM, personalization, customer orientation and data mining. Although Eid has not classified the CSF by aspects such as the previous researchers have, he has mentioned factors from all the above three aspects: for example data mining, CRM software selection, integration with other systems is related to the ‘technology’ aspect; top management support is a ‘human’ aspect factor and organizational culture and developing a clear CRM strategy is a ‘process’ factor (Mendoza, Marius, Pérez & Grimán, 2007; Amiri, Sarfí, Kahreh & Maleki, 2010). A new factor, which has not been mentioned before, is benchmarking. Eid (2007) has discussed that the benchmarking factor is related to any information system project, and not exclusively to CRM implementation project. Considering its generality we will not be including this factor in our final shortlist of CSFs.

Next article by Croteau & Li (2002) identify the following CSF for CRM implementation based on the performed research and a survey of 50 Canadian technology firms: strategic perceived benefits, organizational perceived benefits, top management support, technological readiness, knowledge management capability, CRM impact - external focus and CRM impact - internal focus. Factors such as strategic perceived benefits and organizational perceived benefits are directly linked to ‘objectives definition’ by Mendoza, Marius, Perez & Grimán (2007), Amiri, Sarfí, Kahreh & Maleki (2010), Arab, Selamat, Ibrahim & Griman (2007) and Eid (2007). Croteau & Li (2002) have discovered that a knowledge management capability is the most important factor out of all for successful CRM implementation. In comparison to the earlier discussed articles, this factor has not even been mentioned before; this could be due to the fact that it is too general again, thus will not be included in our final shortlist of CSFs.

Additionally, a case study by Bygstad (2003) has listed the CSF to be strategic planning and choice of CRM technology. These factors can be associated to technology and process aspects (Mendoza, Marius, Pérez & Grimán, 2007; Amiri, Sarfí, Kahreh & Maleki, 2010). We have noted that earlier researches have presented shorter lists of success factors. Also, this article does not mention the success factor such as top management support, which has been mentioned by all the previous researchers.
According to King & Burgess (2008), CSFs for successful CRM implementation are: top management support, communication of CRM strategy, knowledge management capabilities, willingness to share data, willingness to change processes, technological readiness, culture change/customer orientation, process change capability and systems integration capability. Further work could be done by King & Burgess to classify the success factors into groupings. Overall we think they have mentioned the key CSFs in their list of factors, some factors such as technological readiness, knowledge management capabilities are again too general.

Alshawi, Missi & Irani (2010) have grouped the factors effecting CRM implementation projects into three categories: organizational, technical and data quality factors. Organizational factors are what previous researchers (Mendoza, Marius, Pérez & Grimán, 2007; Amiri, Sarfi, Kahreh & Maleki, 2010) have referred to as process factors and are comprised of: benefits dimension, ICT (Information and Communication Technologies) skills dimension, size dimension, funding and management support dimension, business strategy and objectives, customer and supplier dimension, government dimension and competitive pressure dimension (Alshawi, Missi & Irani, 2010). Technical factors are: purchase cost dimension, system/software evaluation and selection criteria dimension, complexity dimension, ICT infrastructure and integration dimensions and vendor support dimension (Alshawi, Missi & Irani, 2010). By technical factors Alshawi, Missi & Irani (2010) refer to the factors, which were called “technology” aspects by Mendoza, Marius, Pérez & Grimán (2007) and Amiri, Sarfi, Kahreh & Maleki (2010).

Alshawi, Missi & Irani, (2010) define the data quality factors as customer data infrastructure and quality of customer data dimensions, evaluation of the data quality tools and processes dimension, and customer data sources classification. This aspect consists of ‘process’ aspect, named by the earlier researchers as well as of data infrastructure aspect. These factors were not included in our final shortlist of concepts because they are metrics, rather than factors, which are used to assess the factors.

### 2.4.3 Our shortlist of critical success factors

As can be seen from above, although different researches may class the factors under different names, generally all factors can be grouped under 3 main aspects, namely, process, human and technology aspects. Each critical success factor is related to the three perspectives used in the CRM implementation strategy.

The following table presents the shortlist of factors that we will be using in our research with a list of the authors that have mentioned the factors.

<table>
<thead>
<tr>
<th>No</th>
<th>Factor</th>
<th>Mentioned by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Senior management commitment</td>
<td>Alshawi, Missi &amp; Irani (2010)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>2</td>
<td>Creation of a multidisciplinary team</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Inter-departmental integration</td>
<td>Amiri, Sarfi, Kahreh &amp; Maleki (2010)</td>
</tr>
<tr>
<td>4</td>
<td>Communication of the CRM strategy to the staff</td>
<td>Amiri, Sarfi, Kahreh &amp; Maleki (2010)</td>
</tr>
<tr>
<td>5</td>
<td>Staff commitment</td>
<td>Amiri, Sarfi, Kahreh &amp; Maleki (2010)</td>
</tr>
<tr>
<td>6</td>
<td>Objectives definition</td>
<td>Eid (2007)</td>
</tr>
<tr>
<td>7</td>
<td>Support for operational management</td>
<td>Amiri, Sarfi, Kahreh &amp; Maleki (2010)</td>
</tr>
<tr>
<td>8</td>
<td>Customer information management</td>
<td>Alshawi, Missi &amp; Irani (2010)</td>
</tr>
<tr>
<td>10</td>
<td>Customer service</td>
<td>Amiri, Sarfi, Kahreh &amp; Maleki (2010)</td>
</tr>
</tbody>
</table>
### Table 2: List of selected critical success factors

<table>
<thead>
<tr>
<th></th>
<th>Services automation</th>
<th>Marketing automation</th>
<th>Information system integration</th>
</tr>
</thead>
</table>

Source: own illustration.
3 Conceptual Framework

In this part, we will describe our conceptual framework about the CSF of CRM implementation projects. According to the literature review there are several critical success factors, which can influence the outcome of a CRM implementation project. Herby, the outcome can be influenced either negatively if CSFs are neglected or positively if the CSFs are managed properly (Eid, 2007).

The following figure shows our conceptual framework:

![Conceptual Framework Diagram]

*Figure 2: Conceptual framework*

*Source: own illustration.*

Our framework consists of three main parts. The first part includes the CSFs. The second part is the CRM implementation project, which is influenced by the CSFs. And the third part is the successful implemented CRM system, which is the result of the CRM implementation project, where the CSFs are managed properly.

From the literature review we know, that the CSFs have a positive influence on the outcome of a CRM implementation project, if they are managed properly. Therefore, we are focusing on the relation between the CSFs and the CRM implementation project. Hereby we will try to evaluate whether the CFSs have an influence on the CRM implementation project and which CSFs are important for our target group and which are less important.
4 Methods and research design

In this chapter we will discuss the methods we will use for our research. We will describe the choice of our topic and our research approach. Afterwards, we will describe how we are going to collect the data. Finally, we will critically discuss the above-mentioned points.

