

Evaluation of the Implementation of CRM in Developing Countries

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By

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Abstract

Managing relations with customers has been a main concern for business organisations from different sizes and fields. Such a concern has grown rapidly in the last few decades for a number of reasons such as the development of new technologies especially in the field of information technology (IT). Customer Relationship Management (CRM) is a newly emerged concept in the fields of IT and business that aims to strengthen the relationships between an organisation and its customers. Despite the promising expectations of implementing such a concept by many organisations, a significant number of CRM projects fail or result in disappointing outcomes that fall far short of expectations. This motivated researchers and practitioners to study the sources of failure and the factors of success in CRM implementation.

Although CRM existed first in western organisations, it has spread almost all over the world as an increasing number of firms are implementing or planning to implement CRM. This research designed an integrated framework for investigating and evaluating the implementation of CRM in developing countries. The design of this framework was based on previous studies in the field of CRM implementation especially in the area of studying CRM success and failure. It is also based on the common sense and knowledge of the researcher in the field of CRM. To help identify successful implementation of CRM and to provide organisations with a guide to implement CRM projects, the research reviewed and organised the literature on CRM success and failure as well as the previous studies in CRM frameworks. Subsequently, the research designed a framework for CRM implementation that integrates CRM implementation phases/stages, CRM components, and CRM success factors.

To assess the feasibility of the framework in developing countries, the research developed in-depth case study methodology that focused on two large communication companies which operate in Saudi Arabia and are implementing CRM projects fully and partially. The questions of the case study were developed to assess the feasibility of the framework based on the comparison between the conceptual framework and the practical implementation of CRM by the case companies, and the case study protocol was developed accordingly. Data was collected through multiple sources such as in-depth interviews, observations, documentations and archival records.

The results of the case study support the feasibility of the framework in implementing CRM in general. The assessment stage was highly supported by the results. In addition, the success factors

and their importance in implementing CRM were supported by the results with variation of importance of the success factors. However, cultural issues were significant to the CRM implementation and required modification to the framework to be more effective when implemented in developing countries.

The main contribution of this research is addressing the subject of implementing CRM in developing countries as this area of research lacks theoretical and empirical studies. In addition, the research developed a strategic framework that integrates CRM components, CRM implementation phases, and CRM success factors. The proposed framework contributes to the knowledge of CRM success by integrating the success factors that identified through previous studies with the process of implementing CRM and its different phases to create a guide for organisations for better CRM implementation.

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List of Publications

- 1- Almotairi, M. (2008). CRM Success Factors Taxonomy. Proceedings of the European & Mediterranean Conference on Information Systems 2008. Dubai, UAE, 25-26 May.

- 2- Almotairi, M. (2009). A Framework for CRM Success. Proceedings of the European & Mediterranean Conference on Information Systems 2009. Izmir, Turkey, 13-14 July.

Chapter One: Introduction

1.1 Background

Since the 1990s, customer relationship management (CRM) has grown rapidly (Buttle, 2004). Regardless of their size, businesses have been motivated to adopt CRM to create and manage the relationship with their customers more effectively in an attempt to develop comparative advantage. An enhanced relationship with customers can ultimately lead to greater customer loyalty and retention and, also profitability. In addition, the rapid growth of the internet and its associated technologies has greatly increased the opportunities for marketing and has transformed the way relationships between companies and their customers are managed (Bauer, 2002).

CRM as a business strategic tool could help organisations to achieve a variation of objectives. According to one industry view, CRM consists of helping an enterprise to: enable its marketing departments to identify and target their best customers; manage marketing campaigns with clear goals and objectives, and generate quality leads for the sales team; assisting the organisation to improve telesales, accounting, and sales management by optimising information shared by multiple employees; allowing the formation of individualised relationships with customers, with the aim of improving customer satisfaction and maximising profits; identifying the most profitable customers and providing them with the highest level of service, and providing employees with the information

and processes necessary to know their customers, understand their needs, and effectively build relationships between the company, its customer base, and distribution partners (SAP 2004). According to Gray and Byun (2001), CRM benefits include: enhance organisations' ability to retain and acquire customers, maximise customers' lifetime, and improve service at lower costs.

Although Customer Relationship Management (CRM) is widely accepted as a business approach, there is no universally accepted definition for it. Swift (2001) defined CRM as an "enterprise approach to understanding and influencing customer behaviour through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability". Parvatiyar and Steth (2000) viewed CRM as "a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value of the company and the customer. It involves integration of marketing, sales, customer service, and the supply chain functions of the organisation to achieve greater efficiencies and effectiveness in delivering customer value." CRM is about managing customer knowledge to better understand and serve them. It is a concept that places the customer at the centre of the organisation. Some other research literatures state that companies have come to Comparing the large expectations of CRM and the actual results of its implementation in many organisations, an overall picture of disappointment emerges. realise that in order to develop successful, long-term relationships with customers they should focus on the "economically valuable" customers, while keeping away and eliminating the "economically invaluable" ones (Roman, 2000).

1. 2 The Problem

While there are well-known and significant success stories, failure rates of CRM projects maybe as high as 70% (Gray and Byun, 2001), between 50% and 70% (Morrel and Philonenko, 2001), from 60% to 80% (Kale, 2004). It is documented in a significant number of articles that most problems in CRM are not technical (Achuama and Usoro, 2008; Rigby and Ledingham, 2004). Instead, common problems include organisational change and fluctuation, inconsistent and inaccurate customer data, and changes which affect the business, for example mergers.

It is asserted from the literature that CRM is a concept that has been developed in a western (developed) environment (Sanzogani et al, 2008). Nevertheless, taking to consideration the dynamic nature of business and increasing pace of globalisation which lead to increasing transfer of products, service as well as knowledge and expertises, CRM becomes popular in different part of the world including developing countries for local organisations and multinational organisations (Sage, 2006).

Comparing the large expectations of CRM and the actual results of its implementation in many organisations, an overall picture of disappointment emerges. Hence, the problem of high failure rate in CRM project is expected to exist in developing countries as well. In fact, if we consider the situation in developing countries we might face an even darker picture as these countries are less developed economically and technologically the thing that could contribute to CRM implementation's problems.

Identifying successful implementation CRM projects and studying them is one method to minimise the percentage of failure in these projects. Such approach is believed to overcome different types of obstacles when implementing CRM such as focusing on the technological side of CRM and neglecting other components of CRM such as people and business processes. Therefore, the literature in the field of CRM has witnessed increasing academic and practical contributions to the subject. A number of researchers have addressed the subject of enhancing CRM implementation success (King and Burgess, 2007; Chalmeta, 2005; Mendoza et al, 2007; Chen and Chen, 2004, Payne and Frow, 2005). These studies were developed within a literature on CRM of a nature of western environments. Nevertheless, CRM implementation in developing countries suffers from a shortage of academic and practical literature compared to the situation in developed countries. Studies that focus on CRM implementation failure and success in developing countries and that provide CRM frameworks for successful implementation in developing countries are yet need to be investigated.

1.3 Aim and Objectives

1.3.1 Aim

The position taken in this research recognises the need for enhancing the knowledge on CRM implementation in developing countries by focusing on CRM success factors and it also identifies the need of addressing the CRM implementation worldwide by investigating such process in developing countries which eventually will narrow the gap in the literature of CRM in this part of the world.

The aim of this research is to assess the feasibility of a CRM framework that integrates the following aspects: CRM success factors, CRM implementation phases, and CRM components as a way to understand the process of successful implementing CRM in developing countries. The benefit of this approach could extend the line of knowledge on CRM success in general and especially on the current situation of CRM in developing countries. The importance of this approach is generated from

the absence of researches that focus on integrating the previously mentioned aspects of CRM as a way to leverage the success rate of CRM projects not only in developed countries but also in developing countries as well.

1.3.2 Objectives

The objectives of this research are as follows:

1- To identify the implementation process of CRM in developed countries.

The success and failure of CRM is a complex subject due to the fact that CRM has not yet reached its maturity as an increasing number of researchers and practitioners around the world are contributing to knowledge on CRM. Despite this, there is a rich environment of academic researches and literature about CRM within developed countries. This research considers identifying the ideal processes of CRM implementation in developed countries to define the phases of CRM implementation process and to identify CRM components as a first step to evaluate and compare those processes with their counterparts in developing countries.

2- To identify success factors affecting the implementation of CRM in developed countries and link them to the CRM implementation process.

The research intends to identify the factors involved with implementing CRM in developed countries' organisations in order to understand what makes this process successful. Integrating these success factors will enhance the implementation process success and will overcome its failure causes.

3- To contribute to the knowledge of CRM in developing countries.

In general CRM is a relatively new approach in the business world and it is a particularly new concept for organisations in developing countries. Through some observations and interviews, it was noticed that the majority of organisations in developing countries focus on one component of CRM, which is technology. CRM does not only concern software. To integrate CRM solutions, companies have to implement software, must adapt processes, and educate the employees.

4- To propose a theoretical framework that integrates CRM implementation phases, CRM components, and CRM success factors.

Based on identifying CRM success factors, the research will propose an integrative framework that combines CRM implementation process phases, CRM major components, and CRM success

factors. This proposition is considered an attempt to enhance knowledge on CRM implementation success as it will be assessed for feasible implementation in developing countries.

5- To develop a research plan for assessing and evaluating the proposed theoretical framework.

After developing the conceptual framework, the research will assess the feasibility of the this framework through conducting a case study in a developing country to identify if: (1) it has a similar affect of CRM implementation in developing countries, (2) there is a need for modifying it, and (3) determine if there are other factors affecting the CRM implementation in developing countries.

6- To use the empirical evidence to evaluate the feasibility of adopting the conceptual framework for CRM successful implementation in developing countries.

In order to assess the feasibility of the proposed conceptual framework, the research will implement the research plan through designing and conducting a single embedded case study methodology in a developing country to collect and analyse data from two case companies.

1.4 Research Methodology

1. To achieve objective 1: literature related to CRM implementation will be reviewed and analysed. Literature will be collected from books, academic journals, working papers, and proceedings to conferences, theses, and other academic sources in the fields of information systems and marketing to enhance understanding of CRM implementation processes and theories. Thereafter, the major components of CRM and its implementation phases will be identified through reviewing related literature. Additionally, previous developed frameworks of CRM successful implementation will be reviewed to identify what is still missing from achieving solutions for CRM failure problems.
2. To achieve objective 2: literature about CRM critical success factors (CSFs) in developed countries will be reviewed and summarised. Taxonomy of CRM success factors will be conducted based on a logical linking between those factors and CRM major components. This taxonomy will be conducted classifying success factors based on their dominant nature; People (Human), Business Process (Organisational), and Technology.

3. To achieve objective 3: literature on CRM implementation processes in developing countries will be reviewed to assess the current situation of CRM in developing countries.
4. To achieve objective 4: a theoretical framework will be developed based on three stages: define the CRM process implementation, define the CRM major components, identify CRM success factors, and integrate previous concepts in a conceptual framework.
5. To achieve objective 5: the research plan will begin by adopting the proposed framework on a particular case study. Therefore, appropriate research methodologies will be developed for each instrument to analyse the required data of the theoretical framework.
6. To achieve objective 6: the research will evaluate the achievement of adopting the conceptual framework for enhancing CRM implementation success in developing countries by collecting and analysing empirical evidence.

1.5 Thesis Plan

Chapter 1 outlines the background of the research. Defines the problem of the research and the associated problems. Thereafter, it aims to tackle these problems through the aim and the objectives of the research. It also highlights the research methodology of the research and then identifies the research plan. *Chapter 2* focuses on concept of CRM, its importance, emergence, and development. It defines the CRM concept and identifies the scope of its definitions. It also discusses the problem of CRM failure and its causes; therefore discusses and identifies the area of CRM success factors. Hence, the chapter reviews CRM theoretical frameworks presented in previous studies. In addition, it addresses the subject of CRM in developing countries and the role of global CRM. Finally, it outlines the gaps in the literature that are to be filled by the research contributions. *Chapter 3* develops and proposes a conceptual framework for CRM implementation that integrates CRM success factors, CRM implementation phases, and CRM components. The development of the framework will go through the following steps: defining the scope of CRM components, identifying CRM implementation phases, defining CRM success factors, providing measurements for these success factors, and linking these factors to CRM components. Finally, the chapter will discuss the integration of the previous constructs and explain the mechanism of the conceptual framework. *Chapter 4* justifies the selection of research approach, strategy and methodology. Then design the research based on the case study methodology, develop data collection instruments, then discussed

the data analysis tools. *Chapter 5* assesses the feasibility of the proposed conceptual framework through analysing the collected data on the practical CRM implementation from the case study companies and compare these practices with the conceptual framework. *Chapter 6* evaluates the research findings in the light of problem identified in chapter 1, additionally, it modifies the conceptual framework. Chapter 7 summarises the research's chapters, findings, contribution, and guidance for future researches. Thesis plan is illustrated in figure 1.1

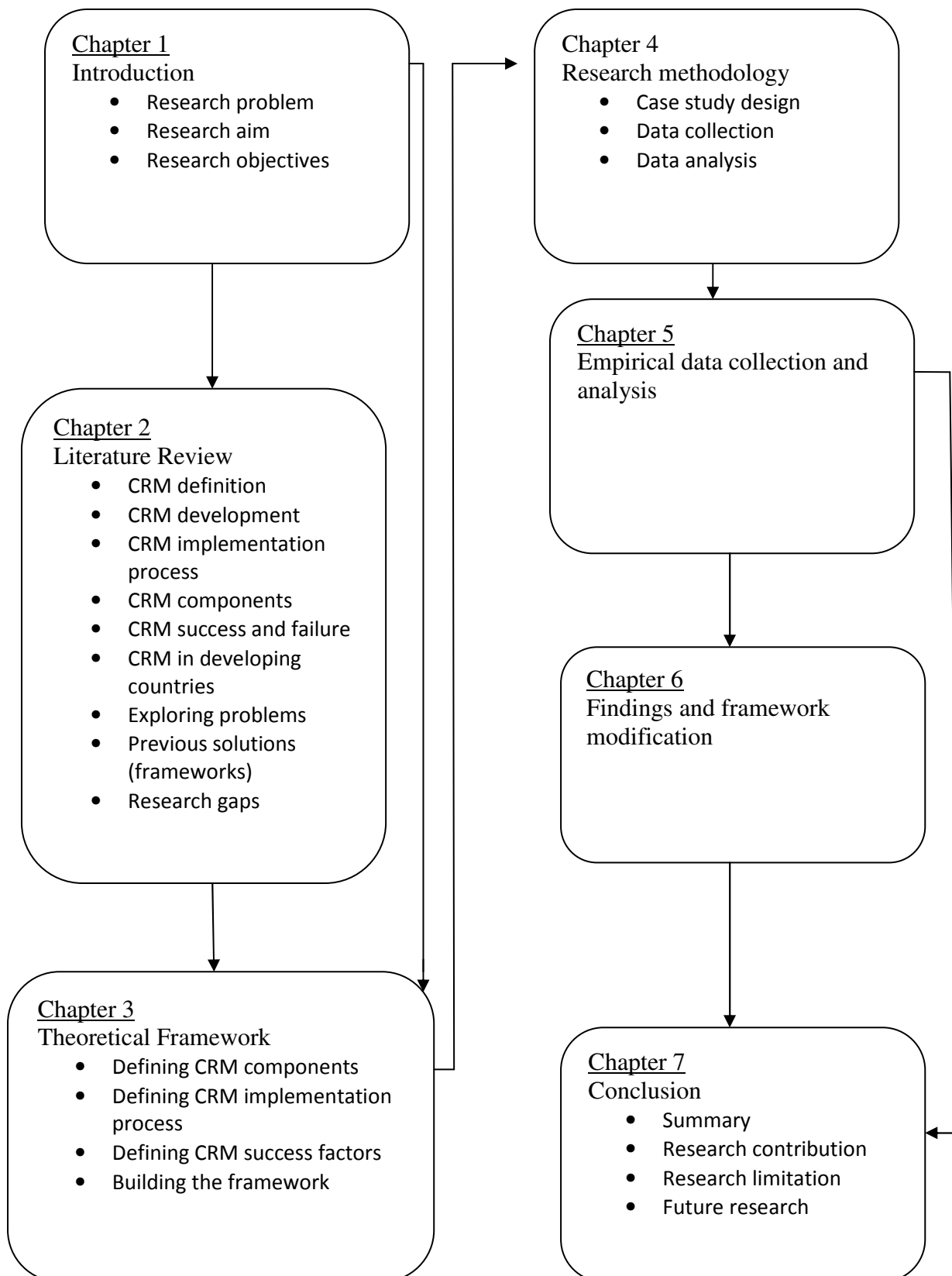


Figure 1.1 Thesis plan (compiled by author)

1.6 Summary

This research is an attempt to extend the line of work in studying CRM implementation in general and especially in developing countries. The research recognises studying success of CRM implementation in developing countries as a problem of the research. In brief, the gap between the attempts (frameworks) provided by the literature in developed countries to enhance the CRM implementation process success, and simultaneously overcome the problem of CRM high rate of failure, and the attempts to deal with the same situation in developing countries needs to be addressed through developing frameworks that to be assessed for implementation in developing countries. The position taken in this work recognises the importance of proposing a conceptual framework that integrates the essential requirements for CRM success. Chapter 1 states that the aim of the research is to understand the successful process of implementing CRM in developing countries by assessing the feasibility of a CRM framework that integrates the following aspects: CRM success factors, CRM implementation phases, and CRM components. To accomplish this aim, the research will identify the implementation process of CRM in developed countries then will identify success factors affecting the implementation of CRM in developed countries and link them to the CRM implementation process; hence the research will propose a theoretical framework that integrates CRM implementation phases, CRM components, and CRM success factors. Subsequently, the research will contribute to the knowledge of CRM in developing countries by addressing the CRM implementation success. To achieve the previous subject, the research will develop and implement a research plan for assessing and evaluating the proposed theoretical framework. The research methodology of will be based on a particular case study.

Chapter Two: Literature Review

2.1 Introduction

Chapter one outlined the background of this research as an attempt to extend the knowledge on CRM and especially on its implementation success. It also identified the research problems as the high percentage failure of CRM, the lack of strategic CRM frameworks for CRM implementation that integrates CRM success factors, and the shortage of studies on CRM implementation in developing countries. It also set the aim and the objectives of the research as understanding the successful process of implementing CRM in developing countries through assessing the feasibility of a proposed conceptual framework that integrates CRM success factors, CRM components, and CRM phases. In addition, it briefly discussed the research methodology which is embedded single case study. This chapter reviews the existing literature with respect to CRM emergence and development to give a clear picture of what CRM really is, exploring different definitions of CRM through its roots in the fields of information technology (IT) and marketing as CRM concept could mean different things to different people. The chapter will also explore literature on the causes of CRM's failure by reviewing empirical and theoretical studies to develop a possible link between these causes and the various attempts to develop factors and frameworks for implementing CRM successfully. Therefore, the chapter will highlight studies on CRM success and will classify relevant factors based on their existence in the literature. Hence, the chapter will address the area of implementing CRM in developing countries and the effect of culture on implementing CRM globally as CRM concept is

spreading worldwide. Finally the chapter will review the possibility of a CRM framework as a way to leverage successful implementation and evaluate limitations, as well as considering the possible development of an alternative framework. Briefly, the chapter aims to identify the gaps in current literature in the field of CRM with concentration on CRM failure, CRM success factors, CRM frameworks, and CRM implementation in developing countries.

2.1.1 Chapter Objectives

The first objective of this chapter is to identify a definition of CRM as a starting point for building a conceptual framework for successful CRM implementation which will be illustrated in the following chapter. The second objective of this chapter is to identify areas of CRM failure as a way to explain the high percentage of failure in CRM implementations. The third objective for this chapter is to explore the field of CRM success to identify most common factors and associate such factors with the cause of CRM failure. The fourth objective of this chapter is to explore the literature of CRM implementation in developing countries and evaluate factors that affect this implementation in these countries. The fifth objective of this chapter is to evaluate existing frameworks for CRM implementation and assess these limitations to anticipate possible gaps to be bridged by developing a conceptual framework.

2.1.2 Chapter Structure

This chapter will start with Section 2.2 in which the research will give a brief explanation for CRM development and its roots in related fields of study. Then, in section 2.3 different definitions of CRM will be discussed in order to identify the scope of CRM definition for this research. Hence, sections 2.4 and 2.5 will discuss in detail the areas of CRM failure and CRM success respectively. After that, previous attempts to provide frameworks for CRM implementation will be reviewed in section 2.6 in order to evaluate these frameworks and identify their limitations as well as their contribution to CRM success. Therefore, sections 2.7 and 2.8 will be focusing on the status of CRM in developing countries and the concept of global CRM respectively. Finally, section 2.9 will summarise the chapter and identify the gaps that will be filled throughout this research.

2.2 CRM History

Customers have always been the main concern for businesses all over the world. From a marketing perspective, customers are considered to be the cornerstone for an organisation's activities. This importance was reflected in an increased need for business organisations to integrate customer

knowledge in order to build close corporative and partnering relationships with their customers (Parvatiyar and Sheth, 2002). Customer relationship management is about increasing the value of an organisation's customer value by changing the organisation's behaviour to a customer-based approach (Al-Alawi, 2004). Searching through CRM history, it is found that it was evolved from the Sales Force Automation (SFA) market, which was born of contact management (Chase, 2000). The main object for contact management was to give salespersons a place to save some information such as the addresses and contact numbers of their customers. Later, it came to the knowledge of business organisations that this information can be used for the whole organisation and not only for salespersons, which led to the emergence of CRM.

Another trace of CRM's origins can be found in relationship marketing. Plakoyiannaki and Tzokas (2002) indicated that practitioners and academics suggest that customer relationship management provides an actual platform for the operational manifestation of relationship marketing.

2.3 What is CRM?

Defining CRM is required for developing a clear understanding and vision of what CRM means to an organisation while the lack of such clear understanding is considered as a barrier to successfully implement CRM (Nguyen, 2007). This is significant when considering the wide range of CRM definitions (Richard and Thirkell, 2007; Sathish et al, 2002; Winer, 2001). Increasing number of researchers and practitioners from the fields of Marketing and Information Systems (IS) has contributed to defining CRM concept. CRM is claimed to be as the new paradigm of Marketing (Chen and Popovich, 2003, Payne and Frow, 2004, and Zablah et al., 2004). On the other hand IS's researchers have also tackled CRM definition such as ; Chen and Popovich, (2003), Goodhue et al. (2002), and Chenand Chen. (2004).

Although the view of possible convergence towards a common definition for CRM (Peelen et al, 2006; Boulding et al. 2005), different approaches are carried out to define CRM ranging from narrow definitions (technical) to broad definitions (strategic) (Payne and Frow, 2006). Along this continuum of definitions, there were different attempts to define CRM as: a synonym for relationship marketing (Hobby, 1999; Peppers et al., 1999; Light (2001), selecting customer and managing relationship with them (Kumar and Reinartz 2006; Smith, 2001, Buttle, 2001; Menconi, 1999; Nykamp, 2001), integrating CRM components (Process, Technology, and People, Morrel and Philonenko, 2001; Kincaid, 2003), and interaction between human and process (Plakoyiannaki et al, 2008). However,

this broadness in defining CRM and the differences in perspectives regarding it could be a result of a new emergence of the concept into two fields of study, marketing and information technology (Da Silva and Rahimi, 2007).

From a technical point of view CRM, Chen and Chin (2004) defined as CRM as a methodology that heavily employs certain information technology such as databases and the internet to leverage the effectiveness of the relationship marketing process. In support of this point of view, Rayal and Payene (2001) have referred to CRM as utilising information technology in implementing relationship marketing strategies. To illustrate the emphasis on technology element of CRM, Starkey and Woodcock (2002) have defined CRM as an IT-enhanced process that integrates a company's competences to deliver superior profitable customer value to existing and potential customers. Analysing previous examples of technical definitions for CRM, results in finding a lack of holistic overview of CRM which could lead to minimising or even neglecting other aspects of CRM such as strategy and business processes. Consequently, such an approach will eventually contribute to the limitation of CRM outcomes.

On the other hand, the wider definition of CRM concentrates on strategic orientation of CRM. Gray and Byun (2001) have defined CRM as a primarily strategic business process issue rather than technology which consists of the following components: customer, relationship, and management. Agreeing with the previous view, Brown (2002) referred to CRM as a key competitive strategy that is needed to focus on customers' needs and to integrate an organisational customer-facing approach. Reinartz and Chugh (2002) have provided support to the strategic definition of CRM. They have defined CRM as "the strategic process of shaping the interactions between a company and its customers with the goal to maximise the lifetime value of customers for the company as well as to maximise satisfaction for the customer". Despite the preferred approach of not considering CRM just a technology, the broad view of CRM also has some negative aspects. Such a broad view could result in a confusion that overlooks critical issues in implementing CRM such as the importance of IT and business process.

For the scope of this research, CRM definition should cover the major aspects of CRM and focus on its objectives, as the ability of CRM to achieve its objectives is highly dependent on its clear definition (Payne, 2004). Parvatiyar and Sheth have pointed out that for an emerging management discipline it is important to develop an acceptable definition that encompasses all facets so as to allow a focused understanding and growth of knowledge in the discipline. Based on Payne (2004),

Payne and Frow (2005), and Shang and Lin (2005), CRM definition for this research is: a *strategic approach that integrates process, people, and technology cross functionally to understand an organisation's customers, improve stakeholder value, and deliver profitable and long-term relationships with customers. Therefore, success factors for CRM lie in the scope of managing, integrating, and controlling CRM components.*

2.4 Exploring the Problem of CRM Failure

As stated in chapter one, the failure percentage of CRM implementation is high, which limits the expected outcomes of these implementations. The challenge of researching the causes of this problem has motivated many researchers and practitioners to contribute the literature on CRM failure and its causes (Wisktron, 2004; Rigby, 2002; Zablah et al, 2004). Consequently, a wide range of possible causes that limit CRM's potential have been identified in a significant number of studies in fields such as IT and marketing.

Different reasons may cause the failure of CRM to meet its objectives. While some of these reasons are inevitable, many can be avoided (Payne, 2004). In general, CRM failure is caused by the complexity of technical and organisational issues that are associated with CRM implementation (Goodhue 2002). However, the CRM failure, as reviewed in the literature, is related to different aspects of CRM components and process.

According to Sherif and Newby (2007), the lack of factors such as top management support, aligning internal processes, linking CRM project to organisation's higher-level strategies, focus on ROI (return on investment), achieving success early in the project could eventually contribute to the failure of CRM implementation. Chalmeta (2006) has supported some of the previous failure reasons as he pointed out the following factors as causes: 1. Thinking of CRM as a pure technology; 2. Lack of management support; 3. Lack of customer-centric culture; 4. Lack of readiness process; 5. Poor quality data; 6. Lack of change management; 7. Lack of vision and strategy; 8. Lack of involving the final user in designing CRM solutions. Other evidence supporting previous factors is found in the work of Kale (2004) where the author has named seven reasons (sins) for CRM failure as the following: 1. Viewing CRM as a technology; 2. Lack of customer-centric vision; 3. Insufficient appreciation for customer life-time value; 4. Inadequate support by top management; 5. Underestimating the importance of change management; 6. Failing in re-engineering business processes; 7. Underestimating difficulties related to data mining and data integration. Other studies have focused on more general factors as possible causes for the CRM failure. For example, in a study

that involved 700 companies, Forsyth (2001) has argued that the causes of the CRM failure are: Organisational change (29%), Company policies/inertia (22%), little understanding of CRM (20%), and Poor CRM skills (6%). In addition, lacking of creating proper CRM strategy was mentioned as main reason by Rigby (2002). The researcher has highlighted four potential pitfalls for CRM implementation that need to be overcome: implementing CRM before customer strategy, rolling out CRM before changing an organisation to match, assuming that more CRM technology is better, and stalking, not wooing customers. However, other factors such as the lack of focus on human/social factor (employee and customers) were the main problem behind the failure of CRM implementations (Plakoyiannakiet al, 2008; McCalla et al, 2003; Bohling et al, 2006; King and Burgess, 2007). Nevertheless, misconceptions such as assuming that CRM is equal to customer acquisition, and that customer satisfaction is equal to customer loyalty or focusing only on profitable customers could contribute significantly to increasing CRM implementation failure (Verhoef and Langerak, 2002).

In general, the main reasons behind the failure of CRM project, as identified in the literature, are: lack of top management support, poor CRM strategy, poor management of change, lack of skilful human resources, poor customer-centric orientation, and lack of assessment process. Such obstacles to CRM success should be tackled by focusing on success factors that overcome the negative effect of these failure reasons. CRM implementation frameworks that integrate factors of success with the main CRM aspects are believed to be a solution for the failure problem of many CRM projects. Such an approach is intended to be followed in this research.

2.5 CRM Success Factors

Critical Success Factors (CSFs) is foremost a methodology that focuses on identifying factors that are critical for an organisation's success as an absence of such factors could lead to failure (Huotari and Wilson, 2001). The development of this methodology was based on the work by Daniel (1961) and it was illustrated and gained more recognition by a paper by Rockart (1979). Although applied differently by researchers and practitioners, CSFs received increased popularity in different fields of study and cited by many researchers such as Holland and Light (1999), Slevin and Pinto (1987), and Silva and Rahimi (2007). However, identifying CRM success factors is a critical issue to ensure successful implementation but more importantly it is required to link these factors to implementation process and manage them. In order to identify the success factors for CRM implementation it is important to define what a success factor means. Success factors could be defined as the generic ingredient that has to be the essential part of any successful CRM implementation (Pan et al, 2007).

Esteves and Pastor (2001) have identified success factors as the limited number of areas that are when satisfactory will successfully enhance the competitive performance of an organisation.

As mentioned by Peeffers et al (2003), there is no a universal procedure to collect and analyse CSFs. Hence, many researchers have applied different types of methods to identify these factors such as interviews, prior list of CSFs from literature, and interviews followed by questionnaires. In the following part of this section the literature on CRM success factors is discussed and therefore these success factors are organised based on their presence in the related studies. Through an extensive review of literature on CRM success factors in the fields of IT and marketing, a wide range of factors have been identified by the researchers. The success factors varied from wide and general identified factors to more specific and technical ones. Some studies emphasised the strategic nature of CRM success factors and the need to consider the importance of the holistic detention of CRM. For instance, Goodhue et al (2002) identified the following as CRM success factors: Top management support, vision, willingness to share data, and willingness to change process. Similarly, Alt and Puschmann (2004) highlighted a number of success factors that have a strategic and wide scope such as evolution path, timeframe, organisational redesign, system architecture, change management, and top management support. On the other hand, a number of studies concentrated on more specified or more technical factors. An example of this approach is the work of Roh et al (2005) in which the researcher identified the following factors as requirements for CRM success: process fit, customer information quality, system support, efficiency, customer satisfaction, and profitability. However, factors such as top management commitment and strategy development and communication received a wide acceptance by literature while some factors recorded rare mentions in the literature such as benchmarking and sales automation. Moreover, some factors were mentioned in different studies under different concepts. For example, senior management commitment and top management support. Tables 2.1 and 2.2 show the CRM success factors that have been identified in the literature reviewed from 15 studies on CRM success factors. The purpose of reviewing these success factors is to organise them to discover similarities among factors over all studies in order to identify most accepted factors as a part of developing the conceptual framework proposed in this thesis.

King and Burgess (2007)	Chalmeta (2005)	Da Silva and Rahimi (2007)	Pan and Baik (2007)	Alt and Puschmann (2004)	Saloman et al (2005)	Mendoza et al (2006)
Top management support	Awareness among management	CRM philosophy	Evolution path	Evolution Path	Top management commitment	Senior management commitment
Communication of CRM strategy	Defining vision and objectives	Project mission	Timeframe	Timeframe	Change in corporate culture	Creating of multi disciplinary team
KM capabilities	Creation of committee	Top management commitment	Reorganisation	Organisational redesign	Significant customer data	Objective definition
Willingness to share data	Official appointment of coordinates	Project schedule and plan	Minimise customization	System architecture	Clearly defined CRM processes	Inter-departmental integration
Willingness to change process	Development and approval of the project plan	Client consultation	Time and budget management	Change management	Sufficient resources	Communication on the CRM strategy to the staff
Technological readiness	Monitoring to control time slippage	Connectivity	Customer involvement	Top management support	Understanding of customer behaviour	Staff commitment
Cultural change / customer orientation	Prevent resistance to change	Skilful personnel	No culture conflict		Extensive IT support	Customer information management
Process change capabilities	Motivate staff	Technical tasks	Use of the CRM system managers			Customer service
System integration capabilities	Measure the degree of participation/ Asses the results	Client acceptance	Measurement			Sales automation
		Monitoring and feedback	Management involvement			Marketing automation
		Communication				Support for operational management
		Troubleshooting				Customer contact management
		BPS and software configuration				Information systems integration

Table 2.1: Summary of previous studies on CRM success factors

Roh et al. (2005)	Chen and Chen (2004)	Siebel (2004)	Croteau and Li (2003)	Goodhue et al. (2002)	Wilson et al (2002)	Eid (2007)	Mankoff (2001)
Process fit	Champion leadership and internal marketing	Clear communication of Strategy	Top Management Support	Top Management Support	Gain champion/sponsor	Top management support	Establish measurable business goals
Customer information quality	Business-IT alignment	Back-office integration	Technological Readiness	Vision	Ensure market orientation	Organisational culture	Align business and IT operations
System support	System integration	Software customisation	KM capabilities	Willingness to change process	Define approval procedures which allow for uncertainty	Developing a clear CRM strategy	Get executive support up front
Efficiency	KM			Willingness to share data	Gain board awareness of strategic potential of IT	Clear project vision/scope	Let business goals drive functionality
Customer satisfaction	Culture/structure change				Identify need for business system convergence	Benchmarking	Minimise customisation by leveraging out-of-the-box functionality
Profitability					Organise around customer	Employees acceptance	Use trained, experienced consultants
					Address culture change	CRM software selection	Actively involve end users in solution design
					Involve users in system design	Integration with other systems	Invest in training to empower end users
					Manage IT infrastructure	Training	Use a phased rollout schedule
					Leverage models of best practice	Realistic CRM implementation schedule	Measure, monitor, and track
					Rapid strategy/action loop to experiment	Enterprise performance metrics for CRM	
					Prototype new processes	Personalisation	
					Manage for delivery of benefits	Customer orientation	
					Design for flexibility	Data mining	

Table 2.1: Continuing summary of previous studies on CRM success factors

Table 2.2 identified CRM success factors that identified in the studies on CRM success. These factors are varied in their scope (strategic-technical) and in their nature (human, organisational, and technological). The purpose of addressing these success factors is to enhance the knowledge on CRM success from previous studies in order to identify the most accepted factors by literature to integrate them within a conceptual framework.

2.6 CRM Theoretical Frameworks

In a response to the need of addressing the problem of the high failure percentage of CRM projects, many researchers have developed a variety of frameworks for CRM implementation. The importance of these frameworks is coming from the fact that the absence of developing strategic CRM frameworks, in which to define success, could contribute to the disappointing outcomes of CRM implementations (Grabner-Kraeuter and Moedritscher 2002). The following is a discussion of some major contributions of different researchers for CRM frameworks and a critique for framework based on the following criteria: nature/focus of the framework, flexibility of the framework (ability of the framework to fit different sizes and types of organisations), association with CRM failure causes and success, and association with CRM components.

Framework	Author	Focus
Strategic Framework for Customer Relationship Management	Payne and Frow (2005)	Strategic CRM key cross-functional CRM processes
Eight Building Blocks of CRM: A Framework for Success	Gartner (2001)	Strategic CRM CRM success components
A framework of dynamic customer relationship management	Park and Kim (2003)	Customer information management
The Priority Model for CRM System Success	Roh et al (2005)	Casual relationship among CRM initiatives
CRM success framework	Richard et al (2007)	CRM success Technology adoption Customer relationship strategy
critical success factor model for CRM implementation	Silva and Rahimi (2007)	Critical success factors
CRM Strategy and Implementation Model	Payne and Frow (2006)	CRM readiness CRM processes

Table2. 3: CRM frameworks

Payne and Frow (2005) have developed a strategic framework for CRM. The framework is an attempt to broaden the understanding of CRM at its strategic level by focusing on determining the key cross-functional for CRM implementation. The strategic nature of CRM was highlighted in order to overcome the problem resulting from considering the narrow definition of CRM as a pure technological concept. To achieve the research's objective, the researchers have identified five processes: five key cross-functional CRM processes: a strategy development process, a value creation process, a multi-channel integration process, an information management process, and a performance assessment process. Figure 2.1 illustrates the framework.

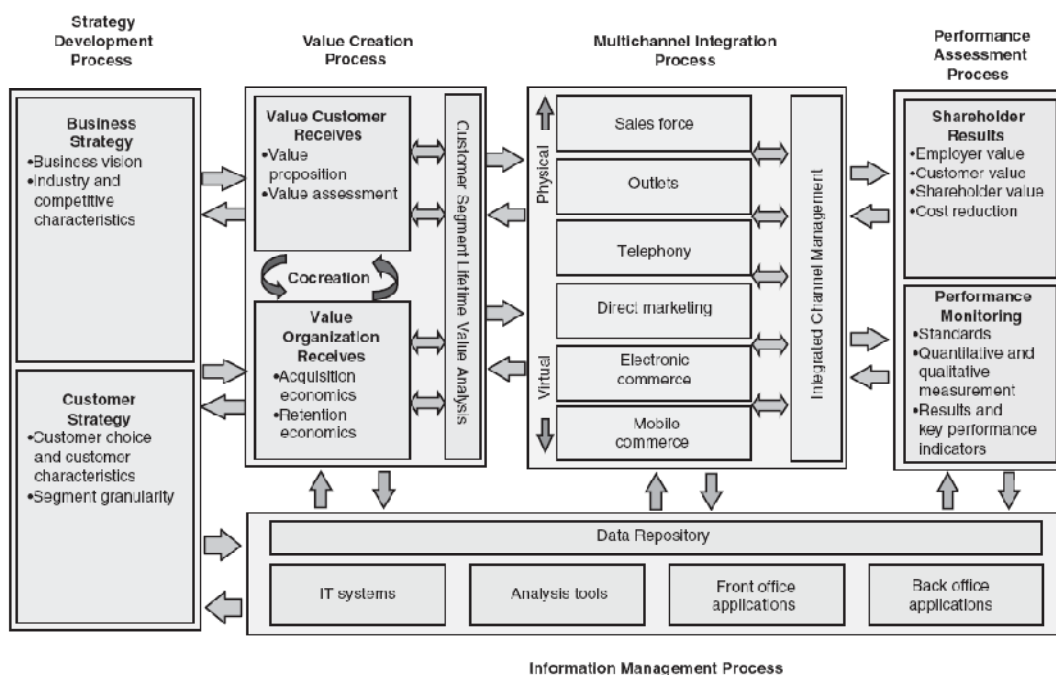


Figure 2.1: Strategic Framework for Customer Relationship Management, *source : Payne and Frow (2005)*

The main contribution of this work was emphasising the importance of the strategic approach of CRM within a holistic organisational context. Consequently, the research developed its conceptual framework based on the CRM strategy development and on reviewing the role and component of each key-cross functional process. Although the framework has brought the concept of the CRM strategy to the attention of managers and has gone in details on explaining the important processes of the CRM, it has not combined the required factors to ensure the success of the CRM implementation except for considering the strategy process. Nevertheless, the framework was limited to large-sized organisations in terms of not addressing issues related to small- or medium-sized organisations in addition to non-profit organisations. As a result, the framework provided a rich but yet complicated

base for CRM implementation at the cost of focusing on some basic phases that are needed by smaller and less complicated organisations.

Gartner, the pioneer of CRM, published a CRM framework called “Eight Building Blocks of CRM: A Framework for Success” in 2001 and then published a management update of the framework on 2003. The framework combines eight blocks or components for CRM success, namely: CRM Vision, CRM Strategy, Valued Customer experience, Organisational Collaboration, CRM Processes, CRM Information, CRM Technology, and CRM Metrics. Supporting the framework of Payne and Frow (2003), Gartner’s framework emphasises the need to consider the role of CRM strategy as a major key factor that determines the success of CRM implementation. According to the framework, business enterprises need to adopt the approach of considering CRM as a business strategy involving the whole business and therefore should be approached at an enterprise level. In addition, the framework addressed the need of organisations to create a balance between the requirements of the enterprise and the customer by linking the customer’s experience and organizational collaboration. An important contribution for the framework is addressing the need of the assessment of the existing capabilities and defining the requirements for CRM implementation. Despite the usefulness of the framework in internal education and debate in developing CRM strategy, the framework did not specifically identify success factors related to CRM components that are needed to ensure CRM implementation success. Additionally, the framework did not provide sufficient explanation for CRM implementation phases and the path of the implementation process. Figure 2.2 shows the framework. Nevertheless, the framework also did not approach the need of structure redesign and the need of feedback on the CRM performance.



Figure 2.2: Eight Building Blocks of CRM: A Framework for Success, source: Gartner (2001)

Considering the customer information system as a base for developing a CRM framework was the approach applied by Park and Kim (2003). Their framework aimed to link marketing with information strategy. According to the framework managing customer relationship depends on identifying customers as they can be classified into “identified” and “core” customers. The framework was combined of three phases or stages: first, a customer acquisition stage, where the company identifies its customers by collecting data about them; second, a customer retention stage, where the company turns ordinary customers to core customers by building equitable relationships through relation value analysis; third, a stage of customer expansion, where customers play the role of expanding the company’s customer base. Emphasising the focus on the CRM strategy discussed by Payne and Frow (2005) and by Gartner (2003), the framework considers the need to build a proper relationship positioning strategy that helps analyse required customer data and be a base for developing a customer information system for relationship management. In contradiction to the broad nature of Gartner’s framework, this framework has a narrow nature focusing on customer information systems. Even though the framework highlighted the importance of defining customers and built a solid system for customer information, it did not approach the success factors of CRM implementation. It also limited its scope on the technical components of CRM, particularly as other major components such as the human and organisational factors were not addressed. Figure 2.3 shows the framework

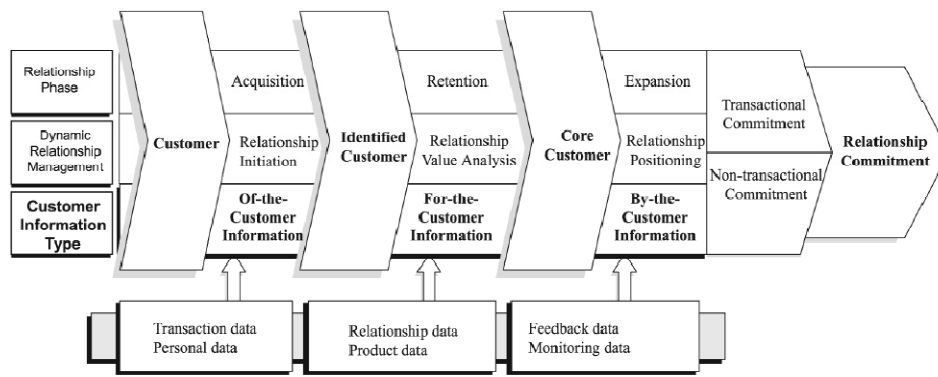


Figure 2.3: A framework of dynamic customer relationship management, source: Park and Kim (2003)

The Priority Model for CRM System Success was developed by Roh et al (2005). Aiming to examine variables that influence CRM systems success, the model was built based on three components: first, CRM initiatives: process fit, customer information quality, and system support; second, intrinsic success: efficiency and customer satisfaction; and third, extrinsic success: profitability as shown in Figure 2.4. The model focuses on the casual relationship among these three initiatives and examines the relationship among these constructs. The model provides meaningful implications for developing multi-dimensional measures of factors that influence the success of CRM. Unlike previous frameworks, the priority model discussed and measured the success factors that influence CRM implementation. On the other hand, the model did not provide a wide range of success factors that influence whole organisations as CRM is considered an organisation-wide project that has a strategic nature. In addition, the model limited extrinsic success on profitability and neglected other success measurements that assess the performance of the CRM implementation such as the market share. Finally, the model has not contributed to the measurement of the implementation process in different stages/phases as an on-going project.