4.1 Choice of topic

According to Fisher, there are several different criteria for choosing an appropriate topic for a thesis (Fisher, 2007, pp. 31 – 33). Those criteria are:

- interest and relevance;
- durability;
- breadth of research question;
- topic adequacy;
- access;
- micro-politics;
- risk and security;
- resources.

Below we will discuss some of these criteria.

The topic of the research should be relevant to the authors and to the other audience and the topic should be interesting not only for the time of the project but also after the project is finished (ibid., pp. 31 – 32). We think our chosen topic is interesting and relevant, because companies, which are implementing CRM applications, should be aware of the CSFs of such projects, since these factors influence the outcomes of an implementation project. In our opinion the topic will be relevant for the next few years, because companies probably will continue to implement CRM applications.

Also, the breadth of the research question should be limited in order to finish the research project in time. Furthermore, the topic should be adequate regarding the selected criteria (ibid., p. 32). The breadth of the research and the topic seem to be adequate considering time and resource restrictions.

Besides that, the access to the people who should be able to answer the research question should be ensured in order to finish the research project successfully (ibid., p. 32). The access
to the required empirical data can create some problems for our research. The access to companies or rather to the people who are directly concerned with the CRM implementation projects may be difficult.

Criterion of micro-politics does not apply for our research. As we will not work with one specific company we probably are not in danger of getting into conflicts with the company’s internal politics.

According to Fisher (2007, p. 33), not all of the mentioned risks can be avoided. It is necessary to find a balance between the risks and a safe topic, which no one is interested in.

Finally, it is important to have access to the necessary resources for the research project, such as literature, IT, software and skills (ibid., p. 33). We assume that we will be able to access all necessary literature for our research project. Additionally, we are of the opinion that we will have access to the important software, such as Microsoft Excel for analyzing collected empirical data.

4.2 Research approach

For our research we are taking a realistic standpoint approach.

Realist researchers are of the opinion that the results can reflect reality but also can be compromised by subjectivity (Fisher, 2007, p. 43).

The realist research is concerned with categorizing and labeling things, but it also recognizes that some things can not be measured (ibid., p. 18). Realist researchers try to discover cause and effect correlations. Also, the theories they come up with should be general and verifiable (ibid., p. 19). It can be argued that realist researchers tend to simplify complex issues (ibid., p. 44). Typical realist projects can focus on purely statistical data; therefore questionnaires can be used (ibid., p. 47).

There are two different types of discoverers. The first type is the explorer, who uses an open approach but should not be influenced by preconceptions about the outcomes of the research. The second type is the surveyor, who already has a good knowledge about the research topic and therefore can anticipate the outcome of the research (ibid., pp. 153 – 157). The later one is inter alia using a questionnaire to collect data (ibid., p.155).

The approach we use for this study is a survey-oriented research that relies on primary collected data. Prior research on CSF of CRM implementation projects already generated a variety of factors. With our research we want to test if these factors are also applicable for our target group. Therefore, we want to collect quantitative data so that we will be able to come up with generalizable results, which can be applied also to other companies within our field of
study. We also want to present the reader with a basis for planning and decision-making. For those purposes a questionnaire approach is appropriate (Fisher, 2007, pp. 156).

4.3 Data collection

In this section we will briefly describe how we are going to collect our data. Here we will discuss the sample size, the distribution of the questionnaire and the structure of the questionnaire. In order to answer our research question, the primary data will be collected using a structured survey approach in a form of a questionnaire.

4.3.1 Sample size

In order to prevent having to ask everyone, a sample of the population can be asked. In order to generate a result that will represent the whole population, a specific number of completed questionnaires have to be acquired. The size of the necessary sample depends on the size of the population and the margin of error that is accepted (Fisher, 2007, pp. 189 – 190). The following figure shows the numbers of completed questionnaires in combination with the population and the error margin.

<table>
<thead>
<tr>
<th>Population</th>
<th>5%</th>
<th>3%</th>
<th>2%</th>
<th>1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>44</td>
<td>48</td>
<td>49</td>
<td>50</td>
</tr>
<tr>
<td>100</td>
<td>79</td>
<td>91</td>
<td>96</td>
<td>99</td>
</tr>
<tr>
<td>…</td>
<td>…</td>
<td>…</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td>1.000.000</td>
<td>384</td>
<td>1.066</td>
<td>2.395</td>
<td>9.513</td>
</tr>
<tr>
<td>10.000.000</td>
<td>384</td>
<td>1.067</td>
<td>2.400</td>
<td>9.595</td>
</tr>
</tbody>
</table>

*Table 3: Margin of error*


According to the “Institut für Mittelstandsforschung” (IfM) in Germany, there are 3.720.000 registered SME’s in Germany only (Günterberg, 2011). The IfM is a supported by the German federal ministry of Economic and Technology (IfM, 2011); therefore it can be considered as a reliable source.

So we assume that the number of relevant companies exceeds 10.000.000, since Germany alone already has 3.720.000 SMEs. We will consider this as our target population. Looking at the figure above, we would need 384 completed questionnaires when taking 5% error margin into account.
In order to focus on companies with a B2B focus we will include suitable questions in the questionnaire. Therefore, we will need 384 completed questionnaires where the companies declare that they are working in the B2B sector.

4.3.2 Target group and distribution

In order to distribute the online survey, a sampling frame is needed. The sampling frame is a list of names and addresses of people to whom you send the questionnaire (Fisher, 2007, p. 190). In our case, our sampling frame consists of company names and their email addresses, which were used to send out the survey link. It is challenging to find the sampling frame, as it is hard to get free access to the relevant and updated mailing lists (Fisher, 2007, p. 190). There are few types of sampling frames: probability sampling, systematic sampling, quota sampling and purposive sampling. In our research we will use the purposive sampling – a technique where the selection of people is not random (Fisher, 2007, p. 191). We have chosen this technique due to its practicality, as we are not able to get access to a large mailing list. The shortcomings of this technique are that we will not be able to make an unsystematic selection of respondents and the margin of error will be untrustworthy (Fisher, 2007, p. 191). But we chose purposive sampling due to the fact that we want to be able to get as many responses as possible. On the contrary, probability sampling would have been a better choice than purposive sampling, because it minimizes the likelihood of an unreliable sample (Fisher, 2007, p. 190-191).

We designed the questionnaire at first as a plain word document. Afterwards, we created an online questionnaire based on the word document. The online questionnaire will be published using the service provided by https://www.soscisurvey.de/. This is a German service provider for free academic online-surveys (oFb, 2011).

The distribution of the online survey to multiple companies was performed via different means, such as LinkedIn and Xing professional social networks, via sending emails to companies’ email addresses obtained from European business directories as well as posting surveys on business forums. Furthermore, we filtered the contact information of employees to be strictly in managerial positions of Sales and Marketing departments where it was possible, as those people are likely to play a key role in CRM implementation projects. In our opinion, targeting the right employees can help us make our questionnaire responses trustworthy.