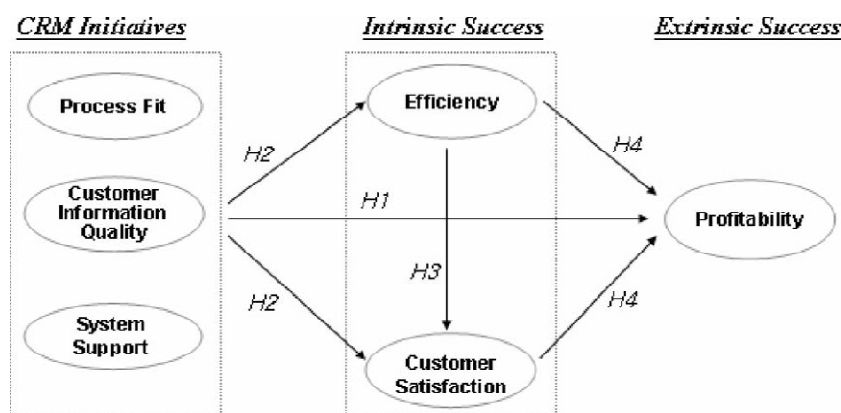


Figure 2.4: The Priority Model for CRM System Success, source: Roh et al (2005)

Another framework that reflects the focus on the technical nature of CRM was provided by Richard et al (2007). The framework offers a model for observing variation in CRM technology contribution. According to the study, companies that are more market – oriented and more technology – oriented are more successful in adopting more appropriate CRM technology and implement that technology more successfully than organisations that are less market and technology oriented. As shown in figure 2.5, the framework links the market orientation with technology adoption and with the overall relationship strength between the firm and the customer positively. It also links the level of CRM technology adoption with the overall relationship strength with the customer and with the relationships performance positively. It finally correlates relationship strength positively with relationship performance.

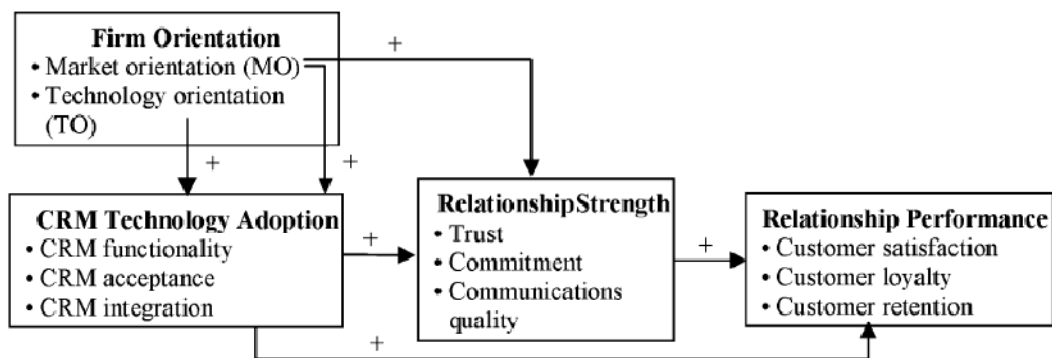


Figure 2.5: CRM success framework, source: Richard et al (2007)

The framework set a base for approaching implementing CRM as a technological tool with some implications for market orientation. However, the model was only limited on two types of orientations market and technology and was not based on the most important orientation that is based on the customer. Moreover, the framework did not provide a wider scope of approaching CRM as business strategy. Finally, the success factors influencing CRM success was not highlighted in the framework.

Integrating critical success factors within a CRM framework was an approach taken by a number of researchers. For example, Silva and Rahimi (2007) developed a critical success factor model for CRM implementation. The model was built on base of assessing required factors for CRM success and drawn from Critical Success Factors (CSF) model in Enterprise Resource Planning (ERP) implementation and project management (PM). Based on Slevin and Pinto's (1987), Holland and

Light (1999), and Somers and Nelson's (2001) models, the CSFs model for CRM identified 13 critical success factors within two categories as shown in figure 2.6:

<i>Strategic CSF</i>	<i>Tactical CSF</i>
CRM philosophy	Client consultation
Project mission	Connectivity
Top management commitment	Skilful personnel
Project schedule and plan	Technical tasks
	Client acceptance
	Monitoring and feedback
	Communication
	Troubleshooting
	BPS and software configuration

Figure 2.6: critical success factor model for CRM implementation, source: Silva and Rahimi (2007)

The study provided an insightful approach to addressing success in implementing CRM. In illustration, it explored three important terms: CRM, ERP, and CSFs. Nevertheless, analysing the framework reveals some limitations. The study did not provide any path of integrating the CSFs into the implementation process as it only listed a number of CRM success factors with no logical linking of these factors to the CRM implementation process. Moreover, it also did not sufficiently justify the selection of the identified CSFs rather than their linkage with successful ERP implementation.

Another contribution to the field of developing a CRM framework was conducted by Payne and Frow (2006). Similar to the previous framework provided by the same authors, the framework for CRM implementation addressed the scope of strategic CRM and the need for developing its strategy. An addition to the first framework, the researcher added a valuable stage of readiness assessment which is a requirement for organisations before getting involved in the process of implementing CRM. As it was pointed out in the causes of CRM failure, such a stage would reduce the failure percentage and enhance CRM success by ensuring the availability of CRM requirements. Following the CRM readiness assessment stage, the five processes take place. In this framework, the authors combined the processes of: value creation, multi-channel integration, and information management as enabling processes. Additionally, employee engagement was emphasised on as shown in figure 2.7. This framework provides the best form of framework to support the definition of CRM as stated in this research. However, there is still a need for addressing CRM success more clearly in terms of linking these success factors to CRM components as well as the need for measuring CRM success from different perspectives as an indicator for implementing the success factors efficiently.

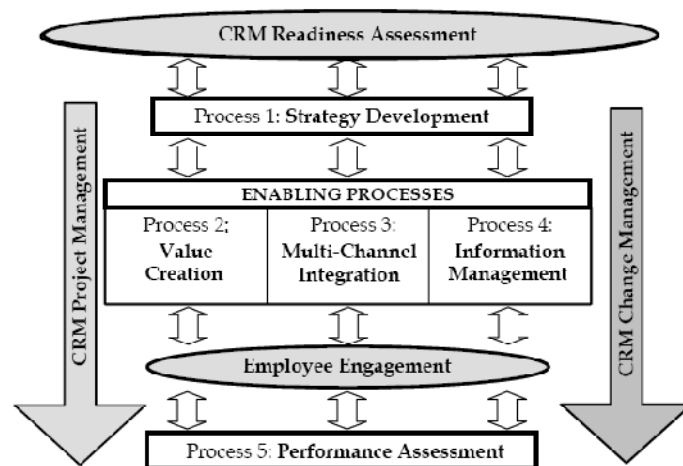


Figure 2.7: CRM Strategy and Implementation Model, Source: Payne and Frow (2006)

The previously discussed frameworks represent the attempt to provide approaches to conduct implementation of more successful CRM projects. However, there is still a need for developing frameworks that integrate CRM success factors, CRM components, and CRM implementation phases. There is also a need for designing CRM frameworks for flexibility and of strategic nature.

2.7 Global CRM

Despite its emergence in western environments, CRM becomes a popular concept worldwide (Sanzogni et al, 2008). The increasing spread of the use of technological communications such as the internet, scope of competitive, and accelerated globalisation, have changed the ways of doing business worldwide (Al-Alawi, 2004). With the increased competition in global markets, customers became the centre of business organisations' attention. Consequently, business organisations from different industries and of different sizes have put more emphasis on improving relationships with their customers as the key to winning race against competitors. Hence, companies are no longer treating their customers as uniform revenue-generating units, they instead to deal more closely with customers individually (Anderson and Kerr, 2002).

CRM as a business strategy that enables technology to help enhance a better understanding and therefore better relations with customers plays an important role of winning competition in the global economy. Although the emergence of CRM has evolved in developed countries, the use of CRM has spread worldwide. In 2002 the world market for CRM was distributed as follows:

REGION	PERCENTAGE
NORTH AMERICA	56%
EUROPE	27%
ASIA PACIFIC	11%
LATIN AMERICA	2.5%
MIDDLE AFRICA	2.5%

Table 2.4: CRM world market, Source: picarill (2003)

Figures in table 2.4 indicate that CRM market is spread world-wide. Nevertheless, North America region dominates more than half of CRM market while Europe dominates 27% which gives Developed Countries more than 80% of CRM market. Addressing the issue of global CRM is important for both multinational organisations that operate across borders as well as for the increasing number of local organisation that implement CRM. The continuing advances in communication and information technologies have bridged ways for organisations in different parts of the world to implement applications and strategies to enhance their competitive capabilities. The emergence of the concept of the global consumer has pressurized organisations to strive to build better relations with customers and provide customised products for them. IBM Global Services (Lavage and Scheld (2004) have published a report on realising the value of CRM with some implication for implementing CRM globally. According to the study, organisations from different parts of the world have different priorities in regard to their CRM view. For example organisations from the Americas and Asian Pacific find that the area of value proposition is a priority and therefore should be concentrated on while organisations from Europe, Middle East, and Africa (EMEA) have greater consideration for challenges in operating model activities.

Despite increasing awareness of the importance of CRM, reflected in the increasing amount of literature on CRM since its early emergence in the 1990s, there is still little to be found about the

literature on the global scope of CRM or what is called Global CRM (GCRM) (Ramaseshan et al, 2006). Considering the global scope of CRM is associated with the differences in CRM practices in different parts of the world based on different political, cultural, technological, and customer differences (Katherine et al, 2006). These differences would pose challenges for multinational organisations and to some extent for local ones. As a way to enhance the knowledge on GCRM and the practices of CRM implementation on a worldwide basis is to investigate CRM implementation in different parts of the world such as developing countries.

2.8 CRM and Developing Countries

CRM has been implemented globally by organisations from different economies and regions (IBM report, 2004). According to Berndt et al, 2005, two economic criteria can be applied to classify world countries: population size and per capita income have been incorporated into the calculation of per capita GNP and per capital GDP. Hence, as a classification for world economies, there are three types of economies: developed economies such as the US and EU which are characterised by high stability, high literature population, and a high level of information technology and industrial infrastructure. Less developed economies such as Bangladesh are characterised by political instability, low level of life standards (education, health etc.) and poor industrial and technological infrastructure. Developing economies such as Saudi Arabia are characterised by higher income and in the process of evolving to become developed (Hough et al, 2003). Countries within this category have different cultural, political, technological, and industrial variables that affect the implementation of CRM. In general, developing countries face different obstacles when implementing western technologies, management processes, and information systems and techniques that have been created in developed countries (El Sawah et al, 2008).

Comparing the availability and richness of literature on CRM implementation in developed countries to the availability of such literature in developing countries, there is a gap in favour of developed countries. Nevertheless, there is also a lack of literature on CRM implementation globally and the impact of cross-cultural on CRM implementation (Ali and Alshawi, 2006). An enormous number of studies on the implementation of Enterprise Systems (ES) has been conducted lately; most of these studies took place in the context of developed western societies while the number of such studies is limited in developing countries. Only since 2001 there was a slight growth in the field of studying ES implementation in developing Asian countries (Sanzogani et al, 2008).

Al-Alawi (2005) has conducted a study on implementing CRM in Bahrain. The study investigated the awareness, presence, and the actual implementation of CRM in business organisations of Bahrain. Although the research did not evaluate the success of the implementation of CRM projects, it revealed some facts about CRM within developing countries such as Bahrain. According to the study, CRM existed a long time ago in Bahrain but the business organisations were not aware of its presence as a business strategy. It was also found that organisations did not have the adequate technology that facilitates the process of implementing CRM sufficiently. Moreover, the study pointed out culture and lack of information constitutes as issues that contributed to prevent implementing CRM effectively. Other factors such as high costs, complications and lack of technology were found that contributed to the absence or the small number of CRM programmes in Bahrain.

In their study on CRM and SMEs in developing countries, Achuama and Usoro (2008) investigated the successful implementation of CRM in Nigeria. The study proposed a conceptual framework for implementing CRM in developing countries. According to the study the factors that were highly appreciated as essential elements of successful for CRM implementation in developing countries were: strategy, culture, technology, database, trust, management, cost, education/training, infrastructure, time, and government support. The previous factors were taken into consideration in developed economies and, according to the research, are agreed upon by almost all Nigerian SMEs as very essential for a successful implementation of CRM. In addition, it has been found that most Nigerian organisations see technology not as a tool in problem solving but a problem in itself. However, the study indicated a number of barriers to CRM implementation. Some of these barriers were mentioned by Al-Alawi (2005) such as poor infrastructure and lack of sufficient information, other factors such as political stability, lack of training, and government support.

In another study that is associated with implementing CRM in developing countries, Sanzogani et al (2008) discussed network implementation problems facing a Thailand organisation and then proposed a framework for implementing CRM in Thailand. Consistent with the previous studies, the research referred to infrastructure, time, and cost as obstacles for implementing CRM successfully in Thailand. Additionally, the research highlighted the role of the education system in developing countries in general and particularly in Thailand as producing unskilled project members with a lack of training for critical thinking and problem solving skills that are required for CRM staff.

Another aspect that is related to CRM is the availability and cost of technology required to implement such projects. As an issue that faces many, and not all, developing countries, Wagner et al

(2003) discussed the problem of enhancing the use of CRM as an enterprise knowledge management solution in developing countries. According to the study, the high cost of implementing CRM limits its implementation in developing countries. As a solution for the economic limitation that faces some developing countries, the research suggests virtual communities which rely on the combined knowledge of their participants as inexpensive solution to provide knowledge and information delivery.

Ozgenera and Iraz (2006) have studied the factors influencing the implementation of CRM in SMEs in Turkey. According to the study, it influences almost half of the tourism enterprises invested in CRM. It also has been found that the factors influencing CRM implementation were: communication-distribution infrastructure, business dynamics, customer relations, and innovation quality. Additionally, the study conducted a correlation analysis among the variables that influence the CRM implementation, and the analysis proved significant correlation between the three variables (communication-distribution infrastructure, business dynamics, customer relations, and innovation quality).

In general, it can be identified that there is a shortage of studies on CRM implementation in developing countries and subsequently a lack of frameworks that manage the implementation of CRM in these countries that recognise their cultural differences between these countries and developed countries as the origin of the majority of studies on CRM. Despite the shortage of a significant number of studies in developing countries, it can be seen from the previous studies that there are some common barriers for implementing CRM for organisations operating in these countries. Problems such as poor infrastructure, lack of skilful employees and insufficient data are considered barriers to successful implementation of CRM. However, the overall concept for developing countries is broad. Therefore, variations among developing countries in terms of the quality of infrastructure and the availability of qualified human resources should be taken into account when addressing CRM implementation there. Nevertheless, cultural effect could be considered a factor that may affect the CRM success when implemented in developing countries.

Cultural Effect

Culture can be defined as a group of beliefs shared by people who live in the same region (Hofstede, 1991). Having customers as the core of any CRM strategy motivates organisations operating in a global market to deal with culture as a major source of customers' differences and as a source for employees' behaviour. Culture shapes rules, values and practices at the organisational level as well

as at the individual level (El Sawah, 2008). At the individual level, culture plays a role in determining the characteristics of customers in terms of habits and buying pattern as well as identifying the level of their satisfaction and their experience. At the organisational level, culture influences organisational structure, behaviour, and management style (Thanasankitand Corbitt, 1999). In their study on cultural dimensions and CRM systems, Ali et al (2006) developed a conceptual framework of cultural dimensions for managing CRM within multinational organisation in which they identified comprehensive cultural dimensions that influence CRM culturally. Such dimensions should be taken to consideration when conducting CRM of a global nature.

The impact of culture on global CRM is not limited to multinational organisations. In fact, local organisations should consider culture differences when implementing CRM. Taking to consideration the fact that CRM concept was developed in western (developed) orientation, western values that are embedded in this orientation differ from other values such as Asian (Ramaseshan, 2006). Such an impact of culture on CRM implementation could create a challenge for local organisations in countries other than developed ones to adopt cultural requirements (organisational culture) that are harmonized with a western business culture which is reflected in management style and business process of a western nature (El Sawah, 2008).

2. 9 What Is Still Missing?

The above discussion presented the scope of CRM definition and the highlighted the emergence and development of the concept as product of western environments. It also reviewed the problem of CRM failure and its sources. As a response to this problem a number of attempts were conducted by researchers by developing different framework for implementing CRM projects as an approach to minimise the percentage of failure within these projects. Even though these attempts are considered useful and significant solutions for CRM implementation and provided insightful path for overcoming some CRM obstacles, they still do not present a solution for many CRM failure causes. In other words, previous attempts discussed in this chapter do not present a solution for CRM failure that is associated with identified CRM causes of failure. Nevertheless, these attempts do not present a CRM implementation framework that considers the feasibility of implementation in different part of world such as developing countries.

There is a relatively poor coverage in the literature for using the approach of critical success factors within a CRM framework except for Silva and Rahimi (2007) who presented a critical success

factors model for CRM implementation, and to some extent, Gartner (2001) who developed a framework that consists of blocks/factors for CRM success. However, such attempts did not provide sufficient contribution for applying CRM success factors that are associated with CRM failure causes in a strategic framework and subsequently provide an efficient solution for CRM failure problem. On the other hand, there is a shortage in the literature regarding the implementation of CRM in developing countries in general, and especially in the field of studying the success and failure of CRM project in this part of the world. In addition, the literature lacks for frameworks that consider the ability of implementing CRM globally for multinational organisations as they face different cultures and for local organisations as they are implementing a concept that has been developed in a different environment.

To this end, this research attempts to develop and assess the feasibility of a CRM strategic framework that focus on CRM success factors and integrate these factors with CRM components (people, technology, and processes), and CRM implementation phases in developing countries. One of the strongest arguments for adopting such a framework is that it covers the main aspects of CRM namely; CRM components, CRM implementation phases, and CRM success factors in an integrative framework. Such approach focuses on the area of CRM failure and identifies the relative success factors that overcome these failure sources. It also assesses the feasibility of adopting such a framework in developing countries which will contribute the knowledge of CRM in developing countries the thing that will help local organisations in developing countries as well as multinational organisations that operate in this part of the world to enhance their CRM implementation processes.

2.10 Summary

This chapter reviews the relevant on the existing definition of CRM scope and its emergence and development, CRM failure problem, CRM success factors, attempts to manage the problem of CRM failure, and the current situation of global CRM and the status of CRM in developing countries.

As reviewed in the literature the concept of CRM has emerged in western environments but it has spread all over the world with the increasing pace of globalisation and the emergence of new technologies. The problem of CRM failure is expected to occur in developing countries in a larger scale due to the differences in the economic and technological status. A number of authors have presented different studies on the field of CRM and especially in the field of CRM success and failure as response to the significant failure percentage in CRM projects. The attempts of overcoming

the disappointing outcomes of many CRM projects varied in their scopes and their focuses. However, analysing such attempts revealed a gap in providing frameworks for CRM implementation that integrate CRM critical success factors within a strategic framework to overcome the causes of CRM failure. In addition, literature on CRM implementation in developing countries significantly lacks for studies especially in the area of success and failure.

Chapter Three: The Conceptual Framework

3.1 Introduction

Although CRM has promising potential as a way of capturing a comparative advantage in the face of growing competition, the failure percentage when implemented is still relatively high, and is something which causes increasing concern for business organisations. As discussed in chapter two, many attempts have been made to overcome the problem of the failure of CRM implementation. Consequently, an increasing number of frameworks have been implemented theoretically and practically embedding concepts of CRM such as strategy, technology, and critical success factors (CSFs). To overcome the limitations of implementing integrative CRM frameworks in developing countries, this research intends to look into the field of developing a CRM framework that integrates CRM components, CRM implementation phases, and CRM CSFs in order to assess its visibility in Saudi Arabia as a developing country. Therefore, the motivation behind this work is to assist business organisations in the implementation of CRM successfully within a holistic overview.

The development of CRM frameworks has been widely discussed within the literature of CRM in general and in particular within the literature in the field of CRM success. It could be asserted from the literature that there is a wide acceptance for using the development of CRM frameworks as a way

to facilitate successful implementation of CRM projects. It is believed that the lack of CRM framework could contribute to the limited outcomes of CRM implementation (Gartner, 2001). Such frameworks should consider the nature of CRM as a business strategy that integrates different aspects of CRM. Furthermore, measurements of CRM success as a whole project and for every phase of its implementation should be addressed. Studies conducted by authors such as Payne (2005a), Mendoza et al (2006), and King (2007) have contributed significantly to the efforts of combining the authentic aspects of CRM success into frameworks for successful implementation of CRM projects. However, as discussed in chapter 2, studies on CRM success lack integrating essential aspects of CRM such as CRM components, CRM success factors, and CRM within a strategic framework. Thus, in order to enhance the approach of utilising CRM frameworks, the aim of this chapter is to develop a conceptual framework for CRM implementation that integrates the main aspects of CRM namely; CRM components (people, technology, and business organisation), CRM implementation phases (pre-implementation, actual implementation, and after-implementation), and CRM critical success factors (CSFs). Therefore, the scope of CRM components will be defined. Thus, the implementation phases will be identified as: assessment phase (pre-implementation), actual implementation, and post-implementation (measuring CRM performance). Therefore, the critical success factors for CRM implementation will be defined and linked to CRM components. Based on identifying CRM CSFs, measurement of each success factor will be identified. Finally the dynamic of the framework and the linkage between its constructs will be illustrated.

3.1.1 Chapter Objective

The objective of this chapter is to develop a conceptual framework for CRM successful implementation as an attempt to understand the CRM implementation success in developing countries by integrating CRM components, implementation phases, and CRM success factors. To achieve this objective, a conceptual framework will be developed based on lessons from previous CRM frameworks, provided in the literature on CRM in developed countries, and logic sense. To do this, the conceptual framework will be developed through three steps: define the scope of CRM components, define CRM implementation phases, and identify CRM success factors and their linkage to CRM components.

3.1.2 Chapter Structure

This chapter starts by giving an introduction that describes the fit of the chapter within the research and then highlighted the objectives of the chapter. Section 3.2 will define the scope of CRM components for this research. Hence, section 3.3 will discuss the different phases of CRM

implementation. Following identifying the implementation phases, section 3.4 will discuss defining CRM success factors for this research and then section 3.5 will approach the linking between the identified success factors and CRM components. Therefore, section 3.6 will discuss measuring CRM success factors. Section 3.7 will focus on describing the proposed conceptual framework and the relations among its components.

3.2 Building the Conceptual Framework

The proposed conceptual framework for evaluating successful implementation of CRM in developing countries will be based on the following stages: defining the scope of CRM components, defining the CRM implementation phases, and identifying CRM success factors and their measurements and linking these factors to CRM components. Hence, the relations between the constructs of the framework and its dynamic will be described. The building of the framework will also be based on reviewing related literature and common sense and will be guided by the research's aim.

3.2.1 Defining the Scope of CRM Components

Although researchers have developed different definitions for CRM, these definitions are closely related in respects to CRM components. There is a general acceptance among researchers of the categorisation of CRM components. CRM consists of three major components: Technology, People, Business Process, and process (Ali and Alshawi, 2002; Chen and Popovich, 2003; Mendoza et al, 2007). The contribution to each component varies according to the level of CRM implementation.

Technology

Technology refers to computing capabilities that allow a company to collect, organise, save, and use data about its customer. Technology is the enabler for CRM systems to achieve their objectives of collecting, classifying, and saving valuable data on customers. Integration technology allows organisations to develop a better relationship with customers by providing a wider view of the customer behaviour (Thompson et al., 2006). Thus, organisations are required to integrate IT to improve the capabilities of understanding customer behaviour, develop predictive models, build effective communications with customers and respond to those customers in real time and with accurate information (Chen and Popovich, 2003). For an organisation to integrate IT, concepts such as data warehouse, software customisation, process automation, help desk and call centres, and internet influence should be addressed (Mendoza et al. 2007).

People

Employees and customers are a key factor for successful CRM projects. CRM is built around customers to manage beneficial relationships through acquiring information on different aspects of customers. The main objective of CRM is to translate the customer information into customised products and services that meet the changing needs of customers in order to gain their loyalty. Nevertheless, full commitment by the organisation's staff and management is essential for an effective CRM implementation to best serve customers and satisfy their needs.

Business process

CRM is a business strategy that has its philosophical basis in relationship marketing (Chen and Popovich, 2003). CRM success requires a change of business processes towards a customer-orientated approach. As such, all business processes that involve both direct and indirect interaction with customers should be analysed and assessed (Mendoza et al 2007). Although CRM has an organisation-wide impact, a process that has direct interaction with customers should be dealt with as a priority when integrating and automating business processes. According to (Mendoza et al 2007) the main business processes that should be addressed in CRM implementation are: marketing, sales, and services.

3.2.2 CRM Implementation Phases

One important factor for CRM implementation success is to approach the implementation process on the basis of phases instead of adopting CRM as one chunk. Implementing CRM at once could result in creating unused technology capacity, unnecessary business disruption, and ultimately fails the payback test (Rigby and Ledingham, 2004). Therefore, this research divides the process of CRM implementation into three main phases (pre-implementation, actual implementation, and after-implementation) that contains sub-phases. Based on the literature, the pre-implementation (assessment phase) was emphasised in the framework that has been developed by (Payne and Frow, 2005b) and the study of Ocker and Mudambi (2002) while the actual implementation phase has been the main focus of many studies (Eid, 2007; Silva and Rahimi, 2007; Lindgreen, 2004; Nguyen, 2007; Bull, 2003). Nevertheless, the after-implementation phase has been discussed by researchers such as Buttle (2002) and Payen and Frow (2005b). On the other hand, CRM implementation phases could be applied to each CRM project within the organisation as well as for the implementation of the whole project. The motivation of identifying these phases is to provide organisations with a clear vision of the path of CRM implementation and therefore to specify the success factors that are

related to each phase.

Pre-implementation Phase

As asserted from the literature which has been discussed in the previous chapter, CRM implementation should start with an assessment step before involving in implementing the project (Payne and Frow, 2005). The objective of this phase is to ensure the availability of the requirements that are needed for implementing CRM technology wise, human wise and organisational wise. As shown in figure 3.1, this stage starts with securing the commitment of top management to the implementation of CRM as a business strategy. Based on the commitment of higher management, CRM should be translated into a strategy that is aligned with the organisation's strategy and that leads to achieving the organisation's objectives. In the light of CRM strategy, requirements of implementing CRM should be analysed based on the organisation's technical, human, and organisational capabilities as they formulate the CRM components.

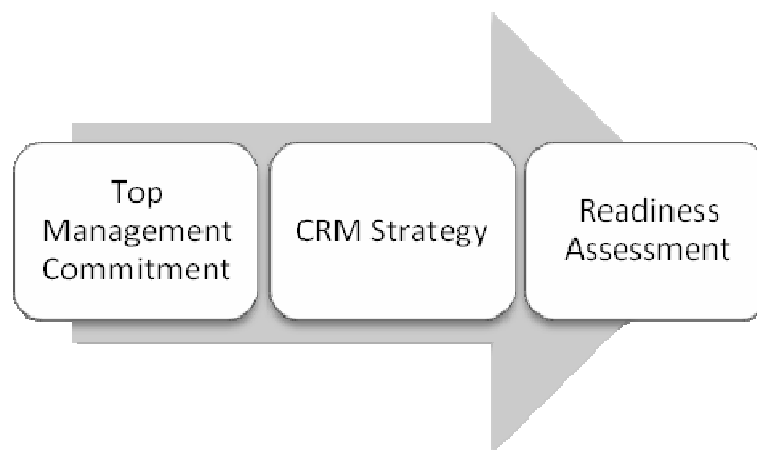


Figure 3.1: Pre-implementation phases (Complied by author)

Top Management Commitment

The commitment of a higher level of management has been identified in the literature as a critical factor for successful implementation of CRM (King and Burgess, 2007; Da Silva and Rahimi, 2007; Pan and Baik 2007; Alt and Puschmann, 2004; Saloman et al, 2005). Top management commitment means adoption of CRM as a business strategy that integrates the organisation's capabilities to strengthen the relationships with its customers. Granting such commitment will facilitate the implementation of CRM as this process requires a significant amount of resources that cannot be adequately secured without the support of the higher level management. The commitment to the CRM implementation is required not only by itself, this commitment should be translated into directing, inspiring, and motivating employees Peelen et al, 2006). Consequently, the commitment of

top management should be reflected in developing the strategy of CRM based on the vision of transforming/enhancing the focus of the organisation to a customer-centric strategy. Accordingly, top management commitment should concentrate on the various stages of the process of implementing CRM (Silva, 2007).

CRM Strategy

Based on ensuring top management commitment to implement CRM, a strategy of CRM should be developed. A clear CRM strategy has been identified in the literature as an essential part of any successful implementation of CRM projects (King and Burgess, 2007; Chalmeta, 2005; Mendoza et al 2006). As stated previously, in order to realise the CRM strategy, the top management commitment should be developed accordingly (Lindgreen, 2004). On one hand, CRM strategy has been discussed within a wide range of views that approached CRM definition and its components. For the scope of this research, the definition of CRM strategy is considered as is an “extensive plan for achieving the goal of creating, maintaining, and expanding reciprocal beneficial customer relationships” (Anderson and Kerr 2001, p. 48).

In addition to providing sufficient financial resources as a part of CRM strategy, the strategy should contain the following components: 1. A customer management orientation, 2. Integration and alignment of organisational processes, 3. Information capture and alignment of technology, and 4. Creation of CRM strategy implementation plan (Coltman, 2007). In light of the previous components of CRM strategy, the strategy should consider the issue of a strategic context in which the organisation identifies how the CRM strategy fits within the context of the business strategy and sustains the alignment between both strategies.

Readiness Assessment

IT Factors (IF)				Human Factors (HF)		Organizational Factors (OF)				
Software	Enterprise Recourses Planning(EPR)	Internet	Data Warehouse	Internal (employees)	External (Customers)	Marketing	Sales	Services	Top Management	Organisational structure and culture

Table 3.1: Readiness Assessment (Complied by author)

Following the development of a CRM strategy that reflects top management commitment and translates the vision of the organisation and has been aligned with its overall strategy, an evaluation

of current situation of the organisation regarding its readiness for implementing CRM should be conducted. Such assessment is to be conducted on the basis of an organisation-wide analysis of the organisation's technological, human and organisational capabilities. Such assessment was emphasised in the literature by many researchers such as Payne and Frow (2005) and Lavalle and Scheld (2004). Taking into consideration the complexity and diversity of the CRM implementation process, the proposed conceptual framework in this research focuses on providing common requirements to implement CRM in business organisations. Table (3.1) shows the main categories that should be assessed as it will be discussed in the following section.

Technological Requirements for CRM Implementation

Despite the misconception of considering CRM as pure technology, IT plays a major role in the success of CRM projects. The complexity of CRM technologies are positively correlated with the level of the advancement of the company (Alt and Puschman 2004). Successful CRM implementation requires different technological factors to be adopted by the organisation. Factors such as type of CRM systems (analytical, operational, and collaborative), back and front office requirements, software systems, and knowledge management were highlighted intensively within the literature (Boon et al, 2002; Shang and Ko, 2006; Ocker and Mudambi, 2002; Sin, 2003). For the scope of this research, the major technological requirements are as described in Chen and Popovich (2003) which are: CRM software, enterprise resource planning, internet and data warehouse. The reasoning behind selecting these factors is because they provide an essential base for successful CRM implementation. Additionally, the selected factors are consistent with the aim of the conceptual framework in considering the diversity of business organisations in terms of size, nature and resources availability. Table 3.2 describes technological requirements for CRM implementation. The table describes each factor of technical requirements of CRM implementation in terms of the criteria that have to be presented by each factor for CRM implementation.

Factor	Description
CRM Software	Enables technological linking of different aspects of processes.
ERP	Links all areas of a company including order management, manufacturing, human resources, financial systems and distribution with external suppliers and customers into a tightly integrated system with shared data and visibility.
Internet	Builds lasting relationships with customers in direct interaction and provides valuable services, information, and channel of anticipating customers' needs and expectations.

Data Warehouse	Combines all database and operational systems such as human resources, sales and transaction processing systems, financials, inventory, purchasing, and marketing systems to extract, clean, transform large amount of data from different sources from, about and for customers.
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Table3.2: CRM technological requirements (Complied by author)

Human Requirements

Human requirements could be viewed from two perspectives – employees and customers. In terms of employees’ requirements, in addition to top management commitment, the organisation should communicate the CRM strategy to employees to deliver objectives, values, and culture that sustains the transformation of the organisation to becoming customer-centric based. Taking to consideration the fact that the difficult part of being CRM-oriented is people (Sin et al, 2004), securing skilful employees is essentially required for CRM implementation. On the other hand, in this phase (pre-implementation) phase organisation should assesses availability of quality and sufficient information about customers, (their needs and their segments) as a starting point for building promising CRM.

Organisational Requirements

Successful implementation of CRM requires the transformation of the organisation’s orientation to customer-centric orientation. As such, organisational structure should be designed effectively to strength the relationship with customers. The literature on CRM suggested a number of factors should be addresses to meet the requirement of CRM implementation (Boon et al, 2002; Curry and Kkolou, 2004; Chen and Popovicg, 2003) , these factors include:

1. Redesign front office and examine information flows between the front and back office.
2. Focus on organisation culture that reflects customer-centric orientation.
3. Emphasis on good co-ordination and building projects teams.
4. Redesign of customer interaction points and orientation on customer process activities.
5. Manage possible cultural resistance.

Implementation Phase

On the basis of fulfilling phase one of pre-implementing CRM by securing top management commitment to CRM implementation, developing CRM strategy, and assessing the organisation's readiness for implementing CRM, actual implementation of CRM is to be deployed. The scope of implementing CRM for this research consist of three stages: 1) defining the scale of CRM implementation; 2) defining the success factors for CRM implementation; 3) linking the CRM success factors to CRM components; 4) identifying metrics for measuring CRM success factors.

Defining the Scale of CRM Implementation

Among important issues that are associated with CRM implementation is the scale of implementation. Generally there are two types of CRM implementation in terms of its scale, large (hard) implementation and small (soft) implementation. Large or hard implementation focuses on implementing CRM as a one-piece organisation-wide strategy based on analytics, centralisation, and campaign management. On the other hand, small or soft implementation focuses on implementing CRM gradually as projects in specific parts of the organisation based on operations, decentralisation, and customer experienced management (Henneberg, 2003). Both types have advantages and disadvantages. Large scale implementation could result in gaining more return on investment (ROI) resulting from wide implementation of CRM while small implementation could result in faster ROI resulting from faster starting for smaller projects. Taking into consideration problems associated with hard implementation of CRM such as a vague approach and the disruption of the process, small modular implementation is considered a better choice for business organisations (Herbert, 2004; Henneberg, 2003).

Post-Implementation (Monitoring CRM Performance)

CRM implementation is a continuous process that has no specific end (Hareej and Horvat, 2004). Although the importance of measuring the impact of CRM on organisations' performance, significant number of managers (21%) do not measure CRM performance (Salomann et al 2005) while 52% do not recognise ROI from CRM initiatives (Harej and Horvat, 2004). Nevertheless, measuring the impact of CRM is a complex process due to the fact that the performance of an organisation is a multidimensional process that encompasses constructs that contribute to the organisation's performance (Coltman, 2006). Hence a careful distinction for the impact of CRM should be conducted. As the main objectives of CRM are to increase profitability, revenue, and customer satisfaction (Gray and Byun, 2001) CRM performance should be measured to ensure meeting these objectives.

The aim of this phase is to complete the loop of CRM implementation by measuring the impact of CRM on the performance of the organisation and provide a feedback channel to maximise improvement of and learning from CRM implementation. Consistent with the popular balanced scorecard approach by Kaplan and Norton (1996), which propose the use of four perspectives of processes of measurements (a customer perspective; an internal perspective, an innovation and learning perspective; and a financial perspective), measuring CRM implementation in this framework consists of two levels, micro-level and macro-level. The micro-level (internal perspective) of measuring CRM is reflected in adopting metrics for measuring the implementation of CRM success factors, which were identified in phase two of the framework. Hence, the macro-level of measuring CRM implementation will focus on the impact of CRM implementation on the organisation's financial performance (financial perspective) as well as its marketing performance (customer perspective).

Measuring the Impact of CRM Financially

One major objective of CRM is increasing the profitability of the organisation. Therefore, a successful implementation of CRM should contribute to the profit gained by the organisation. Among different approaches to assess the financial measures for CRM, return on investment (ROI) was highlighted in many studies in the field of CRM (Payne and Frow, 2006; Buttle, 2004; Kraeuter, 2007; Peelen, 2006; Bohling, 2006).

According to Buttle (2004), using ROI to measure the financial impact of CRM on an organisation's performance should be conducted based on the following: First, defining the boundaries of CRM; second, establishing what constitutes a CRM investment; third, deciding what counts as a "return" on that investment; and, finally, choosing the timeframe to use in the assessment. Applying such considerations will result in minimising complications associated with defining the contribution of CRM to the financial performance of the organisation.

According to Buttle (2004), ROI calculates as:

$$\text{ROI} = \frac{\text{Profits} \times 100}{\text{Investment}}$$

Measuring the Marketing Impact of CRM

CRM performance should ultimately be measured based on customers' behaviour as they are the cornerstone of a business organisation's operations and eventually the crucial determination of their success (Wang et al 2004). Generally speaking, customer satisfaction has two dimensions, transaction – specific and cumulative (Wang et al, 2004).

3.2.3 CRM Success Factors

As a main component to develop the proposed conceptual framework, factors that affect the success of CRM will be identified. These success factors will be applied within the implementation phase as a guide for successful implementation of organisations' CRM projects. Based on the extensive overview of the literature on CRM success factors in chapter two, the researcher identified the frequency of success factors within this literature as shown in table 3.3. Therefore, the selection of success factors for this research was based on two criteria: 1. The frequency of success factors in the literature, where the most acceptable success factors were chosen as it is shown in table 3.4; 2. The links between success factors and the area or cause of CRM failure. The justification for selecting CRM success factors is illustrated in table 3.4.

Cited in	Frequency in the literature (17 studies)	Factor
King and Burgess (2007); Da Silva and Rahimi (2007); Pan and Baik (2007); Alt and Puschmann (2004); Saloman et al (2005); Mendoza et al (2006); Mankoff (2001); Eid (2007); Wilson et al (2002); Goodhue et al. (2002); Croteau and Li (2003); Chen and Chen (2004)	12	Top management
King and Burgess (2007); Chalmeta (2005); Mendoza et al (2006); Eid (2007); Wilson et al (2002); Siebel (2004); Mankoff (2001)	7	CRM strategy (clear development/ communication)
King and Burgess (2007); Croteau and Li (2003); Chen and Chen (2004)	3	KM
King and Burgess (2007); Saloman et al (2005); Mendoza et al (2006); Eid (2007); Goodhue et al. (2002); Roh et al. (2005)	6	Data management (quality / share)
King and Burgess (2007); Goodhue et al. (2002)	2	Willingness to change process
King and Burgess (2007); Croteau and Li (2003); Da Silva and Rahimi (2007)	3	Technological readiness
King and Burgess (2007); Pan and Baik (2007); Saloman et al (2005); Eid (2007); Wilson et al (2002); Chen and Chen (2004); Chalmeta (2005)	7	Culture change
King and Burgess (2007); Pan and Baik (2007); Alt and Puschmann (2004); Roh et al. (2005)	4	Process change/structure redesign
King and Burgess (2007); Da Silva and Rahimi (2007); Alt and Puschmann (2004); Saloman et al (2005); Mendoza et al (2006); Mankoff (2001); Eid (2007); Wilson et al (2002); Chen and Chen (2004); Roh et al. (2005)	10	IT systems (management/integration)
Chalmeta (2005); Mendoza et al (2006)	2	Creation of committee/team
Chalmeta (2005)	1	Official appointment of coordinates
Chalmeta (2005); Da Silva and Rahimi (2007);	2	Development and approval of the project plan/schedule
Chalmeta (2005);	1	Monitoring to control time slippage
Chalmeta (2005); Da Silva and Rahimi (2007); Pan and Baik (2007); Mankoff (2001); Saloman et al (2005); Eid (2007)	6	Skilful, Motivated, and trained staff

Da Silva and Rahimi (2007); Pan and Baik (2007); Saloman et al (2005); Wilson et al (2002); Eid (2007)	4	Customer involvement/consultation
Da Silva and Rahimi (2007)	1	CRM philosophy
Da Silva and Rahimi (2007); Eid (2007)	2	Project mission
Da Silva and Rahimi (2007)	1	Connectivity
Da Silva and Rahimi (2007); Chalmeta (2005); Pan and Baik (2007); Mankoff (2001); Eid (2007)	5	Monitoring, controlling, measuring, and feedback
Da Silva and Rahimi (2007)	1	Communication
Pan and Baik (2007); Alt and Puschmann (2004)	2	Evolution path
Pan and Baik (2007); Alt and Puschmann (2004);	2	Timeframe
Pan and Baik (2007); Chalmeta (2005);	2	Time and budget management
Alt and Puschmann (2004)	1	Change management
Saloman et al (2005)	1	Clearly defined CRM processes
Mendoza et al (2006); Mankoff (2001); Wilson et al (2002); Siebel (2004); Chen and Chen (2004)	5	Inter-departmental integration
Mendoza et al (2006); Pan and Baik (2007); Eid (2007)	3	Staff commitment/acceptance
Mendoza et al (2006)	1	Customer service
Mendoza et al (2006)	1	Sales automation
Mendoza et al (2006)	1	Marketing automation
Mendoza et al (2006)	1	Support for operational management
Mendoza et al (2006)	1	Customer contact management
Mankoff (2001)	1	Let business goals drive functionality
Mankoff (2001); Eid (2007); Pan and Baik (2007)	3	Minimise customisation
Mankoff (2001); Wilson et al (2002)	2	End user involvement
Mankoff (2001)	1	Use a phased rollout schedule
Eid (2007); Chalmeta (2005); Goodhue et al. (2002)	3	Clear project vision/scope
Eid (2007)	1	Benchmarking
Eid (2007)	1	CRM software selection
Siebel (2004)	1	CRM software customisation
Eid (2007)	1	Realistic CRM implementation schedule
Eid (2007)	1	Data mining
Wilson et al (2002)	1	Ensure market orientation
Wilson et al (2002)	1	Define approval procedures which allow for uncertainty
Wilson et al (2002)	1	Leverage models of best practice
Wilson et al (2002)	1	Prototype new processes
Wilson et al (2002)	1	Manage for delivery of benefits
Wilson et al (2002)	1	Design for flexibility
Chen and Chen (2004)	1	Champion leadership and internal marketing
Roh et al. (2005)	1	Efficiency
Roh et al. (2005)	1	Customer satisfaction
Roh et al. (2005)	1	Profitability