4.3.3 Questionnaire

In general, there are two different types of questionnaires. First, there are the questionnaires, where the answers are already provided. These are called pre-coded questionnaires. Secondly, there are the questionnaires, where the responder has to fill in own words. These are called open questionnaires (Fisher, 2007, p. 161). We use a combination of pre-coded and open questions in our questionnaire, mostly pre-coded questions will be used.
The questionnaire’s structure will shortly be described. According to Fisher (2004, p. 161), the questionnaire should consist of questions that are short and interesting to companies. Our questionnaire will be pre-coded and involve 30 simple questions. We decided that pre-coded questions are appropriate for our questionnaire as they will allow us to list the various critical success factors that a respondent will have to choose from depending on which factor has been experienced by the company. Rating scales of five points (from strongly agree to strongly disagree) will also be used to get an opinion of respondents on a certain factor. Open questions were used to allow the respondent to put in additional comments on other critical success factors that possibly have not been mentioned in any of the questions.

The first seven questions will ask about general background information about the company that is being questioned. That includes the information on the respondent, company’s specializing industry, company size, annual revenue, and budget for CRM. Next 22 questions will consist of questions regarding the various critical success factors. This questions focus on how the respondents assess the factors in their respective implementation project. Then, the respondent will indicate which factors according to him are perceived as more important than others in the following question. The survey will close with an open question where the respondent can leave comments and chose whether he wants to get the main findings or not.

The figure below will briefly summarize the structure of our questionnaire.

<table>
<thead>
<tr>
<th>Question number</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 7</td>
<td>Information about the responder</td>
</tr>
<tr>
<td>8 – 9</td>
<td>Related to factor 1 Senior management commitment</td>
</tr>
<tr>
<td>10 – 11</td>
<td>Related to factor 2 Creation of a multidisciplinary team</td>
</tr>
<tr>
<td>12 – 13</td>
<td>Related to factor 3 Inter-departmental integration</td>
</tr>
<tr>
<td>14 – 15</td>
<td>Related to factor 4 Communication of the CRM strategy to the staff</td>
</tr>
<tr>
<td>16</td>
<td>Related to factor 5 Staff commitment</td>
</tr>
<tr>
<td>17 - 18</td>
<td>Related to factor 6 Objectives definition</td>
</tr>
<tr>
<td>19</td>
<td>Related to factor 7 Support for operational management</td>
</tr>
<tr>
<td>10 – 21</td>
<td>Related to factor 8 Customer information management</td>
</tr>
<tr>
<td>22</td>
<td>Related to factor 9 Customer contacts management</td>
</tr>
<tr>
<td>23 - 24</td>
<td>Related to factor 10 Customer service</td>
</tr>
<tr>
<td>25</td>
<td>Related to factor 11 Services automation</td>
</tr>
</tbody>
</table>
The questionnaire was sent out with a covering letter that included a confidentiality statement, a note of appreciation and offered a summary of findings from the survey to people, who requests it by entering their email address. In addition, our full names with the name of our university were printed on every page of the questionnaire to earn the trust of the respondent.

### 4.4 Pretest

In order to ensure a smoothly running survey several different tests were conducted.

After the survey was generated online we started testing it. First we conducted a functionality test to ensure a proper functionality. Hereby we tested the survey using different browsers: e.g. Opera, Firefox and Safari. We also tested the proper handling and storing of data from participants. Therefore, we filled out the questionnaire twice with different data and compared the data from the database to the data we filled in. This ensures avoidance of a loss of data due to technical problems. Also we ensured that the download of survey data is working smoothly.

The testing of the functionality does not ensure the understandability of the questions therefore a pretest is necessary.

Following the functionality test we conducted a pretest. The pretest ensures the understandability of the questions. Our pretest was sent out to several people with the request to check the questionnaire regarding completeness of answer possibilities and general understanding. The pretest was repeated twice after the first round of checking with changing participants. The group of pretest participants consists of marketing students, IT students, professors, and representatives coming from CRM consultancies and small companies.

### 4.5 Data analysis

Once the results from the online survey will be gathered for each of the critical success factors, the number of completely filled-out datasets will be calculated. By this we mean the responses that will have answered to all 31 questions. The responses that will not complete all
survey questions will be disregarded. The analysis will be done on datasets that are within our target group: that is SME’s with geographical location of Scandinavia and Germany and with customer base that are companies. This will also include companies that do business with companies as well as with end-consumers.

Various statistical analysis methods exist to analyze data such as SAS (Statistical Analysis System), SPSS (Statistical Package for the Social Sciences), Stata, Systat, Minitab or Microsoft Excel. We have chosen to evaluate the collected data offline by using Microsoft Excel. A combination of clustered columns, clustered bars, 100% stacked bars and pie charts will be used to represent the survey results. Although Excel is not as accurate or as thorough as other statistical packages, its advantage is that it is easy to use.

We will analyze the responding companies by country, industry, its customer type and whether the company has had a successful CRM implementation project or not. Then we will analyze each critical success factor individually. Next we will analyze the importance of each CSF in CRM implementation projects and present it in a list, which will be prioritized by the importance of each critical success factor. Finally we will compare the most important CSFs derived from our theoretical framework with the most important CSFs coming from the perception of companies that were successful in their CRM implementations.

4.6 Method critique

Conducting a questionnaire also has some drawbacks.

We used an online-survey to collect the data. Therefore, we cannot assure that only companies that fit our target group answer the questionnaire. We inserted questions, which allow us to sort datasets. Therefore, we will be able to disregard datasets, which are not matching with our target group. But anyway, with an online-survey we are not able to control, who is answering the questionnaire properly.

In order to ensure reliability of our study it is necessary to achieve a certain number of responses. The amount of answers we have to achieve is explained in the paragraph 4.3.1 above.

Another critical issue was that we chose purposive sampling over probability sampling as a list of employees for our online survey distribution. This choice was made in order to get as many responses as possible. However, purposive sampling has a downside of producing an unreliable margin of error (Fisher, 2007, p. 191). If we had free access to relevant company contacts information, we would have used the probability sampling.

When creating the questionnaire, we selected only a one or two metrics for measuring each factor. Although, there are several other possible metrics we had to limit down the number of
metrics and therefore the number of question due to restrictions in time and the final number of questions in the survey.

Analyzing the questionnaire will be done solely with statistical methods; interpretive methods can not be applied due to the form of the collected data. In the survey we only can ask questions related to our prior results of the literature review. Our questionnaire is therefore very general. In-depth information from companies regarding their CRM implementation project cannot be collected. So, details concerning specific CRM implementation projects can not be taken into consideration.
5 Main findings and analysis

In this part we describe and analyze our main findings from our survey. First we start by describing the respondents. In the next paragraph we describe and analyze our main findings.