Table3.3: Frequency of CRM success factors in the literature

Reason for Selection	Percentage in the Literature (occurrence in the literature)	Success Factor
<input type="checkbox"/> <input type="checkbox"/> Received wide acceptance by literature <input type="checkbox"/> <input type="checkbox"/> Associated with CRM failure causes: Lack of top management commitment (Sherif and Newby, 2007; Chalmeta, 2006)	80%	1. Top Management Commitment
<input type="checkbox"/> <input type="checkbox"/> Received a relatively common acceptance by the literature <input type="checkbox"/> <input type="checkbox"/> Associated with CRM failure causes: Lack of clear CRM strategy and vision (Sherif and Newby, 2007; Chalmeta, 2006)	47%	2. CRM strategy (clear development/ communication)
<input type="checkbox"/> <input type="checkbox"/> Received a relatively common acceptance by the literature <input type="checkbox"/> <input type="checkbox"/> Associated with CRM failure causes: Poor data quality, management, and integration: (Chalmeta, 2006; Kale, 2004; Missi et al, 2005)	40%	3. Data management (quality / share)
<input type="checkbox"/> <input type="checkbox"/> Received a relatively common acceptance by the literature <input type="checkbox"/> <input type="checkbox"/> Associate with CRM failure causes: lack of managing culture change(Chalmeta, 2006; King and Burgess, 2007)	47%	4. Culture change
<input type="checkbox"/> <input type="checkbox"/> Received acceptable acceptance by the literature due to the wide spread of CRM success factors	27%	5. Process change/structure redesign

<input type="checkbox"/> <input type="checkbox"/> Associate with CRM failure causes: lack of managing (poor) structure change and re-design (Kale, 2004; Forsyth, 2001)		
<input type="checkbox"/> <input type="checkbox"/> Received wide acceptance by literature <input type="checkbox"/> <input type="checkbox"/> Associated with CRM failure causes: Poor IT management/integration (Brink, 2005; Meyer and Kolbe, 2005)	67%	6. IT systems management/integration
<input type="checkbox"/> <input type="checkbox"/> Received a relatively common acceptance by the literature <input type="checkbox"/> <input type="checkbox"/> Associated with CRM failure causes: Lack of skilful employees (Forsyth, 2001; Bohling et al, 2006)	40%	7. Skilful, motivated, and trained staff
<input type="checkbox"/> <input type="checkbox"/> Received satisfactory acceptance by the literature due to the wide spread of CRM success factors <input type="checkbox"/> <input type="checkbox"/> Associate with CRM failure causes: Lack of customer involvement Plakoyiannakiet al, 2008; McCalla et al, 2003)	27%	8. Customer involvement/consultation
<input type="checkbox"/> <input type="checkbox"/> Received satisfactory acceptance by the literature due to the wide spread of CRM success factors <input type="checkbox"/> <input type="checkbox"/> Associated with CRM failure causes: Lack/poor of CRM measures (Mendoza et al, 2007)	33%	9. Monitoring, controlling, measuring, and feedback
<input type="checkbox"/> <input type="checkbox"/> Received satisfactory acceptance by the literature due to	33%	10. Inter-departmental integration

<p>the wide spread of CRM success factors</p> <p>□□ Associated with CRM failure causes: Lack of cross-functional/inter-departmental integration (Sherif and Newby, 2007; Mayer, 2005)</p>		
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Table 3.4: Justification for selected success factors

Table 3.3 summarised success factors from the related literature and calculated their existence in the literature. Therefore, table 3.4 listed selected CRM success factors which are to be integrated in the conceptual framework. As illustrated in the table, selection of success factors is based on firstly, their range of acceptance by researches (widely accepted factors are chosen) as higher acceptance for these factors indicates their relevance and importance to CRM success. Secondly, on their association with CRM failure causes as a way to overcome CRM failure reasons.

3.2.4 Linking Success Factors to CRM Components

As identified earlier in section 3.2, the main components of CRM are people, technology, and process. CRM success factors are embedded within these components (Shang and Lin, 2005). The aim of linking the identified success factors to the identified components of CRM is to ensure that each success factor is genuinely related to the CRM. It also aims to provide a clear path for managers of different levels for adopting and maintaining these factors within their range of existence and within the scope of managers’ responsibility as there is no evidence in the studies of success factors for relating these factors to their operationalisation and management aspects (Esteves and Pastor, 2001). Nevertheless, it aims to help managers to control such factors with a clear vision.

CRM success factors are related to their components (People, Business Process, and Technology) either directly or indirectly (Mendoza et al, 2007). To link CRM success factors to their components, each factor should be defined to identify the nature of the factor in terms of its relation to CRM components; taking into consideration that more than one component could influence (dominate) any other factor as shown in table 3.5. The linking between CRM success factors was based on the work of Mendoza et al (2007) as it took to consideration the nature of the factors as a base for linking them to CRM components. The following is the identification of the chosen and justified CRM success factors for the proposed conceptual framework.

Success factor	People	Technology	Process
Top Management Commitment	X		
CRM strategy (clear development/ communication)	X		X
Data management (quality / share)		X	X
Culture change	X		X
Process change/structure redesign			X
IT systems (management/integration)		X	
Skilful, motivated, and trained staff	X		
Customer involvement/consultation	X	X	X
Monitoring, controlling, measuring, and feedback			X
Inter-departmental integration	X		X

Table 3.5: linking CRM factors to CRM components

Table 3.5 identifies the selected success factors for the conceptual framework and their dominant components. For example, Top Management factor is of a people (human) nature therefore it should be implemented by focusing on the People component of CRM (employees and customers).

Top Management Commitment

This factor focuses on the willingness of the top-level management to provide sufficient and necessary recourses needed to the implementation process.

CRM Strategy

This factor focuses on the clear definition of CRM strategy and its alignment to the organisation's general strategy.

Data Management

This factor focuses on acquiring and analysing the right quantity and quality of information on customers to help to meet customers' needs.

Culture Change

The ability of the organisation to become customer-oriented and to consider CRM as an organisation philosophy that is shared organisation wide.

Process Change/Structure Redesign

This factor focuses on developing necessary changes in the organisation's structure and the related process to fit CRM compatibility, including the hierarchy and reporting relations.

IT Systems

This factor focuses on the availability and management of technological resources including data warehouse management, ERP capabilities, internet facilities, and software selection and configuration.

Skilful, Motivated, and Trained Staff

This factor focuses on the availability of experienced and qualified personnel and the ability of providing training programmes.

Customer involvement/consultation

This factor focuses on consultation, interaction, and communication with customers through enhancing interaction between them and the organisation.

Monitoring, Controlling, Measuring, and Feedback

This factor focuses on creating and implementing measurements for CRM implementation and its impact on the organisation's performance. It also centres on developing appropriate channels to gain feedback for enhancing the learning process of CRM implementation for required improvements.

Inter-Departmental Integration

This factor focuses on the integration of different departments and areas of the organisation to meet the general objectives of CRM and the company as well as the objectives of these departments.

3.2.5 Measuring CRM Success Factors

After defining the factors that affect CRM success, they should be measured to ensure successful

implementation. According to Kellen (2002), there are three uses of CRM measurements: 1. To influence or validate decision-making; 2. To guide ongoing activities or tactics; 3. To predict future states. Hence, in order for these measurements to deliver their values, they have to be as focused, clear, and quantified as possible. The purpose of measuring CRM success factors is to ensure applying these factors formally and control them within the conceptual framework. The measurements of CRM success factors were identified in the work of Mendoza et al (2007). Table 3.6 shows each success factor selected and its measurements:

Success Factors	Measurements
Top management commitment	<ol style="list-style-type: none"> 1. Percentage of members of the board of directors that participate in the CRM project 2. Percentage of the budget assigned to all the initiatives related to the CRM project 3. Percentage of the objectives of the board members connected with fulfilment of the CRM project
CRM strategy (clear development/ communication)	<ol style="list-style-type: none"> 1. Presence of the CRM project in the company's strategic plan 2. Existence of public documents stating in writing the objectives sought by the CRM project 3. Existence of public documents where each area is aware of the objectives related to the CRM project of the rest of the areas of the company
Data management (quality / share)	<ol style="list-style-type: none"> 1. Knowledge of the profitability of customers 2. Knowledge of the customers' lifetime value 3. Existence of a customer retention plan 4. Percentage of annual desertion by customers 5. Percentage of annual acquisition by customers 6. Customer satisfaction ratio with the company 7. Percentage of complaints related to the products or services sold 8. Segmentation of the company's customers
Culture change	<ol style="list-style-type: none"> 1. Degree of knowledge of the potential benefits of the CRM project for the company 2. Use of electronic media to disseminate the objectives, benefits and implications of the CRM project
Process change/structure redesign	<ol style="list-style-type: none"> 1. Frequency of CRM project implementation follow-up meetings 2. Existence of public documents where each area is aware of the objectives related to the CRM project of the rest of the areas of the company 3. Percentage of participation by the different areas involved in the follow-up meetings
IT systems (ITS) (management/integration)	<ol style="list-style-type: none"> 1. Percentage of ITS that have information on customers and are integrated 2. Time taken to update information among different ITS that share customer information 3. Number of ITS on average that require consultation

	by someone in the company for customer queries or operations
Skilful, motivated, and trained staff	<ol style="list-style-type: none"> 1. Percentage of staff that is aware of the objectives, benefits and implications of the CRM project 2. Percentage of staff that has attended talks or seminars to learn the significance of CRM 3. Staff turnover 4. Annual rate of staff absenteeism 5. Percentage of staff who fail to comply with company working hours 6. Number of days lost each year by the company as a result of work stoppages caused by union claims
Customer involvement/consultation	
Monitoring, controlling, measuring, and feedback	<ol style="list-style-type: none"> 1. Frequency of CRM project implementation follow-up meetings 2. Frequency of monitoring reports
Inter-departmental integration	<ol style="list-style-type: none"> 1. Percentage of participation by the different areas involved in the follow-up meetings of the CRM project 2. Areas of the company that belong to the department responsible for implementing the CRM project 3. Percentage of the members of the team responsible for implementing the CRM project who are leaders of their areas

Table 3.6: CRM success factors measurements

3.3 The Conceptual Framework

This research is proposing a conceptual framework that aims to contribute to implement CRM successfully based on common sense, previous studies, and experience (Eisenhardt 1989; cited in Payen and Frow, 2005b). The framework integrates three major constructs; CRM implementation phases, CRM major components, and CRM success factors. The framework starts by a pre-implementation phase in which the organisation has to gain the support of top management for implementing CRM before getting involved in the actual implementation process. Based on gaining sufficient commitment, the process could then proceed to assessing the readiness of the organisation in terms of its human, technological, and organisational (process) capabilities to implement CRM. Therefore, the CRM strategy should be developed, aligned, and communicated to staff. The arrows in Figure 3.2 reflect the flow of the process implementation. Hence, the CRM strategy should be put into action by implementing CRM project focusing on the success factors within each components of CRM. Consequently, the implementation of each success factor should be measured to ensure successful implementation of the CRM project. The final step of the framework focuses on measuring the impact of CRM financially and based on marketing performance to ensure the achievement of the objectives of CRM strategy and to assess the affect of other possible external factors. The ascending arrows reflect the feedback and learning process of the implementation where

it is based on measuring implementing CRM success factors (micro-measurements). It is also based on the performance of the CRM project after it is fully implemented. As the process continues, the organisation could find the feedback useful to re-design and re-assess its implementation process and its components. Figure 3.2 shows the proposed conceptual framework.

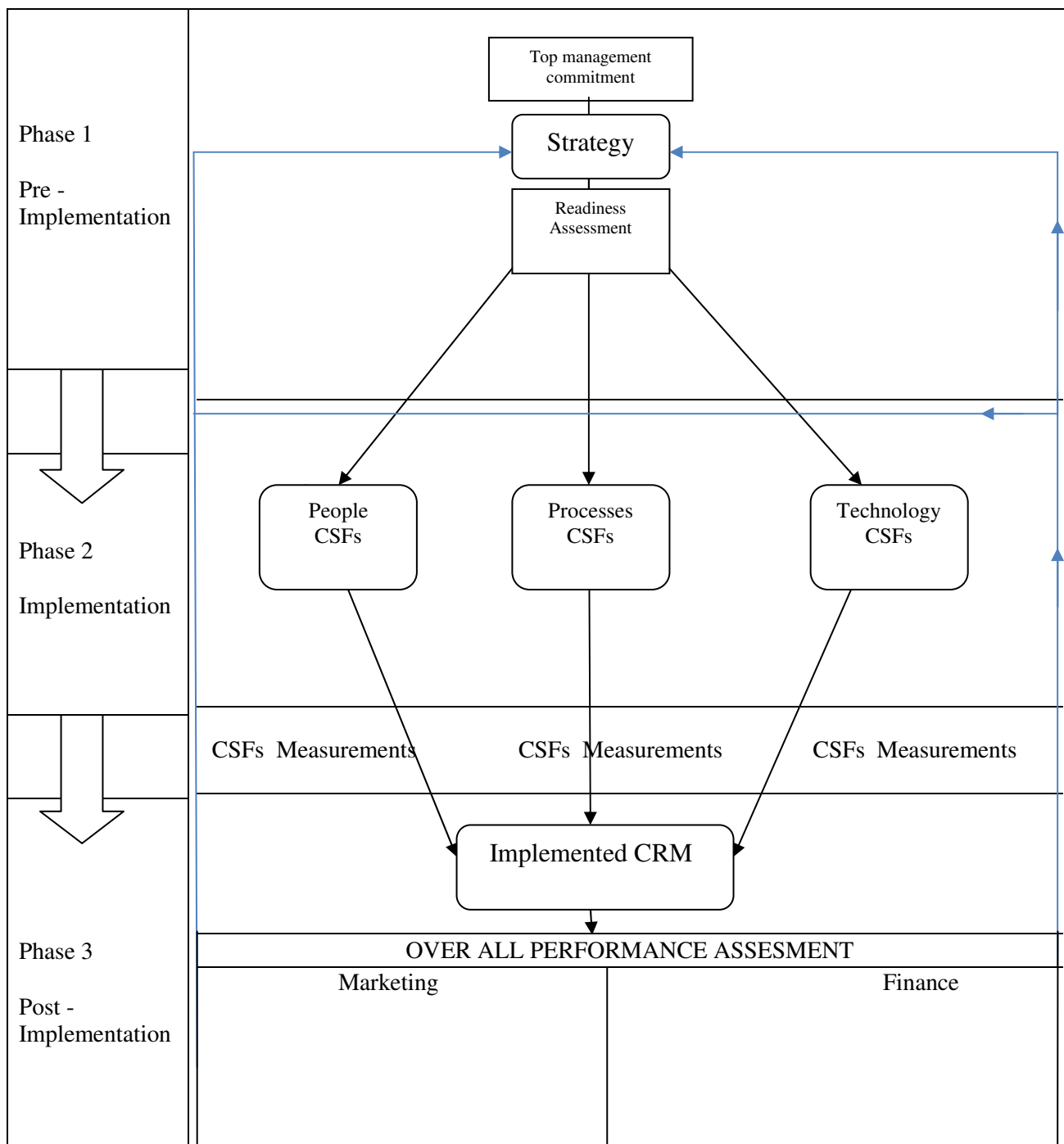


Figure 3.2: The conceptual framework

3.4 Summary

This chapter developed a conceptual framework for the research based on integration the following components: defining the CRM implementation phases, defining the scope of CRM major components, and defining the CRM success factors.

The definition of CRM implementation process phases was the first stage in the development of the conceptual framework. There was a common agreement in the literature on considering three main phases for CRM implementation: pre-implementation phase where top management should be granted for CRM implementation and CRM strategy should be formulated in addition to assessing the readiness of the organisation for implementing CRM in terms of technology, people, and business process capabilities. The second phase is implementing CRM by identifying the success factors for CRM implementation and linking these success factors to the CRM major components (people, technology, and business processes). The last phase is post-implementation where the implementation of the CRM project should be measured based on the impact of CRM on the organisation's performance. The measurement phase is based on two types of measurements: marketing measurements such as market share and customer satisfaction and financial measurements such as return on investment (ROI). Therefore, the relation between the framework's constructs (implementation phases, CRM components, and CRM success factors) was explained as the base for the framework's dynamic.

Chapter Four: Research Methodology

4.1 Introduction

Chapter Three illustrated the development of the proposed conceptual framework for CRM implementation. This chapter is devoted to the process of choosing and designing an appropriate research methodology for assessing the feasibility of the proposed conceptual framework. Hence, the methodology is transformed into a protocol based on specific case study companies. In addition, creating instruments for the proposed conceptual framework to be able to collect and analyse the data needed to validate the functions of the research approach.

To assess the proposed conceptual framework and as the research is focusing on investigating the CRM implementation success in developing countries, a CRM implementation process in developing countries will be used as a case study. The case study presented in this chapter is about the aspects (components) of CRM implementation that have been identified in the conceptual framework. The steps of selecting and justifying the research methodology will be illustrated in this chapter therefore findings from this exercise are going to be analysed in the next chapter for any required modification to the proposed conceptual framework.

4.1.1 Chapter Objectives

The aim of this chapter is to evaluate the effectiveness and the feasibility of the conceptual proposed

framework that was developed in Chapter 3. It also aims to identify whether there is a need for modification to enhance the proposed framework and subsequently enhance the process of CRM implementation in developing countries. The chapter also aims to develop a research plan for assessing and evaluating the conceptual framework. To achieve the chapter's aims, a case study research will be designed and adjusted as a research methodology for this thesis.

4.1.2 Chapter Structure

The chapter starts with section 4.1, which provides an overview of the empirical research plan that describes different stages of the research process. Section 4.2 develops the empirical research process. Section 4.3 illustrates in detail the research design, which is based in two main stages. The first stage is research methodology, in which the research selects and justifies its methodology and then develop an appropriate case study protocol. The second stage identifies the case study companies that will be the source of collecting data required to evaluate the proposed conceptual framework. Consequently, section 4.4 focuses on data collection by developing appropriate instruments for collecting information of the specified case study units. Therefore, section 4.5 illustrates the process of fieldwork procedure. Section 4.6 concentrates on providing an overview of analysing collected data as a basis for in-depth analysis, which will be conducted in the next chapter. Hence, section 4.7 discusses the issue of methodological rigour and finally section 4.8 concludes this chapter. Figure 4.1 illustrates the structure of chapter 4.

4.2 Empirical research process				
4.3 Research Design				
4.3.1 Case Study			4.3.2 Identify Case Study Companies	
Case study Methodology	Case Study Design	Case Study Protocol	Company 1	Company 2
4.4 Data Collection				
4.5 Field work procedure				
4.6 Data Analysis				
4.7 Methodological rigour				
4.8 Conclusion				

Figure 4.1: Chapter Structure

4.2 Empirical Research Process

The research issues were addressed based on the literature review conducted in chapter two. Hence, the conceptual framework was developed and its structure was analysed and justified in Chapter Three (developing the conceptual framework). Issues and aspects of the proposed conceptual framework were investigated through empirical studies. Based on the need of the empirical study, it was decided that the research design would be an embedded case study methodology. The case study will be focused on analysing two units (two telecommunication companies in Saudi Arabia as an exemplar for developing countries) within a single context (implementing CRM in developing countries).

Following this, the research was transformed into a plan of action or protocol. The research protocol is needed for the following reasons:

- 1- To put the task of data gathering in a manageable format;
- 2- To ensure that targeted data is collected;
- 3- To ensure that the research follows a specific schedule;
- 4- To track the path at which knowledge was developed;
- 5- It acts as a map that others may follow to achieve similar conclusions. This is especially needed where the issues under investigation are subjective, and where the research depends on qualitative/quantitative methods.

Figure 4.2 illustrates the empirical research plan and the flow of its components.

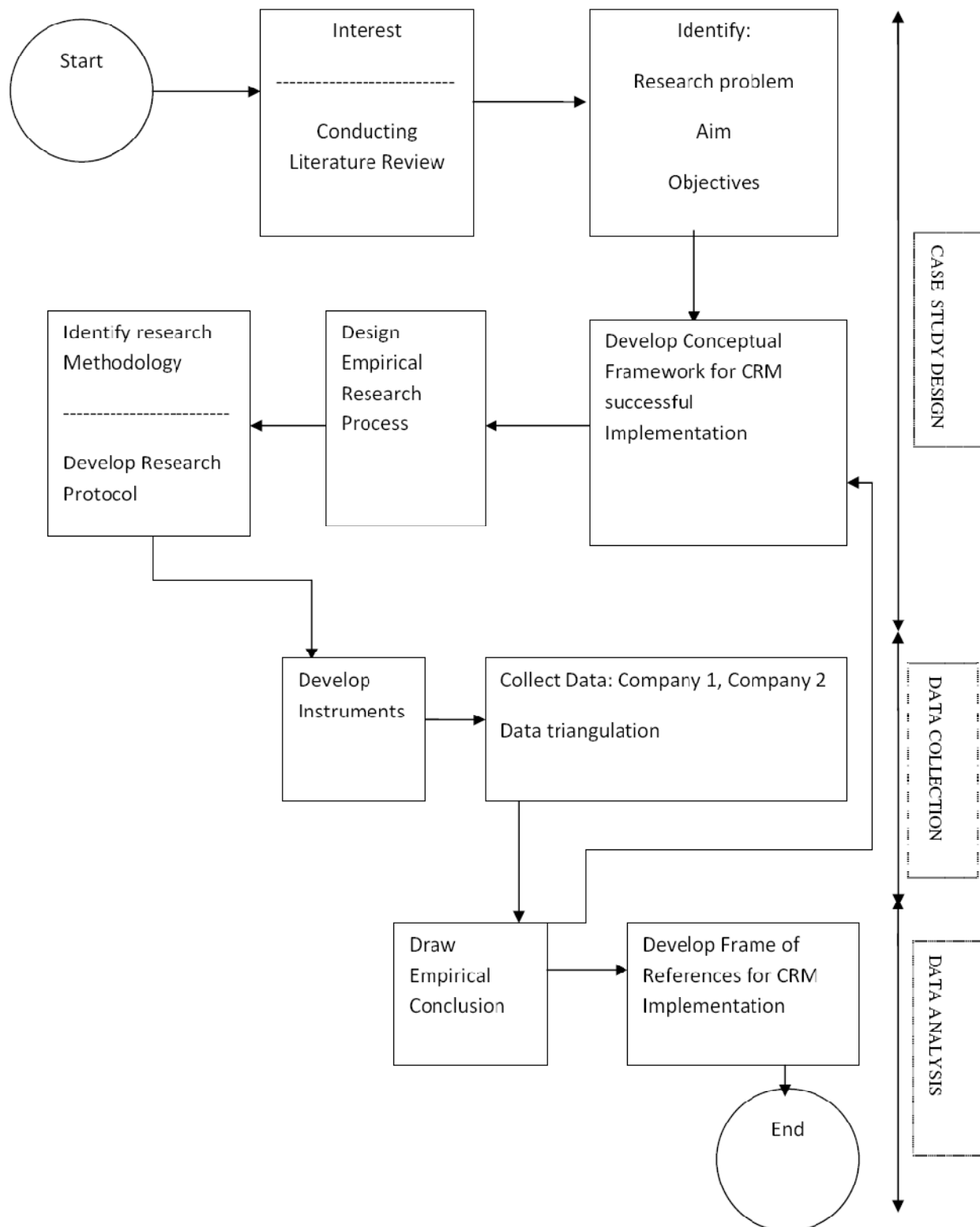


Figure 4.2 Empirical Research Process (compiled by author)

4.3 Research Design

The design of the research process starts by identifying the research methodology to be applied for this research, then identifying the case study companies as the source for data collection.

4.3.1 Research Methodology

Research methodologies are commonly divided into two categories – qualitative and quantitative methods. As characterised by Kaplan and Maxwell (1994), qualitative methods are designed to help researchers to understand human, social, and cultural contexts within which they live. The goal of such a method is to gain knowledge of phenomena from the point of view of the participants. When comparing the particular social and institutional context of phenomena researched by quantitative methods to its counterpart of a qualitative method, a large part of the context is lost when textual data is quantified. Moreover, qualitative methods seek depth rather than breadth and their goal can be situated in several levels (Ambert et al, 1995). In addition, qualitative methods seek depth rather than breadth and their goal can be situated in several levels (Ambert et al, 1995). Taking into consideration previous characteristics about qualitative methods and considering the purpose of this research to evaluate CRM implementation by assessing the feasibility of the proposed conceptual framework and the need for in depth information from specified participants in a real live context, the qualitative methodology was chosen as the research approach. Qualitative as alternative methodology was favoured on Quantitative methodology for qualitative research generates rich, detailed and valid (process) data that contribute to in-depth understanding of the context while Quantitative research generates reliable population based and generalizable data and is well suited to establishing cause-and-effect relationships. Within the qualitative research methodology there are different methods such as; action research, case study research and ethnography. Case study methodology was selected for this thesis for the reasons to be illustrated in the following section.

Case Study as a Research Methodology

Conducting a qualitative research could be approached through a number of research types such as Action research, Ethnography, and Case study. The decision of determining a particular research methodology is made based on the characteristics of the methodology and the research structure, aim and objectives. Hence, applying Case study research in favour on other methodology was based on:

- 1- the aim of the research to assess the feasibility of a conceptual CRM framework as a way to understand the process of successful implementing CRM in developing countries
- 2- the need for answers for questions of a nature of ‘how’ and ‘why’. For that, there is a need for a methodology that

facilitates the investigation of a contemporary phenomenon over which the research has a little or no control. Taking into consideration that other mythologies such as Action research and Ethnography require the intervention or the participation of the research in situation in addition to a long time commitment (time consuming), Case study has distinct advantages to be applied a research methodology for this research.

Case study is one of the many different research methods in social science. It can be defined based on Yin (2003) as: “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. The case study method is preferred when the type of questions of the nature of “How” and “Why” are being addressed as opposed to questions of type “What” and “How many” and also when the researcher is investigating a contemporary set of events over which he has a little or no control (Yin, 2003)

In light of the previous definition of case study methodology and its distinguishing characteristics, this research chose case study to be applied as the research methodology. The logic behind the decision of applying this type of methodology could be justified based on the following: type of research questions, the extent of control an investigator has over actual behaviour, the degree of focus on contemporary as opposed to historical events (Yin, 2003), unit of analysis, and the scope of research (Feagin et al, 1991). The previous aspects will be discussed within the context of this research in the following section.

Type of Questions Asked

The research aims to evaluate the implementation of CRM based on assessing a proposed conceptual framework. Thus, the research is designed to answer a question regarding: What is the situation of CRM implementation in developing countries, how successful is CRM implementation process in developing countries, how the conceptual framework could contribute to the success of CRM implementation, what are the factors that affect the implementation process, and what modifications to the framework should be addressed in regard to developing countries. These questions are required to assess the feasibility of the conceptual framework for implementation in developing countries as a way to enhance CRM implementation success. Such questions need an extensive amount and quality of information for which a case study is appropriate.

Degree of Focus on Contemporary Events

As mentioned earlier, the research aims to evaluate the feasibility and usefulness of the proposed conceptual framework within a real-life setting which is reflected by the use of case study companies that implement CRM. Practical CRM implementation process by the companies is required to be investigated. Therefore, as the framework assesses different phases of CRM implementation process, it is required to focus on contemporary events of CRM projects implementation for fully implemented projects as well as for progressing ones. The case study provides the researcher with ideal tools to explore the contemporary events of the phenomenon within its real life context.

Extent of Control on over Actual Behaviour

Case study methodology is preferred when relevant behaviours cannot be controlled. That means that case study gives the researcher the ability to investigate the phenomena with minimum manipulation of the sources of evidences. As the research focuses on investigating the implementation of a CRM project with no intentions or ability to control behaviour of the participants, the case study is a preferred methodology for the purpose of the research by applying techniques such as interviews, documentation and observations.

Unit of Analysis and Type of Participants

The unit of analysis for this research is business organisations that implement or are implementing CRM in Saudi Arabia as a representative of developing countries. Such characteristics impose some limitations regarding the availability and number of such organisations. Hence, based on identifying and selecting and matching suitable organisations, the best methodology to investigate their implementation of CRM projects to evaluate the conceptual framework is the case study compared to other methods such as questionnaires as the sample of the study depends on the reflection of the criteria of phenomena under investigation rather than its number. In addition, the participants from which data will be collected have special criteria based on their involvement in the implementation process.

The Scope of Research

Case study is an ideal methodology when a holistic and in-depth investigation is needed. From a research point of view, the case study methodology describes the total situation as a combination of different factors (Lubbe, 2003). Taking into consideration the scope of the research of investigating the implementation process strategically, both on an organisation-wide scope and also on the strategic and holistic scope of the proposed conceptual framework, case study methodology is an

ideal for conducting this research. The conceptual framework focuses on the strategic nature of CRM implementation and the different aspects of CRM concept and hence in order to investigate the feasibility of such framework, it is required to apply an approach that ensure the ability of conducting a holistic and in-depth investigation which is provided by the case study approach.

Case Study Design

To ensure the quality of the case study as a methodology applied for a study, a clear organising should be followed in conducting the case study. Following the selection of the type of case study, four main components of the design should be defined and followed; identifying the study's questions, identifying unit of analysis, identifying the logic linking of the data to the questions, and the criteria for interpreting the findings. Each component will be illustrated in detail below.

Type of Case Study

Embedded single case study design was selected for this research. Rationales for selections are based on the criteria of units to represent the case as companies that are implementing CRM in Saudi Arabia. To meet such criteria, case companies have a degree of uniqueness that encourages the use of embedded case study design. Another rationale for the selection is that the unit of analysis represents a typical project that could fit the assessment of the proposed conceptual framework and therefore outcomes of the study could be informative for average organisations. Finally, accessibility for investigating the phenomenon is another factor, especially in the absence of such opportunity in other organisations and when there was no previous access to investigate similar phenomena by other researchers (Yin, 2003). Figure 4.2 illustrates the design of embedded case study.

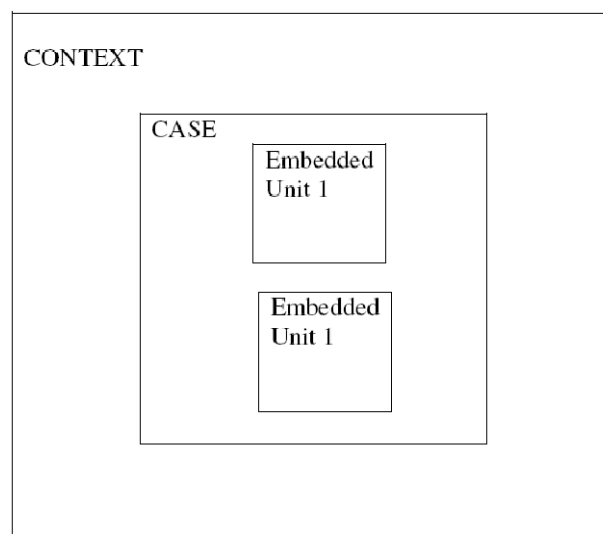


Figure 4.3: Embedded case study, Source: Yin (2009)

The Study's Questions

There is a number of questions that is intended to be answered by conducting this research. These questions are as the following: What is the status of CRM implementation in developing countries? What is the feasibility of implementing a CRM framework that integrates CRM components, CRM success factors, and CRM implementation phases in developing countries? What are factors that affect CRM implementation in developing countries? The main question and other related questions will lead the research to the answers through its different steps.

The Study's Proposition

The research is proposing a conceptual framework. The aim of the framework is to enhance the success implementation of CRM in developing countries by assessing and evaluating the proposed framework in the Saudi Arabia as a representative for developing countries.

The Unit of Analysis

The unit of this research is Saudi companies that implemented or are implementing CRM projects in the field of telecommunications. The selection of Saudi companies is based on their criteria as representatives of companies in a developing country. Telecommunication industry was selected as this industry is considered high adaptive for new technology and business dynamic environments that are highly interacted with customers. In addition, , telecommunication companies in Developing Countries face less poor infrastructure services compared to companies from other sectors (Osterwalder et al, 2003). Moreover, the companies investigated acquired the total market of telecommunication which gives a comprehensive overview of the industry. Implementing CRM as criteria for the companies is based on the aim of the research and its questions which focus on evaluating the success of implementation of CRM in developing countries by assessing a proposed conceptual framework. Finally, the selection of telecommunication industry was based on the ability to cover the industry fully by investigating two companies that dominate 100% of the Saudi market, the existence of CRM projects implementation, and accessibility to companies in the industry.

The Logic Linking of the Data to the Proposition

In order to ensure logic linking of data collected to evaluate the proposed conceptual framework, the questions of the interviews, investigated organisations' documentations, and observations were categorised based on the framework components and sub-components. The pattern-matching method as described by Donald and Cambell (1975) as a way for several pieces of information from a particular case study to be related to some theoretical propositions, was adopted in this research. The issue of linking information will be further discussed in chapter Five.

Criteria for Interpreting the Findings

Although there is no precise way of setting a criteria for interpreting findings (Yin, 2003), sufficient construction of pattern designing and matching could enhance the finding interpretation. This issue will be further discussed in details in chapter Six.

The Case Study Protocol

The case study protocol is a holistic tool to direct collecting data from either a single case study or single respondents. As described by Yin (2003), the protocol is needed for all circumstances and especially when conducting multiple case studies as it contains the instrument as well as the procedures and general rules to be followed. Generally, the case study protocol is combined of four sections namely; an overview of the case study project, field procedure, case study questions, and a guide for the case study report. Based on yin (2009), Table 4.1 describes different sections of the case study protocol and their relation with this research.

Case Study Overview	Aim	Evaluate the proposed conceptual framework within Saudi telecommunication companies that implement CRM projects
	Objectives	<ul style="list-style-type: none"> • Identify implementation status in Saudi organisations • Identify factors affecting successful implementation of CRM • Identify differences between implementing CRM between developing and developed countries organisations • Assess the feasibility of the proposed conceptual framework
	Issues	<ul style="list-style-type: none"> • Impact of success factors on CRM implementation • The use of frameworks as a guide for successful implementations of CRM
Field Procedure	Case Study Cites	Two telecommunication companies in Saudi Arabia (MMsa and SSsa) that implemented CRM fully or partially

	Source of Information	<ul style="list-style-type: none"> • Interviews: staff who are involved in the CRM implementation (different level of the organisation) • Archival records: organisations' reports, published materials to staff and customers, archival records, and materials of organisation's strategy and plans • Observation: work procedures and organising, work environment, staff, and customers interaction in each company
Case Study Questions	Categories of Questions	<p>Four main types of questions:</p> <ul style="list-style-type: none"> • Questions on CRM implementation phases • Questions on CRM components • Questions of CRM success factors • Questions on CRM performance measurements <p>Within each category there are sub-questions.</p>
	Potential Source of Information	<ul style="list-style-type: none"> • Higher level managers • Managers of IT, marketing, and sales services • Staff that are involved in CRM implementation • CRM committees staff • CRM end users
Guide for case Study report	Outline	Logical structure
	Format for the Narrative	Clear communications of findings and lessons learned
	Bibliographical	Clear representation of sources for materials for both literature and empirical.

Table 4.1: The case study protocol

4.3.2 Identifying Case Study Companies

The selection of case study companies was based on several factors. Firstly, the companies implemented or in the process of implementing CRM which is a criteria needed to accomplish the aim of the research. Secondly, the companies work in an industry that assembles an ideal environment for implementing CRM (telecommunication industry). Thirdly, the companies fully

dominate the telecommunication market in Saudi Arabia (100% of the market). Finally, the companies are co-operative and accessible to the researcher.

Company 1

Company 1 was established in 1998 by a decision of the Saudi government to establish a public company under its real name. The company has followed an ambitious programme to transfer its governmental nature to a business one. A comprehensive strategy was put into action to restructure the company internally, develop the company's human resources, improve its internal processes, study its customers' needs, and to continue practising the company's social and national responsibilities. The company is considered the national pioneer company in the field of telecommunications as it handles all different aspects of telecommunication services including landlines, mobiles, internet, business solutions and data management services to individuals and corporate sectors. The company holds 70% of the mobile market in Saudi Arabia, 100% of the landline market and 66% of the broadband market. With a capital of 20 billion Saudi Riyals (1£ = 6 SR) and over 20 000 employees, Company 1 is by all means the largest telecommunication company in the kingdom and in the region of Middle East.

The company has implemented its CRM project as a part of its new strategy Al-Talea (Pioneer) in 2006. The project implementation process has been divided into four stages: corporate sector, personal sector (mobiles), home sector (landlines), and the wholesale sector. Most of the CRM projects have been implemented (fully/partially) except for the CRM wholesale project which is to be implemented in the last quarter of 2009. Unlike in the first implementation attempt (in 2004) where the project failed, the company developed a new strategy that transformed the focus of the company to become a customer-orientated organisation. In order to ensure successful implementation, the company redesigned its organisational structure with the help of special an American consultant company (Booz Allen) and it also contracted a specialist company for IT solutions (Tata). Additionally, training programmes were launched for the staff before starting the implementation process. The results of the implementation of the project were promising. For example, the head of CRM committee reported that profits generated from the corporate sector were increased 300% as the result of implementing CRM.

Company 2

The company entered the Saudi telecommunication market as a strategic affiliate of a large Arab telecom organisation. The company launched its services in Saudi Arabia in 2004 concentrating in the mobile market and later in 2007 the company started its services as an internet provider as well as

offering data and OT solutions. The company acquired around 25 % of the Saudi mobile market and around 33% of the internet/broadband market. The financial capital of the company is 5,000 billion Saudi Riyals and it has more than 2000 employees. The company's strategy concentrates on serving the customers and considers the customer as the corner stone of its business.

Company 2 decided to implement the CRM project in as it launched its services in the Saudi market in 2004. Signing the biggest contract with Sibel Corporation in the region, the company implemented the project using a two-phase strategy. The first phase was simple implementation that applied the programme for segmenting customers (post-paid and pre-paid). The second stage was more comprehensive and applied to all customers segments: premium, standard and corporate. Its customer care manager stated that the company is generating its success from knowing its customers' needs and designing its services packages to fulfil them with the best quality most competitive timeframe. For example, the company realised the importance of designing a special services package for women as they have special characteristics based on the cultural values of Saudi society; and so an effective CRM application was very helpful to accomplish such a package.

4. 4 Data Collection

An appropriate empirical research process plan has been formulated, and a research design created based on developing and justifying research methodology and identifying the case study companies. Therefore, based on developing the appropriate case study protocol, the required data collection will be conducted to assess the proposed conceptual framework. The data collection will be based on the data categorisation, selection of data collection techniques, and a selection of participant respondents. Data will be collected from multiple source of evidence: Interviews, Direct Observation, Archival Records and Documentations from both case companies. Interviews will be based on a list of questions that is divided into categories (A to E). Each category will focus on a particular aspect of the conceptual framework. Data collection on the framework will be discussed in the following section.

4. 4. 1 Collecting Data on CRM Implementation Phases

As defined in the proposed conceptual framework, the implementation process is a combination of three main phases; a pre-implementation phase which consists of assessing the readiness of organisations for implementing CRM, actual implementation, and post-implementation (monitoring and feedback). For the first phase (pre-implementation), data will be collected by interviews with higher level managers, CRM managers, and managers of IT, Marketing, and customer service. The

interviews will be built based on category A of the questions in both case study companies. For phase two (actual implementation) data will be collected by interviews with CRM managers and managers of Marketing, IT, and customer service as well as CRM staff. The interviews will be built based on category B of the questions in both case study companies. In addition companies' documentation will be investigated. Finally, for the third phase (post-implementation), data will be collected by interviews with CRM managers, managers of IT, marketing, and customer service. The interviews will be based on category C of the questions. Moreover, documentations by the organisation (annual reports, financial reports) will be investigated from both case study companies.

4.4.2 Collecting Data on CRM Components

Data on CRM components (people, technology, and business processes) will be collected by using interviews with CRM staff and marketing, IT, and customer service managers by applying questions of category D. Additionally, data will be collected from organisations' documentation and publications.

4.4.3 Collecting Data on CRM Success Factors

Data on CRM success factors will simultaneously be collected with collecting data on the second phase of CRM implementation process (actual implementation). Such data will be collecting through interviews with CRM managers and managers of marketing, IT, and customer service based on category E of the questions. Documentation is a necessary source for data on success factors in addition to observations from the two case study companies. Table 4.2 summarises the data collection techniques and resources.