In the analysis we only include completely filled-out datasets. Also, we consider only those datasets that match our target group, which are SMEs with customers that are other companies. This includes also SMEs, which have companies and end consumers as customers.

We received 120 completed questionnaires from which 78 matched our restrictions. The average time to complete the questionnaire was 14 minutes. We also received 21 incomplete answers.

Some respondents opened the questionnaire and directly closed it. We assume this was done due to language barriers. We only submitted the questionnaire in English. Translating the questionnaire might have had a positive effect. Some respondents closed the questionnaire after the third page. On this page the number of employees and the yearly turnover is asked. We assume that the respondents did not want to fill out the data because of data security issues or the fact that they might not know this information.

As discussed in the paragraph 4.3.1 above our aim was to collect a minimum of complete questionnaires. Unfortunately, we were not able to achieve that target. Due to time restrictions we were not able to send out reminding notifications for the survey. This would have had a positive effect on the amount on responses. Also, the restriction of time of the whole project restricted collecting more answers.

5.1 Participants

In this paragraph we briefly describe the profiles of the respondents.

While evaluating the data from the survey, it was observed that all respondents, who already have a CRM system in place, selected that CRM implementation project was considered successful regarding prior defined objectives. The respondents, who selected that they did not have a CRM system in place or are planning to implement a CRM system have answered that they do not know if the CRM implementation project would be successful. None of the survey respondents have selected the option that the CRM implementation was not successful.

The following figure shows the number of companies that have an existing CRM system and successfully implemented it.
65% of our respondents have a CRM system in their company, 31% plan to implement a CRM system soon, and only 4% do not have a CRM system in place. The fact that 65% of the companies have implemented a CRM system is positive for our project, as their responses are more reliable since they are basing their responses on their experience.

This means 65% of companies were successful in their CRM implementation projects, which compared to the findings of the Gartner (2011) survey shows 15% higher number.

The following figure shows the countries, which were selected by our respondents.

The participants come from the following nine countries: Denmark, Finland, Germany, Iceland, Norway, Sweden and others, being Ukraine, Wales (UK), and United Kingdom. We will focus on Germany and countries from Scandinavia because these countries were mentioned mostly by our respondents.
Empirical testing of selected critical success factors in CRM implementation projects

The following figure shows the number of companies per industry sector.

![Bar Chart: Industries](image)

*Figure 5: Industries*

Consulting was the most selected answer, followed by Marketing & Service. Other selections included: manufacturing, computer & telecommunication, technology, financial services, electronics and software. 9 respondents selected other as their industry but did not specify further.

As mentioned above, we are concentrating on companies in the B2B sector. In the segmentation we are including companies that have both, companies and end consumers as customers. The following figure shows that most of our respondents have both, companies and end consumer as customers.

![Pie Chart: Customers](image)

*Figure 6: Customers*
For the following study of the CSFs we will only include the datasets where the companies selected that they have implemented a CRM system successfully. 51 out of 78 datasets fulfilled our criteria.

5.2 Critical success factors

In this paragraph we will briefly describe and analyze the survey results for each factor.

Here, our respondents were asked to indicate how they assess the CSFs regarding their CRM implementation project respectively. Therefore, this part shows how our respondents actually handled and managed each factor in actual CRM implementation projects.

5.2.1 Senior management commitment

From the literature review, we know that ‘senior management commitment’ is one of the important CSF in CRM implementation projects. We measure the ‘senior management commitment’ with two different metrics. The first metric is the percentage of actively participating top-level management and the second metric is budget allocation for the CRM implementation project.

The following figure shows the number of companies grouped by percentage.

![Percentage of participating top level management](image)

*Figure 7: Participation of senior management*

In most companies (21) 81 – 100% of the senior management participated in the CRM implementation project. Also, in 6 companies 0 – 20% of the senior management has directly participated.

On average 65% of the senior management was directly involved in the CRM implementation project.

Budget allocation is a task usually carried out by the senior management of a company. The correct budget allocation shows that the senior management has been aware and willing to allocate the appropriate budget to a CRM implementation project.
According to the responding companies the budget was in 39 out of 51 cases (76%) correctly estimated and allocated to the project. Moreover, in two cases the budget was too high, which can also be seen as a positive point. Three responding companies stated that the allocated budget was too low and seven respondents did not know the budget.

We are aware of the fact that budget allocation is one of the few metrics used to assess the top management support, although we think it is one of the important CSFs. The fact that 76% of companies answered that the budget was allocated correctly is a high indicator of successful CRM implementations.

Regarding the results of the two metrics, ‘senior management commitment’ seems to be an important factor for successful CRM implementation.

### 5.2.2 Creation of a multidisciplinary team

According to our literature review the creation of a multidisciplinary project team for the CRM implementation project is another important factor. For measuring this factor we used two metrics, first the percentage of actively participating departments and second which departments participated.

The following figure shows percentage groupings of participating departments in companies and the number of companies for each group.

![Figure 9: Participating departments](image-url)
Here it is shown that mostly 61 – 80 % of the companies’ departments have actively participated in the CRM implementation project. This seems to be a high percentage. Taking into account the size of companies in our target group (SME), this might be a reasonable result.

On average 59% of companies’ departments were directly involved in the CRM implementation projects. This information confirms the fact that participation of departments plays a role in the successful CRM implementation.

The aim of the following figure and the corresponding question was to identify whether or not there are other departments involved in the CRM implementation project.

The following figure shows the combination of departments and the respective percentage.

**Figure 10: Departments involved in the CRM implementation team**

Our responding companies (74%) have mostly stated that the departments for marketing, sales and IT were directly involved in the CRM implementation team. Sometimes only the Sales department (8%) or only the Marketing department (14%) in combination with the IT department was involved. Only two companies (4%) stated that only the IT department was involved in the CRM implementation project.

The fact that most respondents have indicated that Marketing & Sales & IT departments were involved in the CRM implementation project suggests that most CRM implementations do not require additional departments’ participation to be successful. It can also be added that CRM implementation projects can be successful with participation of only Sales & IT, Marketing & IT or even with participation of only IT department.

Mostly member of Marketing & Sales & IT departments were involved and the respondents did not indicate additional departments. From the literature we know, that usually Marketing & Sales & IT departments use the CRM system. So, mostly member of the departments, which use the CRM system, are involved in the CRM implementation project. Therefore, creation of multidisciplinary teams, which includes more departments then Marketing & Sales &
IT departments, seems to have a low importance to the outcome of CRM implementation project.

### 5.2.3 Inter-departmental integration

Additional to the creation of a multidisciplinary project team, the integration of different departments is vital for the success of the CRM implementation project. The following figure shows the frequency of team meetings of the participating departments. Here the majority of responding companies (18) stated that meetings were scheduled every week. Also twelve companies stated that they met once a month.

![Frequency of team meetings](image1.png)

**Figure 11: Frequency of team meetings**

In the figure we see, that there is no focus on a special frequency for the meetings. Therefore, we conclude, that the frequency of the meetings is not directly related to the success of the CRM implementation project.

These meetings were in 39 out of 51 cases (76%) attended by all directly involved departments. 9 companies stated that two out of three (67%) departments were regularly participating in the meeting. 3 companies stated that the team meeting was usually attended by 50% or less of the participating departments.

Therefore, we conclude that the frequency of team meetings has a low impact on the success of a CRM implementation project. On the other hand, the attendance of the majority of the involved departments is vital to the success of a CRM implementation project.

Consequently, the interdepartmental integration can be seen as important for the success of the project.

### 5.2.4 Communication of CRM strategy to the staff

Companies have several different ways of communicating with their staff. In our survey we questioned the common ways of communicating the CRM strategy to the employees. The figure below shows the media used to communicate the CRM strategy to the staff.
Figure 12: Communication media

The result is that companies mostly use electronic media, e.g. email, newsletter and websites. Also, the responding companies use internal publications and bulletins. Very few companies stated that they are using audiovisual media as a communication channel. We also had “other” as fourth answer option in our survey, but it is not mentioned in the figure above, as the respondents did not select it.

From this we can say that communication of CRM strategy to staff was not an issue and was communicated to employees one way or the other. The limitation is that we cannot assess the quality of communication and therefore we cannot assess the importance of this factor for the CRM implementation project.

5.2.5 Staff commitment

In order to ensure the success of an implementation project the commitment of the staff is essential. In order to operationalize the ‘staff commitment’ we selected the personnel turnover rate during the implementation project, though we understand that not everyone in a company knows this key figure.

Figure 13: Employee turnover rate

In the survey the respondents were asked to estimate the personnel turnover rate of personnel directly involved in the CRM implementation project during the project. Here they were able to select a range of percentage. The figure above shows a grouping of turnover rates and the amount of companies selecting each rate.
Most companies (70%) selected the option 0% turnover rate. Nine companies stated that they had a personnel turnover of 1 – 5%. The options 11 – 25% and more than 25% were selected three times each.

The fact that majority of companies did not experience loss of key CRM implementation project participants is a positive point, although it seems that even companies that have experienced over 25% of employee turnover were successful in their CRM implementation projects. Therefore, we can conclude that the ‘staff commitment’ seems to be a medium important CSF for successful CRM implementation projects.

### 5.2.6 Objectives definition

In order to ensure measurability of the outcome of the CRM implementation project a documentation of project objectives should be in place prior to the project start.

The following figure shows the amount of companies, which had or did not have documentation of the objectives in place, and how many did not know whether they had one or not.

![Companies that had documentation](image)

*Figure 14: Documentation of project objectives*

39 out of 51 respondents (76%) had a documentation of project objectives in place. Seven companies stated that they did not have an objective definition and five were not aware whether they had one or not. From above we can state that successful CRM implementations in most cases have clearly defined objectives.

The following figure shows the number of companies for each answer possibility, namely “yes”, “no”, and “do not know”.
Out of these 39 companies, which had a documentation of project objectives in place, in 27 cases was the documentation publicly available that is available to the employees. 10 Companies had an objective documentation, which was not available to the employees. 2 companies stated that they were not aware whether this documentation was available to employees or not. This figure shows that the documentation of project’s objectives was mostly publicly available and thus resulted in a successful CRM implementation.

Consequently, we can conclude that having the documentation and making it publicly available to all employees is vital to the success of a CRM implementation project. Therefore, the ‘objectives definition’ factor is important.

### 5.2.7 Support for operational management

According to the literature review, the ‘support for operational management’ is also a CSF. This means that the operational management should have support during the implementation of the CRM system and after the CRM system goes live.

The following figure shows the number of companies, which had internal supporting units for the operational management in place, which did not have, and which were not aware whether or not there were such units.

---

**Figure 15: Publicly available objectives documentation**

**Figure 16: Availability of internal support units**
Hereby 27 out of 51 respondents stated that there were support units available. Twelve respondents stated that they did not have such units and also twelve respondents stated that were not aware of supporting units.

On average 53% of the companies stated that they had internal support units in place during the CRM implementation. This factor ‘support for operational management’ seems to be less important than the previously mentioned factors for successful CRM implementations.

**5.2.8 Customer information management**

Handling the necessary customer information is an essential part of a CRM system. Therefore, it is a CSF, which we tested in our questionnaire. Hereby, we tested whether the respective customer profitability and the customer satisfaction were known.

The following figure shows how many companies were able to give information about the respective customer profitability from its CRM system, how many were not able, and how many companies were not aware whether they could or not.

![Customer profitability](image)

*Figure 17: Customer profitability measurement*

In the figure it is shown that both, the possibility to get information and the fact that the companies do not have the possibility to access the information about customer profitability, are of the same weight. Both options were selected 24 times (47%). Only three companies were not aware whether or not they could access this information. Analyzing the pie chart, we can conclude that approximately half of the respondents had limited access to view the customer profitability or did not consider this factor important for successful CRM implementation.

Additionally to this, we also tested whether or not the companies were able to access information about their customer’s satisfaction. The figure below shows the customer satisfaction rate with the company’s products and services.
Figure 18: Customer satisfaction

Here the scale starts with (-2) being very dissatisfied and ends with (+2) very satisfied. The intermediate steps are (-1) dissatisfied, (0) neutral, and (+1) satisfied.

The figure above shows that the majority (18) of customers are very satisfied with the companies they are working with. Some companies (12) stated that they assessed its customer satisfaction with (-1) dissatisfied.

In our opinion, this measurement has to be regarded with care, because the values are coming from the companies about its customers. Therefore, we cannot assess whether or not this assessment is correct, as it is the companies’ perception.

5.2.9 Customers contacts management

According to our literature review ‘customers contacts management’ is also a CSF of CRM implementation projects. When using a CRM system a company should be able to keep in touch with its customers using several different methods.

The responding companies were able to choose between several channels of communication. The following figure shows the channels of communication and to which extent customers of our responding companies have stayed in touch using them.
In this figure it can be seen that customers mostly have used electronic media, e.g. email and websites or phone and fax. The email system and website are usually directly connected with the CRM system of the company. Some customers have chosen to use the company’s shop or branch network and therefore preferred the face-to-face contact. A rather small number of customers used conventional letters to get in touch with companies. We think use of email and phones have been used majorly due to the fact that it is the fastest and most convenient way of communication. Another observation is that availability of contemporary channels of communication has been used mostly and has resulted in a successful CRM implementation.

The fact that these channels are offered to the customers is vital for the success of a CRM implementation project. Therefore, we conclude that the ‘customers contacts management’ is of medium importance for the success of a CRM implementation project.