Elements of data collection	Company 1	Company 2
Source of evidence	<ul style="list-style-type: none"> • Semi-structured interviews • Informal interviews • Observation • Documentation review: Minutes of meetings Letters Memos File notes Financial records Business plan Press cuttings Archival data 	<ul style="list-style-type: none"> • Semi-structured interviews • Informal interviews • Observation • Documentation review: Minutes of meetings Letters Memos File notes Financial records Business plan Press cuttings Archival data

Participant	<ul style="list-style-type: none"> • Chairman (president of the company) • Marketing Manager • IT manager • CRM project team member • CRM end user 	<ul style="list-style-type: none"> • Chairman (president of the company) • Marketing Manager • IT manager • CRM project team member • CRM end user
Interview topic	<ul style="list-style-type: none"> • Organisation's background • CRM implementation process phases (pre-implementation, implementation and post-implementation) • CRM components • CRM success factors 	<ul style="list-style-type: none"> • Organisation's background • CRM implementation process phases (pre-implementation, implementation and post-implementation) • CRM components • CRM success factors

Table 4.2: Data collection sources

4.4.4 Data Collection Techniques

As a way for strengthening the quality of the research, multiple sources of evidence were used in collecting data. The multiple sources of evidence include interviews with key informants that are involved in the CRM implementation process, case company's documents, archival records, and observation of work place and CRM related work flow. Each source of collecting data has its strengths and weaknesses as shown in Table 4.3

<i>Source of data</i>	<i>Strength</i>	<i>Weaknesses</i>	<i>Use of source in this study</i>
<i>Documentation (Yin,2003)</i>	<ul style="list-style-type: none"> -Stable: can be reviewed repeatedly -Unobtrusive: not created as a result of the case study -exact: contains names, references and details of an event, and many settings -broad coverage: long span of time, many events, and many settings 	<ul style="list-style-type: none"> -retrievability: can be low -biased selectivity, if collection is incomplete -reporting bias: reflects bias of author -access: maybe deliberately blocked 	<ul style="list-style-type: none"> -reports from the organizations under study -reference material downloaded from internet -newspapers
<i>Archival record (Yin,2003)</i>	<ul style="list-style-type: none"> -same as above for documentation -precise and quantitative 	<ul style="list-style-type: none"> -same as above for documentation -accessibility due to privacy reasons 	<ul style="list-style-type: none"> -organisational records
<i>Interviews (Yin,2003)</i>	<ul style="list-style-type: none"> -targeted: focuses directly on case study topic -insightful: provides perceived casual 	<ul style="list-style-type: none"> -bias due to poorly constructed questions - response bias -inaccuracies due to poor recall 	<ul style="list-style-type: none"> -structured interviews -unstructured interviews

	<i>inferences</i>	<i>-reflexivity: interviewee gives what interviewer wants to hear</i>	
<i>Direct Observation (Yin,2003)</i>	<i>-reality: cover events in real time Contextual: covers context of events</i>	<i>-time consuming -Selectivity, unless board coverage</i>	<i>-formal meeting with interviewees for gaining further insights</i>

Table 4.3: Comparisons between data collection sources

Interviews

Interviews were designed based on two types; semi-structured (formal) interviews and unstructured (informal) interviews. The reason for addressing the two types of interviews is to enhance data collected by capturing additional data, through informal interviews, that could be overlooked by the interviewees when answering questions in the formal interviews. Regarding the semi-structured interviews, the researcher developed a list of questions based on the purpose of evaluating the CRM implementation in each of the case study companies. Considering the type of interviewee, the purpose of the interview and the organisational context to be explored questions vary from interview to another. That is, some questions are asked to the interviewee based on his position and his involvement in the CRM implementation process. In designing the semi-structured interviews some areas were developed and demonstrated as mentioned by Saunders et al (2007) to improve the quality of the interviews and to consider different factors that may affect these interviews. These areas were as follow:

Opening the interview;

Using appropriate language;

Questioning;

Listening;

Testing and summarising understanding;

Recognising and dealing with difficult participants;

Recording data

On the other hand, unstructured interviews (informal) interviews were used to give the interviewee the opportunity to freely discuss behaviours, events, aspects that are related to the research's subject. The purpose of such interview is to reach additional information that was not covered by the semi-structured interviews. Table 4.4 summarises types, numbers, and sources of the interviews.

Organisation	Informant's position in the organisation	Informant's position in the project	Type of interview	number of interviews	
				Informal	Formal
Company 1	president	Head of CRM committee	Face to face	1	1
	CRM manager	Director of CRM for home project	Face to face Telephone	4	3
	Marketing manager	Member in CRM committee	Face to face	2	1
	IT manager	Member in CRM committee	Face to face	1	2
	CRM end user	Call centre representative	Face to face		1
Company 2	Customer care manager	Member of the CRM project	Face to face Telephone	2	3
	IT manager	Member of the CRM project	Face to face	2	1
	Marketing manager	Member of the CRM project	Face to face	1	2
	CRM end user	Member of the CRM project	Face to face	1	1

Table 4.4: Interviews Details

As illustrated in Table 4.4, the total number of interviews is 29 (15 formal interviews and 14 informal interviews). As different levels of staff of the two companies were interviewed, different types of questions were directed to different employees. For instance, questions of a strategic nature were asked to higher level staff while questions of a technical nature were asked to lower levels (Appendix C).

Direct Observation

The purpose of conducting observation is to acquire additional data by observing the workflow and procedure, work environment, staff, and customers interaction in case companies especially where it is related to CRM and also observing environmental conditions. Observation is a valuable source of evidence especially when the phenomenon under investigation is contemporary and not purely holistic such as the use of new technology (Yin, 2009). Observation for this research combined both casual and formal observations. Formal observation was developed and included in the case study protocol and the authorisation of accessing targeted departments and behaviours was asked from the company's management. On the other hand, less formal observation took place during collecting data through other sources such as interviews. For instance, data on events and behaviour that occur while conducting an interview were observed and collected. Formal observation took place in the headquarters of the both companies as well as in a number of their sales points in Riyadh city and Jeddah city in Saudi Arabia during the period of data collection. The observation was conducted in both companies simultaneously based on a list that was developed to collect data on the components

of the conceptual framework which includes: workflows, organisational structure (interaction between different departments involved in CRM projects), services provided in sales points, and interaction with customers).

Archival Records

In addition to collecting primary data through interviews and observations, secondary data was collected through documentations and archival records of the case companies. Such sources for data collection were used to provide the research with an additional source for acquiring rich data on the CRM implementation. Documentations on the company's background and its CRM implementation were collected from different sources such as: company's reports, published materials to staff and customers, published strategy and plans, and press articles. Additionally, companies' websites were a valuable resource for documents and articles about the companies' in general and the CRM projects in particular.

4.5 Field Work Procedures

Case study research focuses on examining of a phenomenon in its real life setting. Therefore, it is essential that field work procedure should be designed to support collecting the required data within the scope of real world events. The reason for emphasising such design for the procedure is that data will be collected from participants within their daily life work schedule which is cannot be controlled by the researcher. Appointments with interviews will be scheduled based on their availability and based on their schedules, and some required documents can be requested a head of time. Furthermore, interruptions during the interview are expected and the some documents may not be available. Thus, a fieldwork procedure must be designed to cope with such events; these procedures include the following: 1. specify who needs to be interviewed; the president of the company (as he the head of the CRM committee in company 1; CRM project manager; IT manager; Marketing manager; CRM project member; and CRM end user. 2. Specify type and number of required company's documents and archival records. 3. Identifying sites and behaviours to be observed. 4. Identify appropriate data gathering research methods and establish line of enquiry. Interview agenda (Appendix A) was developed and used to collect rich primary data through structured and semi-structured interviews, and interviews were conducted based on note-taking, and transcribed on a later date. Additional data to support findings was obtained from archival documents, meetings and the published reports and from observation of work place, work flow, and work behaviours. Yin (2009) presented a useful description of the field procedures including the following: getting access to

targeted organisations or interviewees; acquiring sufficient resources while in the field; securing a procedure for seeking assistance or guidance when it is needed; developing a clear schedule for data collection activities; and preparing for unexpected events such changes in interviews schedules.

4.6 Data Analysis

Analysing case evidences is considered the most difficult and least developed part of conducting case study research (Yin, 2009). However, taking into consideration the type of collected data which is qualitative data and to ensure a structured and fair analysis of case evidences, the research will follow a structured pattern of data analysis by applying certain strategy and technique to tackle the data analysis process and to overcome any relevant difficulties. The research will start the analysis process by applying an analysis strategy and therefore apply an appropriate technique for data analysis.

Data analysis for this research will follow the strategy of relying on theoretical proposition. The proposed conceptual framework guides the researcher through its constructs and sequence to analyse collected data in order to assess the feasibility of the proposed conceptual framework. However, the emphasis will be shifted and modified as data analysis progresses. Hence, the analytical stage is more interpretive and subjectivist (Walsham, 1995). Further discussion for the data analysis strategy will be provided in Chapter Five (section 5.3.1).

In addition, the research will conduct a data analysis technique. The purpose of applying a data analysis technique is enhance the analysis process by working thoroughly and introspectively to build a structured and informative pattern of analysing collected data from case evidences. Therefore, the data analysis technique to be applied for this research is pattern matching. Such a logic compares empirically based pattern (practical implementation of CRM) with a predicted pattern (proposed conceptual framework for CRM implementation). This technique is appropriate for data analysis in this research as the predicted pattern is defined prior to data collection. A detailed discussion of pattern matching technique will be provided in Chapter Five (section5.3.2).

4.7 Methodological Rigour

Compared to quantitative research, qualitative research has less structured and operationally defined truth tests (Eisner, 1991). However, researcher such as Yin (2009) and Eisner (1991) have provided different approached to follow in order to enhance the rigorous of qualitative research in general and

case study research in particular. Yin (2009) introduced four main tests that judge the quality of the case study research and consequently strength the research rigorous namely: construct validity, internal validity, external validity, and reliability. This research applied the required tactics that are needed to ensure these tests as the following:

Validity: it “refers to how well the test actually measure what it sets out to measure, or how well it reflects the reality it purports to represent” (Ereaut, 2002, p. 149). According to Yin (2009) there are three types of validity: construct validity, internal validity, and external validity. Saunders et al (2007) identified the three types of validity as follows:

Construct validity refers to the extent to which the questions the questions of the research actually measure the constructs intended to be measured.

Internal validity: extent to which findings can be attributed to interventions rather than any flaws in the research design.

External validity: the extent to which the research results from a particular study are generalisable to all relevant contexts.

Yen (2009) addressed the case study tactics that enhance validity and reliability test as shown in table 4.5

Tests	Case study tactic
Construct validity	<ul style="list-style-type: none"> • Use multiple source of evidence • Establish chain of evidence • Have key informants review draft
Internal validity	<ul style="list-style-type: none"> • Do pattern matching • Do explanation building • Address rival explanations • Use logic models
External validity	<ul style="list-style-type: none"> • Use theory in single-case studies • Use replication logic in multiple-case studies
Reliability	<ul style="list-style-type: none"> • Use case study protocol • Develop case study database

Table 4.5: Validity and Reliability tactics (Source: Yen(2009))

To ensure construct validity, this research applied the use of multiple sources of evidences as it used interviews, observations and reviewing documentations and archival record. In addition, the research established a chain of evidences that are generated and led by the proposed conceptual framework. Regarding the internal validity, the research applies the technique of Pattern Matching in analysing the collected data as it will be illustrated in the following chapter. Finally, to meet the external validity, the research applied building a conceptual framework that is theoretically based on common sense and on other existing frameworks.

Reliability: it “refers to how replicable the findings is, or how dependably it will be repeated on another occasion, or by another researcher” (Ereaut, 2002, p. 149). As advised in Yin (2009), to enhance the reliability of the research, the researcher should develop a case study protocol to manage the execution of the case study research and to organise its different parts. Hence, the researcher developed a case study protocol to manage the case study research as explained in table 4.1. Moreover, a case study data base was developed for the collected data from different sources to ensure the well use and organisation of different pieces of collected data.

4.8 Summary

This chapter discussed in details the research methodology that is to be applied for this research. The chapter developed an empirical research process that highlighted the different stages of the research from the start point of the emergence of the interest in the research topic to conducting the literature review to developing the conceptual framework and to assessing the feasibility of the proposed framework through the use of case study methodology as a type of qualitative work and finally to analysing the data and interpreting the findings. The chapter also defined the research methodology and justified it for the purpose of this research. Moreover, the research methodology designed was discussed and justified. Thus, the data collection process and techniques were illustrated in details as a way to capture required data for assessing and evaluating the proposed conceptual framework. Finally, analysing collected data was briefly discussed to explain the applied approach for analysing data for this research. Among the different approaches for analysing qualitative data, deductive approach was the basis of analysing data for this thesis for the above mentioned justifications. More details on data analysis will be the subject of the following chapter, chapter five.

Chapter Five: Empirical Data Collection and Analysis

5.1 Introduction

In Chapter Three, the conceptual framework was developed and proposed to evaluate the implementation of CRM projects. Chapter Four, thereafter, defined the empirical research process by identifying specific case study companies to enable collection and analysis of required data. At this point, Chapter Five deals with implementing the empirical research plan of the proposed conceptual framework by collecting and analysing this data. The implementation is designed with two data collections as specified earlier in the last chapter. Each will involve collecting data from the two case companies, case study one (Company 1) and case study two (Company 2) within one timeframe period for each occasion, to ensure accurate comparison. The conceptual framework will go through its main steps, namely, a pre-implementation phase, an implementation phase, a post-implementation phase and an examination of the accuracy of measurements. This chapter implements the data collection plan that was discussed in Chapter Four (section 4.4) and it includes a number of stages, such as: case studies analysis strategy selection, case studies analysis technique and the data analysis from the two case study companies, followed by a discussion and conclusion about the results from the case study. The results from analysing practical implementation of CRM by the two companies will be compared with the conceptual framework for CRM implementation in order to evaluate and assess the feasibility of the proposed framework.

5.1.1 Chapter Objective

The objective of Chapter Five is to implement the research plan by collecting and analysing the data needed to validate the proposed conceptual framework. To achieve this, the data collection will be conducted from two companies simultaneously. It also attempts to answer specific questions using two cases. The questions are: who is involved in CRM implementation? What are the major components of CRM? What are the main CRM implementation phases? And what are the most important barriers and success factors of adopting CRM projects? These questions are developed to assess the feasibility of the proposed conceptual framework as they cover its different constructs. In addition, this chapter attempts to highlight the gap between practical CRM implementation and the conceptual proposed framework.

5.1.2 Chapter Structure

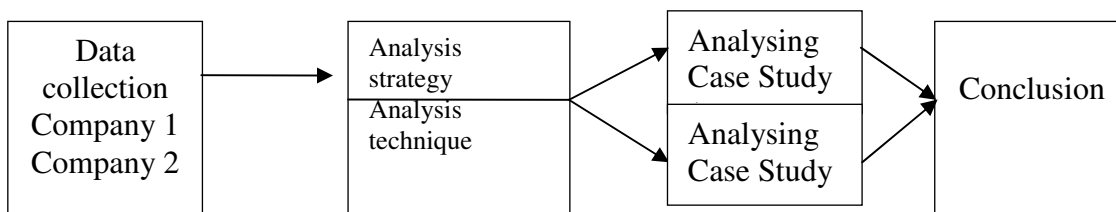


Figure 5.1: Chapter structure

As it is shown in Figure 5.1, the chapter started with a brief introduction then it identified the chapter objectives. Then, the chapter will identify and justify the data analysis strategy and therefore will identify and justify the analysis technique for this research. Hence, the chapter will analyse the case study company 1 and company 2 based on the analysis strategy and technique respectively. Finally, the chapter will end with a conclusion that discusses some findings of the chapter.

5.2 Data Collection Process

Data collection plan was developed in Chapter Four (section 4.4). The data collection process aims to acquire data on CRM implementation from the case study companies in order to evaluate and assess the feasibility of the proposed conceptual framework and consequently to understand the success of CRM implementation in Developing Countries. Hence, data collection process is designed to follow the structure and the sequence of the conceptual framework to evaluate its constructs by comparing practical CRM implementation with the proposed framework for CRM implementation. Based on identifying the case study companies, as discussed in section 4.3.2, the researcher executed data collection by defining multiple sources for data collection including: interviews, direct observation, documentations and archival records of the case study companies. An informed consent

was granted by the companies to participate in the study based on providing them a letter for the academic purposes of the research (Appendix D). Therefore, contact with the case companies was established by developing the interview agenda (appendix B), field work procedure was planned (section 4.5), observation of work place was authorized, and list of required documentations was developed. Multiple data collection sources were applied simultaneously in the two case companies to collect data on: a- case companies' background (motivation for implementing, CRM projects, and companies' services); and b- CRM projects implementation (implementation phases, CRM components, and CRM success factors) as explained in the proposed conceptual framework. Following sections illustrates data analysis strategy and technique and discusses results of data collection and analysis of these data.

5.3 The analysis of Qualitative Data

Analysing qualitative data always yields unique results. That is, dealing with data which is rich, complex and fairly extensive. The advantages of qualitative data include richness of description and explanation of processes in clear local context; moreover, qualitative data facilitates the preservation of chronological flow, seeing accurately the relation between events and consequences and extract fruitful explanations (Miles and Huberman, 1994). According to Saunders et al (2007), qualitative data differ from quantitative data in different aspects as illustrated in figure 5.2.

Quantitative data	Qualitative data
<ul style="list-style-type: none"> ■ Based on meanings derived from numbers ■ Collection results in numerical and standardised data ■ Analysis conducted through the use of diagrams and statistics 	<ul style="list-style-type: none"> ■ Based on meanings expressed through words ■ Collection results in non-standardised data requiring classification into categories ■ Analysis conducted through the use of conceptualisation

Figure 5.2: Comparisons between qualitative and quantitative data, Source: Saunders et al.(2007)

Despite the attractiveness and richness of qualitative data, the process of analysing qualitative data is not an easy task. The difficulty of analysing qualitative data arises from the nature of the data itself. Dey (1993) argued that the nature of qualitative research and striving to be rigorous have emphasised the subtleties and complexities associated with qualitative analysis. It is also mentioned by Yin (2009) that analysing a case study is one of the least developed and most difficult part of case study research. The difficulty of in the use of qualitative data is due to the fact that the methods of analysis are often not well formulated (Miles and Huberman, 1994). However, in order to overcome these difficulties, the analysis of the qualitative data should follow a clear strategy and an appropriate

technique. The starting point of analysing qualitative data could be considering some analytic practices as stated by Miles and Huberman (1994) as follows:

- Affixing codes to a set of field notes drawn from interviews or observations
- Noting reflections or other remarks in the margin
- Sorting and sifting through these materials to identify similar phrases, relationships between variables, patterns, themes, distinct differences between subgroups, and common sequences
- Isolating these patterns and processes, commonalities and differences, and taking them out to the field in the next wave of data collection
- Gradually elaborating a small set of generalizations that cover the consistencies discerned in the database
- Confronting those generalizations with a formalized body of knowledge in the form of constructs or theories.

The purpose of adopting such an approach is to organise qualitative data and hence to analyse the data systematically and rigorously.

5.3.1 Case Study Analysis Strategy

After manipulating or organising qualitative data there is still a need for broader strategy to analyse collected qualitative data. The absence of such a strategy could result in false starts, wasting huge amounts of time, and jeopardizing the entire case study analysis (Yin, 2009). Following a clear strategy in analysing qualitative data helps treating data fairly and accurately.

Among different types of analysis of case study evidence mentioned by Yin (2009), relying on theoretical propositions is chosen to be the general strategy for analysing data for this research. This type of strategy is most preferred when there are propositions that lead the research or alternatively when there is a proposition of a conceptual framework. Such a strategy is consistent with deductive analytical procedure. For this research, the proposed conceptual framework for CRM successful implementation was the basis for designing the case study and it was reflected in creating the research questions. Applying this strategy will help the researcher focus on data of certain type and ignore other data. Based on this strategy, the data collection was designed to evaluate the implementation of the proposed conceptual framework in light of practical implementation of CRM

projects by case companies. For example, the questions of the interviews were designed based on the components of the proposed conceptual framework. Moreover, other evidence of data such as observation, documentation, and archival records were organised and reviewed based on the design of the conceptual framework and its evaluation. In addition, the use of data analysis strategy that relies on the theoretical proposed framework helps to develop alternative explanations to be examined through organising the entire case study (Yin, 2009).

5.3.2 Case Study Analysis Techniques

After deciding which strategy will be applied in analysing case study, a technique or a procedure by which the data is to be analysed should be identified. Yin (2009) and Saunders et al (2007) have provided an extensive illustration for different types of analytical techniques that are applicable for qualitative analysis. Among these analytical techniques pattern matching is most suitable for data analysis for this research. As an analysis technique, the logic of pattern matching analysis involves the comparison between empirically based pattern and a predicted one or several alternative predictions. Such a technique helps predicting a pattern of outcomes based on theoretical propositions to explain expected findings (Saunders et al, 2007). To use the pattern matching techniques, a conceptual framework has to be developed and then the adequacy of the framework is tested as a means to explain the findings (Saunders et al, 2007). For this research, the conceptual framework was developed in chapter Three; hence the proposed conceptual framework was the based for the strategy for data analysis (relying on theoretical proposition). Consequently, the conceptual framework will be based of matching the predicted theoretical pattern (feasibility of the conceptual framework) and the empirical pattern (actual implementation). In other words, the analysis technique will be used to evaluate the feasibility of the proposed conceptual framework by conducting a comparison between two patterns; empirical implementation and theoretical framework to explain the findings of the research. If the pattern of data matches that which has been predicted through the conceptual framework then explanation is found. Therefore, the conceptual framework will be broken down to its main constructs: CRM implementation phases, CRM Components, and CRM success factors. Subsequently, each component will be divided into its sub-components. Thus, the conceptual framework's main and sub- components will be used as the predicted pattern forming the conceptual framework for CRM successful implementation to be compared with the actual (pattern) implementation of CRM projects of both companies (Company1 and Company2). Actual (empirical) implementation of CRM projects will be divided into similar components of the conceptual framework, where it is appropriate, to conduct the comparison between the predicted and empirical patterns.