5.2.10 Customer service

According to our literature review, the ‘customer service’ is also an essential CSF. In addition to the assessment of customer’s satisfaction, we ask our responding companies to state how often they measure the customer satisfaction.
Figure 20: Measurement of customer satisfaction

The figure above shows the results. Here it is shown that most companies (24 companies being 47%) measure the customer satisfaction on a yearly basis. Some (12) companies are measuring the customer satisfaction twice a year. Six companies each stated that they measure the customer satisfaction on a weekly basis and on a monthly basis respectively. Very few stated that they measure the customer satisfaction with a different frequency but did not specify it.

Analyzing the above-presented figure, we can say that the ‘customer service’ seems to be less important in comparison to other previously mentioned factors, due to the fact that customer satisfaction was measured only once a year. Another limitation is that we do not know the quality of assessments of customer satisfaction; we only have information about the frequency of those assessments.

Additionally to the measurement of customer satisfaction we asked the companies to assess the amount of complaints they got in the previous year. On average a company stated that the rate of complaints was 7%, with 0% being the lowest and 25% being the highest amount stated. We think 7% is a reasonably low complaint rate and this can also be associated with successful CRM implementations.

5.2.11 Service automation

The implementation of a CRM system is usually resulting in the automation of service and marketing efforts. According to our literature review, both of these factors are CSFs of CRM implementation projects. In order to assess the ‘service automation’ we ask our responding companies to assess the sales system integration. In the figure below it is shown how many companies have an integrated sales system and how many do not.
Sales system integration

yes, 36, 71%
no, 15, 29%

Figure 21: Sales system integration

In the figure above it is shown that 15 companies (29%) do not have the sales system integrated with other IT systems. 71% of the companies (36) stated that the sales system is integrated with the companies’ IT systems. Consequently ‘service automation’ is another CSF that positively influences the success of the CRM implementation project and seems to be of medium importance according to our respondents.

5.2.12 Marketing automation

As stated above in 5.2.11 a CRM system can result in automation of marketing efforts. In order to estimate the amount of ‘marketing automation’, we asked our responding companies to assess how long it takes to launch a new marketing campaign. Answers ranked from 0 being interpreted as not known up to 8 weeks. The average time for launching a marketing campaign was 4.33 weeks.

Additionally we asked our responding companies to state how long it usually takes until the results of a new launched marketing campaign can be seen. Here the answers ranked from 0, being interpreted as not known up to 16 weeks. The average of weeks was 6.63 weeks.

Consequently ‘marketing automation’ is another CSF that positively influences the success of the CRM implementation project, although we cannot assess the importance of this factor.

5.2.13 Information system integration

According to our literature review, the integration of information systems is a CSF of CRM implementation projects. Regarding CRM systems, we tested how much customer data is stored in different systems of a company.

In the following figure the amount of different systems is given in a percentage grouping. The responding companies were asked to select the grouping that most fitted them.
Figure 22: Customer data stored in different systems

The figure above shows that 21 companies have customer data stored in 21 – 40% of company’s systems. 12 companies stated that they have customer data stored in 0 – 20% of its systems. 9 of our responding companies selected that they were not aware of the amount of systems, which have customer data stored. From analyzing the figure, we can conclude that not many company systems have customer data stored in the systems and that this did not affect the success of CRM implementation projects. The customer data could be considered as vulnerable and valuable information, so access to it may have been limited due to the subject of its confidentiality.

We can conclude that the fewer systems have customer data stored, the better it is for the CRM implementation project. Therefore, the ‘information system integration’ is an important CSF.

5.3 Perception of CSFs

In this section we will present and discuss how our respondents perceived and assessed the importance of the investigated CSFs.

The scale in the questionnaire started with (1) being “not at all important” and ended with (5) being “very important”. To show the differences of importance the scale in the figure starts with (3) “medium”. Thereby, the differences in the importance of the factors are clearly apparent.

The figure below shows that ‘senior management commitment’, ‘objectives definition’, ‘communication of the CRM strategy to the staff’, and ‘information system integration’ are the most important factors according to our respondents’ perceptions. The factors ‘services automation’, ‘support for operational management’, and ‘marketing automation’ come next but are of less importance. According to the companies’ perceptions, ‘marketing automation’, ‘services automation’ and ‘support for operational management’ have a low effect on the success of CRM implementation projects.
‘Customers contacts management’, ‘customer information management’, ‘customer service’, ‘support for operational management’, ‘service automation’ and ‘marketing automation’ seem to be functionalities or related to functionalities that are supported or enhanced by the CRM system. Here, it can be seen that these factors are perceived as of less importance for the success of the CRM implementation project, since those factors are ranked at the bottom of the list.

On the other side, ‘senior management commitment’, ‘objectives definition’, ‘communication of CRM strategy to the staff’, ‘inter-departmental integration’ and ‘creation of a multidisciplinary team’ and ‘staff commitment’ are more related to human aspects, the employees, the departments and the management.

It can be concluded that our respondents assess the latter as more important than the first.
6 Comparison

In this chapter we will briefly discuss the findings and analysis from the previous chapter and compare them.

First, we will compare the theory coming from the literature review with the perception of the importance of the CSFs coming from the survey. Then, we will compare the perception of our respondents with how they handled the CSFs during the actual CRM implementation projects. Finally, we will briefly summarize our results from the comparison.

6.1 Comparing theory and perception

As previously discussed in the theoretical framework, Mendoza, Marius, Pérez & Grimán (2007) have produced a list of most important factors, which are required to successfully implement a CRM system:

- senior management commitment;
- customer information management;
- marketing automation;
- support for operational management.

According to our respondents the following four factors are the most important:

- senior management commitment;
- objectives definition;
- communication of CRM strategy to the staff;
- inter-departmental integration.

Now comparing the theoretical findings with the results of empirical data analysis, which prioritize the factors based on companies’ perceptions, we can conclude that ‘senior management commitment’ factor is the most important factor of all. In respondents’ opinion, factors such as ‘objectives definition’, ‘communication of the CRM strategy to the staff’, ‘inter-departmental integration’ and ‘information system integration’ come next in importance after ‘senior management commitment’.

It is surprising to observe that although ‘marketing automation’ and ‘support for operational management’ are considered as one of the most important factors by the previous researches, they are perceived as least important factors according to our responding companies’ perceptions. Another least important CSF in the respondent’s point of view is ‘services automation’.
Analyzing above, we have concluded that importance of critical success factors differ from companies’ perceptions to researchers’ previous works.

6.2 Comparing perception and application in actual projects

In this part we will compare the perceptions of our respondents with how they actually handled their CRM implementation project.

Analyzing the perceptions of our respondents, they assessed the following factors as most important:
- senior management commitment;
- objectives definition;
- communication of the CRM strategy to the staff;
- inter-departmental integration.

On the other hand, our respondents indicated that the following four factors were most important when they actually implemented a CRM system:
- senior management commitment;
- objectives definition;
- inter-departmental integration;
- information system integration.

Here, we can see that ‘senior management commitment’, ‘objectives definition’ and ‘inter-departmental integration’ are in both, the perceptions and actual projects, vital to the success of the project.

The only difference is that our respondents perceive ‘communication of the CRM strategy to the staff’ as a vital factor. We are not able to assess the importance based on our survey, so we cannot assess whether or not this factor is important. Our respondent indicated that the ‘information system integration’ was vital for the success of the CRM implementation projects.

‘Staff commitment’ is, according to the analysis in paragraph 5.2 above, of medium importance for the success of a CRM implementation project. In the analysis of the perception in paragraph 5.3 above, this factor is of slightly lower importance, which can be seen as medium. In this case, the perception matches with how the factor was assessed regarding an actual CRM implementation project.

The factor ‘support for operational management’ is assessed as medium important. Looking at the perception analysis, this factor is one of the least important factors. Here, we can see a difference between perceptions and how the factor was actually used. The same applies for the factor ‘service automation’. ‘Customers contacts management’ on the other hand is as-
sessed as medium important in the analysis in chapter 5.2 and is also in the middle part of the perception ranking.

‘Customers contacts management’ is assessed as medium important according to the analysis above. Compared to this, the ranking of the perception above presents the following factors: ‘information system integration’, ‘creation of a multidisciplinary team’, ‘staff commitment’ and ‘customer information management’. Here, only the ‘staff commitment’ is ranked in both groupings.

Of less importance according to the analysis in chapter 5.2 above are the factors ‘creation of a multidisciplinary team’ and ‘customer service’. ‘Customer service’ is ranked fairly low in the perception ranking. But ‘creation of a multidisciplinary team’ is considered as an important factor according to the perceptions of the respondents.

Not assessable according to our analysis in chapter 5.2 above are also the factors ‘marketing automation’ and ‘customer information management’.

The main differences can be found in the factor ‘creation of a multidisciplinary team’. Here the perception is high compared to the fact that in actual projects this factor is of least importance.

Here it can be concluded that our respondents’ perceptions mostly differ from how they actually applied the factors. The differences are not vast. Only in one case (‘creation of a multidisciplinary team’) major differences are noticeable.

### 6.3 Summary

In this paragraph, we will briefly summarize the results of our comparison.

<table>
<thead>
<tr>
<th>Previous research</th>
<th>Respondents perception</th>
<th>Application in actual projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management commitment</td>
<td>Senior management commitment</td>
<td>Senior management commitment</td>
</tr>
<tr>
<td>Customer information management</td>
<td>Objectives definition</td>
<td>Objectives definition</td>
</tr>
<tr>
<td>Marketing automation</td>
<td>Inter-departmental integration</td>
<td>Inter-departmental integration</td>
</tr>
<tr>
<td>Support for operational management</td>
<td>Communication of CRM strategy to the staff</td>
<td>Information management integration</td>
</tr>
</tbody>
</table>

Table 5: Summary of the comparison
In table above we can see, that ‘senior management commitment’ is indicated as one of the most important CSF in CRM implementation projects by researchers and our respondents.

In the literature ‘customer information management’, ‘marketing automation’ and ‘support for operational management’ are considered important. Those factors seem to be related to functionalities that are supported or enhanced by the CRM system.

Our responding companies on the other hand perceive and apply different factors, then in the literature advised. Here, ‘objectives definition’, ‘inter-departmental integration’, ‘communication of CRM strategy to the staff’ and ‘information management integration’ are important.
7 Conclusion

The purpose of this thesis was to describe, analyze and test selected critical success factors of CRM implementation projects with a special focus on SME’s in the B2B sector.

We started out with reading many articles and other literature concerning CSFs in CRM implementation projects. With the gained knowledge we generated a critical literature review. The result of the literature review was a general list of different CSFs by different authors. This list was the foundation for our survey and our further work. The survey was sent to companies using different channels, e.g. email. Once the empirical data was collected from the survey, we filtered it according to our restrictions before analyzing it. We analyzed the collected data and compared the end results to the theory from the literature. Now, we will present our conclusions in this chapter.

According to our analysis there seems to be a contradiction between the theory and the practice.

Previous research resulted in a list of important factors that consist mostly of factors that are related to functionalities of CRM system. The most important factors according to the literature are ‘senior management commitment’, ‘customer information management’, ‘marketing automation’ and ‘support for operational management’.

On the other side, our analysis resulted in a list of factors that are mostly related to employees or management. According to our analysis, ‘senior management commitment’, ‘objectives definition’, ‘inter-departmental integration’, ‘communication of CRM strategy to the staff’ and ‘information management integration’ are important. The factors with the lowest importance are on the other hand, the ‘support for operational management’, ‘service automation’ and ‘marketing automation’. These results contradicted some points in the theory as discussed in the analysis.

Only ‘senior management commitment’ was mentioned in both lists and therefore is crucial for the success of a CRM implementation project.

We hope that our findings will help researchers and practitioners to realize the importance of considering the full shortlist of presented CSFs when implementing CRM implementation projects.
7.1 Recommendations for companies

After showing our conclusion above, we now try to answer our strategic question, which reads as follows: “What are the factors that a SME in B2B business has to be aware of when implementing a CRM system?”

With our research we especially focused on small and medium sized companies in B2B sector. The analysis of our data resulted in a list of critical success factors, which are important for CRM implementation projects.

Here the most crucial CSFs are ‘senior management commitment’, ‘objectives definition’, ‘inter-departmental integration’, ‘communication of CRM strategy to the staff’ and ‘information management integration’.

In order to ensure the success of CRM implementation projects all of the 13 factors have to be managed, but the focus should be especially on the factors mentioned in the previous paragraph.

7.2 Suggestions for further research

The results presented in this paper can be seen as a rough analysis due to some restrictions in time and number of responses to the survey and limitation given in the introduction. So, we do not claim completeness of our list of CSFs or of our analysis.

In order to generate more detailed information for SMEs in B2B business a wider study on CSFs in CRM implementation projects and their inter-relations is necessary. The next steps into this field could be a research on the CSFs of CRM implementation projects and their respective effects and interrelations.
List of References

Books

Articles


Websites


Empirical testing of selected critical success factors in CRM implementation projects


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**Other**

Appendix 1 – Questionnaire

The following questionnaire was generated from the online survey.

Part 1: demographics

1. "Does your company have a CRM application?"
   Answer possibilities
   1 = yes 2 = no 3 = we are planning to implement a CRM application -9 = not answered

2. "Please indicate the country in which your company is operating."
   Answer possibilities
   1 = Albania 2 = Andorra 3 = Austria 4 = Belarus 5 = Belgium 6 = Bosnia and Herzegovina 7 = Bulgaria 8 = Croatia (Hrvatska) 9 = Cyprus 10 = Czech Republic 11 = Denmark 12 = Estonia 13 = Faroe Islands (Denmark) 14 = Finland 15 = France 16 = Germany 17 = Gibraltar (UK) 18 = Greece 19 = Greenland (Denmark) 20 = Holy See (Vatican City State) 21 = Hungary 22 = Iceland 23 = Ireland 24 = Italy 25 = Latvia 26 = Liechtenstein 27 = Lithuania 28 = Luxembourg 29 = Macedonia, Rep. of 30 = Malta 31 = Moldova 32 = Monaco 33 = Montenegro 34 = Netherlands 35 = Northern Ireland (UK) 36 = Norway 37 = Poland 38 = Portugal 39 = Romania 40 = Russian Federation 41 = San Marino 42 = Scotland (UK) 43 = Serbia 44 = Slovakia 45 = Slovenia 46 = Spain 47 = Sweden 48 = Switzerland 49 = Turkey 50 = Ukraine 51 = United Kingdom 52 = Wales (UK) 53 = Other -9 = not answered

3. "Please indicate the main industry in which your company is operating."
   Answer possibilities

4. "How many employees does your company have?"
   Answer possibilities
   1 = 1 - 50 2 = 51 - 250 3 = 251 - 500 4 = 501 or more -9 = not answered

5. "What is the yearly approximate turnover in your company?"
   Answer possibilities
   1 = <= 50.000.000 Euro 2 = > 50.000.000 Euro -9 = not answered
6. "Who are your customers?"

Answer possibilities
1 = only end consumers 4 = only other companies 5 = end consumers and companies -9 = not answered

7. "Do you consider your CRM implementation project successful regarding the project objectives?"

Answer possibilities
1 = yes 2 = no 3 = I do not know -9 = not answered

Part 2: all CSF

8. "Please answer the following questions."

How many people are in your top-level management? ... persons / Text input
How many of those have actively participated in CRM implementation projects? ... persons / Text input

9. "In your opinion, was the budget allocated for the CRM implementation project correctly estimated for successful implementing the CRM solution?"

Answer possibilities:
1 = yes, the budget was correctly estimated. 2 = no, the budget was too low. 3 = no, the budget was too high. 4 = i do not know the budget. -9 = not answered

10. "Which areas of the company participated directly in the CRM implementation project? You can select more than 1 option"

Answer possibilities
A703_01 3_2/Marketing
A703_02 3_2/Sales
A703_03 3_2/IT
A703_04 3_2/Other, please specify:
1 = opt out 2 = opt in

11. "Please fill out the missing information."

Answer possibilities
A704_01 Please indicate the number of departments in your organization. ... / Text input
A704_02 How many of those departments were directly involved in the CRM implementation project? ... departments / Text input

12. "How often did the participant officially meet during the CRM implementation project?"

Answer possibilities
1 = every two months 2 = on a monthly basis 3 = twice a month 4 = on a weekly basis 5 = more often 6 = other -9 = not answered

13. "How many of the departments, which were directly involved in the CRM implementation project used to attend the project meetings?"

Answer possibilities
A706_05 ... departments were usually attending the meetings. / Text input

14. "What percentage of total number of employees was aware of benefits, objectives and implications of the CRM implementation project?"

Answer possibilities
1 = only those who were directly involved 2 = 1 - 25 % 3 = 26 - 50 % 4 = 51 - 75 % 5 = 76 - 100 % 6 = do not know -9 = not answered
15. "Which media was / were used to communicate benefits, objectives and implications of the CRM implementation project to the staff? You can select more than 1 option."

Answer possibilities
A708_01 8_4/electronic media, e.g. mail, newsletter, websites
A708_02 8_4/audiovisual media
A708_03 8_4/internal publications and bulletins
A708_04 8_4/others, please specify:
1 = opt out 2 = opt in

16. "How many employees that directly had participated in the project, left the company during the CRM implementation project?"

Answer possibilities
1 = 0 % 2 = 1 - 5 % 3 = 6 - 10 % 4 = 11 - 25 % 5 = more than 25 % 6 = other, please specify: -9 = not answered

17. "Was there documentation describing the objectives of the CRM implementation project?"

Answer possibilities
1 = yes 2 = no 3 = do not know -9 = not answered

18. "Was the documentation describing the objectives of the CRM implementation project publicly available?"

Answer possibilities
1 = yes 2 = no 3 = documentation did not exist 4 = do not know -9 = not answered

19. "Were there internal support units in place to support the internal users?"

Answer possibilities
1 = yes 2 = no 3 = do not know -9 = not answered

21. "How would you assess the customer satisfaction regarding your products and services?"

Answer possibilities

22. "Is the profitability of each customer known?"

Answer possibilities
1 = yes 2 = no 3 = do not know -9 = not answered

23. "How do customers usually communicate with your company? You can select more than one option."

Answer possibilities
A715_01 15_9/by using electronic media, e.g. mail or web services
A715_02 15_9/by using phone or fax.
A715_03 15_9/by using conventional letters
A715_04 15_9/by coming to a shop or a branch of your company
A715_05 15_9/other, please specify:
1 = opt out 2 = opt in

24. "How often is the customer satisfaction measured?"

Answer possibilities
1 = on a weekly basis 2 = on a monthly basis 3 = twice a year 4 = on a yearly basis 5 = others, please specify: -9 = not answered
25. "What is the percentage of complaints on products and services that your company has received in the last year?"
   A717_01 ... % / text input

26. "Is your sales system integrated in your IT environment?"
   Answer possibilities
   1 = yes 2 = no 3 = do not know -9 = not answered

27. a "How long does it take to launch a new marketing campaign?"
   A719_01 ... weeks / text input

27. b "How long does it take to see the results of a new marketing campaign?"
   A720_01 ... weeks / text input

28. "How many different IT systems in your company have customer data stored?"
   Answer possibilities
   1 = 0 - 20 % 2 = 21 - 40 % 3 = 41 - 60 % 4 = 61 - 80 % 5 = 81 - 100% 6 = do not know -9 = not answered

29. "The following factors have a positive influence on the success of a CRM implementation. Please assess the importance of each factor."
   Answer possibilities
   A301_01 Senior management commitment
   A301_02 Creation of a multidisciplinary team
   A301_03 Inter-departmental integration
   A301_04 Communication of the CRM strategy to the staff
   A301_05 Staff commitment
   A301_06 Objectives definition
   A301_07 Support for operational management
   A301_08 Customer information management
   A301_09 Customers contacts management
   A301_10 Customer service
   A301_11 Services automation
   A301_12 Marketing automation
   A301_13 Information system integration

Part 3: contact information

30. "If you have other comments regarding critical success factors in CRM implementation projects or this survey, please share them with us below."
   Answer possibilities
   Text input

31. "Do you wish to receive a summary of our main findings from this survey?"
   Answer possibilities
   1 = no 2 = yes, e-mail: -9 = not answered