5.3.3 Case Study Analysis

The proposed conceptual framework was developed in chapter 3. As described earlier, the conceptual framework consists of three constructs: CRM implementation phases, CRM components, and CRM success factors. Therefore, to evaluate the feasibility of the framework, the research methodology was designed. Consequently, the data collection was designed based on evaluating and assessing the conceptual framework as described in chapter 4. Hence, the evaluation process is based on pattern matching technique by which the comparison between the empirical (practical) implementation by case companies and the predicted implementation (the conceptual proposed framework). If the pattern of implementing CRM by the case study companies matches the conceptual framework, the framework would yield feasibility. On the other hand if differences between actual and predicted patterns were found, these differences will be discussed and therefore any required modifications to the framework will be addressed. The case study analysis will be conducted based on the selected analysis strategy and technique that were justified for this research. Hence, in order to evaluate the conceptual framework, the collected data on CRM implementation from case companies will be analysed based on the constructs of the conceptual framework as illustrated in Table 5.1

Construct	Components	Case evidence	Source of evidence
<u>Implementation phases</u> (Pre-implementation phase)	<ul style="list-style-type: none"> • Top management commitment • Readiness assessment • Strategy 	<ul style="list-style-type: none"> • Type of support by top management • Process of readiness assessment • Strategy development and culture change • Aligning corporate strategy and CRM strategy 	Interviews and documentations
Implementation	<ul style="list-style-type: none"> • Implementation process • Human aspect of the implementation • Technology aspect of the implementation • Organisational aspect of the implementation 	<ul style="list-style-type: none"> • Organisation's plan for CRM implementation • CRM training programs • Organisational structure and redesign • IS infrastructure 	Interviews, documentation, and observation
Post-implementation	<ul style="list-style-type: none"> • CRM measurements (marketing-finance) 	<ul style="list-style-type: none"> • Financial measures (ROI) • Marketing measures (market share – customer satisfaction) 	Interviews, documentation, and archival records
<u>CRM components</u>	<ul style="list-style-type: none"> • Human • Technology • Process 	<ul style="list-style-type: none"> • CRM staff • Type of CRM technology • Departmental integration 	Interviews, documentation, and archival records
<u>CRM success factors</u>	<ul style="list-style-type: none"> • Proposed success factor 	<ul style="list-style-type: none"> • Identification of success factors • Implementation of success factors • Linking the success factors to CRM components • Measuring CRM components 	Interviews, documentation, and archival records

Table 5.1: Analysis Aspects

5.4 Case Study Analysis: Company 1

Data was collected on the company's background in terms of motivations for the company to implement the CRM project, company's services, and its organisational structure. In addition, data was collected on the company's implementation of CRM projects based on the structure of the proposed conceptual framework by focusing on the following aspect: CRM implementation phases (pre-implementation, actual implementation, and post-implementation), CRM components, and CRM success factors. The data analysis will cover the above mentioned aspects respectively.

5.4.1 Motivation for Implementing CRM

Several factors have motivated the company to implement CRM. First, the company wanted to preserve its revenues by enhancing the relationship between the company and its current customers and acquiring new customers by providing better-customised services. Second, the increasing competition has motivated the company to implement CRM as a tool to face the new competitors in the market. The company was the only player in the communication market for decades until recently when the licence was granted by the government to a new communication company. The company felt the risk of the new comer on its market share. As the manager of CRM project for home (landline) stated:

The implementation of CRM was a vital decision that was made by the top management of the company to strengthen the relationships with new and potential customers and also as a tool to face a new competitor which started its operations recently in the Saudi market.

To realise and accomplish these motivations, the company has developed a general strategy that focuses on relationships with customers. The new strategy, that is called “Al-Talea” (Forward), was the basis for the implementation of the CRM project as discussed in detail later on in this chapter.

5.4.2 Company 1 Services

The company provides services and products in the following fields of the telecommunication industry: mobile services, landlines, internet services, business solutions services. The company provides its services to different types of customers such as individual customers, businesses, and government. The company provides its products and services to its customers through more than 5,000 sales points that geographically cover the whole country.

5.4.3 The Organisational Structure

Based on the new adopted strategy, the company redesigned its organisational structure to fulfil the new strategic approach to become a customer-centric organisation. To achieve the best results in restructuring its processes, the company consulted an experienced American organisation. The new structure focused on the customer as the basis for the company’s activities by applying some new approaches such as: true shared services, customer segmentation, and strategic human resources. The new structure contains the following organisational units and departments:

- Individuals’ sector services unit

- Home sector services unit
- Business sector services unit
- Providers and operators sector
- Network sector
- Strategic sector
- Organisational sector
- Financial sector
- Information technology sector
- Shared service sector
- Strategic investment sector
- Public relations general management

Regarding the CRM structure, the company applied a holistic approach in implementing the CRM project. Decentralisation was the base for designing and managing CRM implementation. The logic behind this structure is to ensure the strategic implementation of CRM on an organisation-wide basis. However, the higher committee for customer relationship management, which is headed by the president of the company, is considered the umbrella for CRM implementation in respect to managing and contracting. Every sector of the company is considered as a Business Unit (BU) that manages its part of CRM project implementation according to the organisation's strategy and detailed implementation plans. Moreover, the sector of shared service plays an important role in the implementation process by unifying the concept of CRM and its implementation for all sectors of the company as every CRM project in the company has its project owner (PO). Finally, the information technology sector works as the project execute.

5.4.4 CRM implementation: Company 1

Pre-implementation Phase

Company 1 first tried to implement a CRM project in 2004. The implementation process failed to accomplish its targets. The major reason for the failure was a lack of assessing the company's readiness for implementing CRM. As a CRM committee member stated:

Back in 2004 the company launched its CRM project without assessing its capabilities of implementing such a project. In fact, the whole organisational structure was not ready to embed the new project as well as the human resources were not really qualified to cope with the project. At that time, the company was not a customer-centric one so the decision of implementing CRM was limited to its technological advantages and did not comprehend its strategic nature. It was an inevitable failure but at the same time a very valuable lesson.

The narrow view of CRM as an IT solution limited the success of the CRM implementation. However, the second attempt to implement the CRM project started in 2006. In order to avoid the problems that were associated with the first attempt, the company conducted an assessment phase before engaging in the actual implementation process. The assessment process was comprehensive and included the evaluating of human, organisational, and technological capabilities. To ensure achieving the best results, the company contracted three leading corporations: TaTa Consulting Services (TCS), Convergys, and Oracle. TSC was in charge of evaluating the organisation's structure and processes and assessing their readiness to implement CRM. Convergys was responsible for assessing the IT infrastructure and its readiness for implementing CRM, while Oracle was the developer of CRM systems. The results of these contracts were the development of a new strategy for the company that enabled its transformation into a customer-centric organisation which was called "Al-Talea" (Forward). Additionally, the organisation structure was redesigned to fit the requirements for CRM implementation. Nevertheless, the company started a series of training programmes for its employees to provide required skills for changes in the organisation's culture, structure, and IT infrastructure. Top management commitment, Readiness assessment, and Strategy as components of pre-implementation phase will be analysed in the following sections.

Top Management Commitment

In Chapter Two, top management support was identified as a crucial factor in CRM success in the literature it reviewed. As the conceptual framework assumes granting sufficient support by higher

level of management, the data was collected in respect to types and sources of support. Company 1 learned from its experience, of first CRM implementation, that the involvement of top management and its support to implementing CRM is an essential requirement for CRM success. Hence, in the new organisation structure, the CRM committee was created and headed by the president of the company. The president of the company, as the head of the top management, is required to directly supervise the committee work and he is also required to lead its meetings. Moreover, the vice president of the company for strategic planning is responsible for managing and monitoring the developing and execution of CRM strategy in the light of the organisation's general strategy. As an indicator for the effective support by top management to the CRM project, the company secured a substantial budget for the project. The budget for CRM project exceeded 200 million in Saudi Riyals (equal to £40 million). The decisions related to CRM implementation such as structure redesign and human resources recruiting and training were supported by the top management. The higher level of management support was clearly emphasised from the early stages of implementing the project as stated in a press article:

Company 1 has signed an important contract with three of world leading corporations in the field of information technology and consultancy. His excellence the chairman of the board of the company has signed the contract with members of the top management of the three corporations in a ceremony that was held in the Four Seasons hotel in Riyadh City. The project aims to leverage the effectiveness and efficiency of customer care systems. The contracts include implementing a new advanced system and integrate these systems with current ones in addition to transferring technical knowledge to the company's human resources through training programmes and consultancy services.

Readiness Assessment

Taking into consideration the failure of implementing CRM in 2004, the company realised the need for an assessment of its readiness to implement CRM as the company believed that the lack of such assessment was a major reason for its past failure. Despite the unavailability of documentation about the outcome of the readiness assessment that was conducted by an external consultant organisation, the main results of the assessment were as follows:

Technology: the company's technological infrastructure was a source of strength for the company as it implemented an ERP (Enterprise Resource Plan) system and it has human and technology capabilities to implement the CRM project. However, the company identified the following

requirements in respect to technology: 1. Design and make adjustment to the electronic infrastructure based on N-TIER Architecture; 2. Develop the company's electronic gates for employees (EIP), customers, electronic documents (eDMS), and purchases (ePROC); 3. Integrate the major systems of the company such as: customer services system, human resources system, financial system, billing system, phone enquiry system, and webmail system.

Structure: the old structure for the company was concentrated on products and services (functions structure). The study of the CRM implementation failure in 2004 pointed out that the organisational structure was not supporting the implementation of CRM as it is not designed to help the shift to a customer-centric approach, which was a main cause of the implementation failure. As a result of the assessment of the organisation structure, it was advised that there is a need to redesign it by focusing more on customers. New departments and functions were created and other were joined together as illustrated in section 5.

Human resources: The human resource evaluation resulted in discovering a need for increasing the awareness of the company's staff on the CRM project and its strategy. It also revealed a resistance by the employees to the new changes required for CRM implementation. It was advised that the company needs to develop training programmes on the aspects of the CRM projects. It was also advised that there was a need for changes in managerial levels by acquiring skilful and experienced managers as well as the need for laying off less skilled managers who resisted changes in work flows, organisational structure, and the use of new technologies.

Strategy

As the company shifts its orientation to becoming a customer-centric organisation, a new strategy was developed as a means to achieve this transformation. After conducting a careful assessment of the company's capabilities and its structure, the need to change the organisation's strategy was realised. The strategy was based on the company's vision: "*realising the best value for the customers through providing full communication services in time*" and based on the company's mission: "*to provide high quality communication services that fulfil people's needs and enrich their live and contribute to the success of their businesses. And to be an economic and cultural source that reflects the values of Saudi Arabia and to reward the shareholders, customers, and employees of the company.*"

The general strategy for the company was named “Al-Talea” which means forward. The strategy concentrates on achieving the following objectives: 1. continuing the leading role in individuals market; 2. playing a major role in the market of providers and operators; 3. providing advanced services in visual and information communication for the home sector; 4. achieving distinction in serving the business sector; 5. accomplishing international expansion; 6. providing outstanding customer services; 7. achieving operational efficiency. The strategy was developed by the strategic planning sector which is directly linked to the company’s president. However, in respect to CRM, the general strategy is divided into two main categories that embedded the CRM strategy as a way to aligning both strategies to achieve the company’s objectives:

a) Structural planning for business sector / processes : this part of the strategy focuses on assessing the organisational structure and its processes to implement CRM. Moreover, this part was broken down into sub-plans or stages including: first, an assessment stage to evaluate the readiness of company to implement CRM and to prepare the organisation’s structure and culture for required modification to adopt the implementation of the CRM project; second, the stage of actual implementation of CRM including organisation structure/culture and IT infrastructure change; third, the stage of continuing monitoring and evaluation.

b) Information technology systems planning (Automation): this plan was divided into four sub-plans as follows: marketing and presales, call centres and sales, service activation, and systems integration. In order to put the strategy into action, the company defined the objectives of the company’s general strategy and consequently CRM strategy. Then, it formed work teams that consisted of representatives from the different sectors of the company’s structure to put a clear and general view of aspects and requirements for achieving the defined objectives. Based on the identified view, a study of analysing work requirements and flow was conducted to prepare work procedures that led to achieving the defined objectives and link these objectives to the strategy. Therefore, the company prioritised different services and work systems to schedule and organise the implementation process. Finally, the total cost for the project was calculated to ensure securing sufficient funds for the project execution.

5.4.5 CRM Components

Despite the role of technology as a key enabler for implementing CRM and integrating different parts and systems of the organisation, company 1 does not consider CRM as a purely technological solution. Company 1 views CRM as a holistic concept that has a strategic nature. CRM project

within Company 1 consists of three major components: people, processes, and technology as described in the company's documents shown in Figure 5.3. CRM components were defined by Company 1 as follows:

People component: refers to human resources that consist of employees from different levels and the top management members;

Processes components: reflect the work flows, work policies, and work procedures that are embedded in the organisational structure;

Technology component: represents information technology and communication networks.

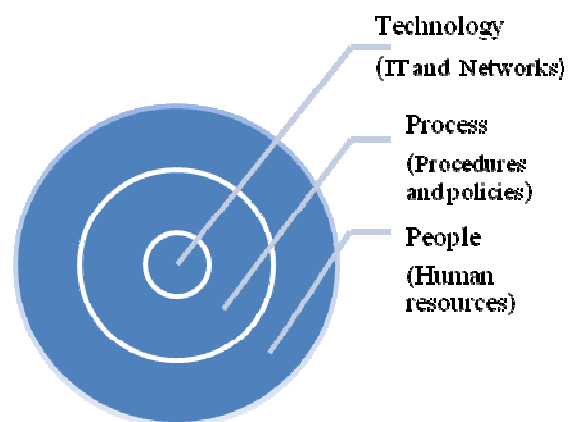


Figure 5.3: Company 1's CRM project's components, source: Company 1

CRM components are viewed by the company as integrated and overlapped factors that together form the shape of the project. In respect to the importance of these components compared to each other, it varies based on the phase of the implementation process.

5.4.6 Implementation Phase

Company 1 started its current CRM implementation process (the second attempt) in 2006 after conducting a comprehensive assessment of the organisation's readiness for the CRM implementation. The company followed an implementation strategy that focused on two dimensions. First, the company focused on implementing CRM by dividing it into smaller projects instead of implementing it at once as a one big piece. The reason behind this logic, as mentioned by the CRM committee, is to avoid confusion and disturbance that may be caused by the large scale implementation. Second, the company concentrated on implementing CRM gradually in the company's different geographic regions. The importance of such an approach is to enhance the learning process and to manage any setbacks that may occur when implementing CRM in a certain

geographic region. The implementation process for the business (enterprise) CRM project started in the eastern branch, then the western branch, and finally in the central branch. For the CRM project for the personal sector, it started in the western branch then in the central branch and finally in the eastern branch of the company.

In respect to the CRM project, it was divided into four sub-projects as the following:

CRM project for business (enterprise): the project is based on providing better services to the organisational customers (businesses). The implementation of this project started in 2006 as the first part of the company's CRM project. The implementation process duration lasted for 24 months and ended in the beginning of 2008. This project is fully implemented.

CRM project for personal sector: the project is designed for individual customers (mobile services) as they are considered the largest segment of the company's customer sectors. The project started in 2007 and it is fully implemented for the prepaid customers. The implementation process duration is 18 month and it is expected to be fully implemented by the end of 2008.

CRM project for home sector: the project is targeting the landline and internet customers. The project implementation process started at the end of 2007 and it is expected to be fully implemented by the end of 2008 as the duration of the project is 12 months. The project is divided into sub-projects for DSL, landlines, and wi-fi.

CRM project for wholesale: the project will focus on the company's sector of service providers and carriers. The project is yet to be launched in 2009 and is estimated for full implementation within a time period of 18 months.

Implementation Process

The implementation process began by adopting a top management approach to transform the company into a customer-centric organisation as a response to changing competition in the telecommunication market and as a way to provide better services to its customers. The top management provided full support and involvement in the CRM implementation process by securing sufficient financial and human resources to overcome the negative experience from the failure of its first launch of the project. As mentioned earlier, the company started its CRM implementation by conducting a thorough assessment of its readiness to successfully implement CRM. Based on developing a CRM strategy and aligning it with the company's new general strategy, the company developed plans to implement a different CRM project as it broke down the CRM project

implementation into smaller sub-projects as discussed above. In order to start its actual implementation, the company focused on the following aspects of CRM implementation (based on CRM components: Technology, People, and Processes):

Technology Aspect of the Implementation

The implementation of the technological dimension of CRM was carried out through the electronic business plan (e-Business plan). The e-Business plan aims to accomplish the following objectives: 1. Provide advanced electronic communication channels to the company's customers as well as to its employees; 2. Provide fast, easy, and distinguished electronic services; 3. Leverage the level of performance and productivity for the company's employees; 4. Provide easy access to the information at low costs. The implementation plan of the CRM project went through three stages; first, develop the IT infrastructure and provide basic services; second, improve the infrastructure and provide more electronic services; third, integrate different services provided to access to the electronic communication of the company. Company 1 signed a five-year contract with Convergys and Oracle to provide a consultancy service for IT solutions regarding CRM implementation as well as to obtain required experience and technical support as the project is strategic and it involved a significant amount of investment. The president of the company emphasised this approach as stated in a press article:

“The selection of the companies that are working with our company to implement our CRM project was based on their wide global experience in the field of IT and especially in CRM. TaTa will provide a consultancy service in integrating the project systems within Company 1's IS infrastructure. Moreover, Convergys Company and Oracle Company will provide required IT solutions. The urge of the company of seeking the best expertise in this field is motivated by the importance of the CRM project in the new company's strategy that aims to transfer the company to be customer-centric by strengthening the relationships with the customer and building additional channel of communication with those customers. Such enhanced relationships will help the company to increase the satisfaction of its customers by providing better and customised services and ultimately improve the company's competitive position.”

For the CRM system, the company applied the Sable system from Oracle Corporation. Figure 5.4 gives an overview of the company technology infrastructure.

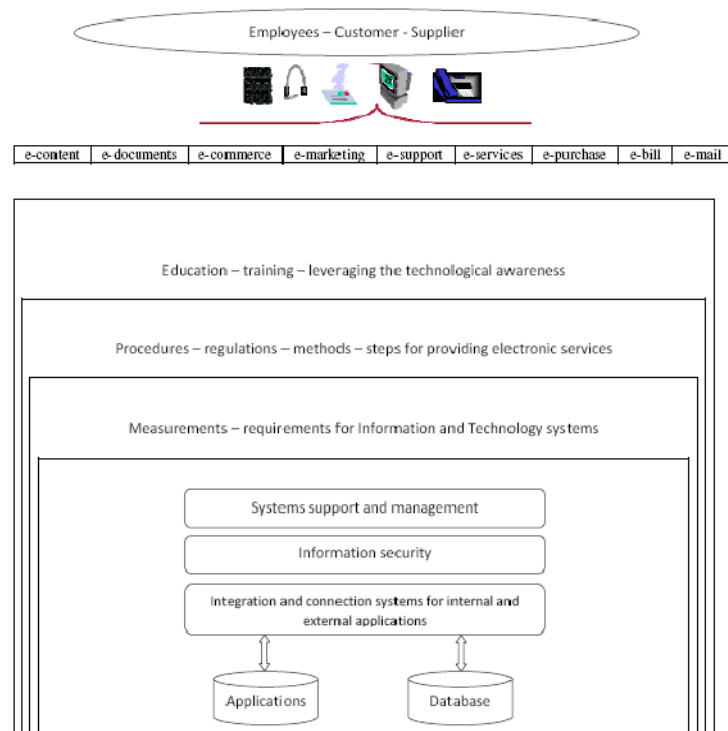


Figure 5.4: Company 1 technology infrastructure, source: company 1

Human Aspect of the Implementation

One major reason of the failure of the first CRM implementation was the poor human source skills required for implementing CRM. The company faced a strong resistance by the employees for the new changes in the work systems. Such resistance, alongside poor orientation and training programmes for staff, contributed to the failure of the CRM project in its first launch. To avoid this major obstacle, the company redesigned its structure based on the assessment/evaluation of its current capabilities. One part of the company's contract with the previously mentioned organisations was to develop training programmes for the current employees to leverage their skills to the required level so they could cope with the company's new customer-centric strategy. A series of training programmes were launched at the company headquarters in addition to other programmes that were organised outside the company. The training programme focused on the following objectives: 1. Establishing and enhancing the new culture of the company in which it shifts its orientation from production and traditional marketing aspects to concentrating on customer-centric perspective where the customer is to become a "client" on whom the activities of the company are organised. 2. Establishing and spreading the knowledge about CRM as a strategic concept that strengthens the company's relationships with its customers and will consequently enhance the company's competitive advantages. 3. Training the employees on the new work tasks and systems that are emerging from the new company's structure. 4. Explaining new technologies associated with the

implementation of CRM. 5. Communicating the outlines of the company's new strategy and alignment between it and the CRM strategy. In addition to the training programmes, the company restructured most of its functions based on the new organisational structure. In order to succeed in positioning qualified skilled personnel especially in upper-level positions, the company recruited some of the best managers available in the telecommunication industry. One important issue that faced the company in applying its new structure, particularly regarding human resources, was the resistance to change by a significant number of staff. To deal with such problems, the company followed two solutions. The first solution was educating the staff from different levels throughout the planned training programmes on different aspects of the new strategy. The second was to follow a strategy that was called "the golden cheque" by which the company offered substantial redundancy for undesirable employees either due to their lack of sufficient skills or due to their role in resistance to the new changes in the company's structure and culture.

Organisational Aspect of the Implementation

Previous to the new shift by the company to becoming customer-centric, the organisation's structure was not designed to support change which ultimately contributed significantly to the failure of the first implementation of CRM that took place in 2004. The old structure of the company was based on operational functions (human resources, marketing, and sales) and service delivery without a clear vision of focusing on the customer. Hence, as the new strategy of the company emphasised the focus on the customer, the redesign of the organisational structure was inevitable. As discussed earlier in section 5.6.7, the new structure created new departments and re-engaged some older functions within new departments. Within CRM structure, the CRM committee is considered the controlling force that supervises the implementation of CRM as it is headed by the president of the company. CRM committee is connected to the CRM projects that are owned by the departments (each CRM project is owned by a certain department which is responsible for the technical implementation of the CRM project) through the shared service department which is responsible for unifying the process of implementing CRM by the different departments. The shared services department manages its responsibilities by conducting the strategy that redesigning processes and procedures. Figure 5.5 illustrates the CRM project status within the company's structure.

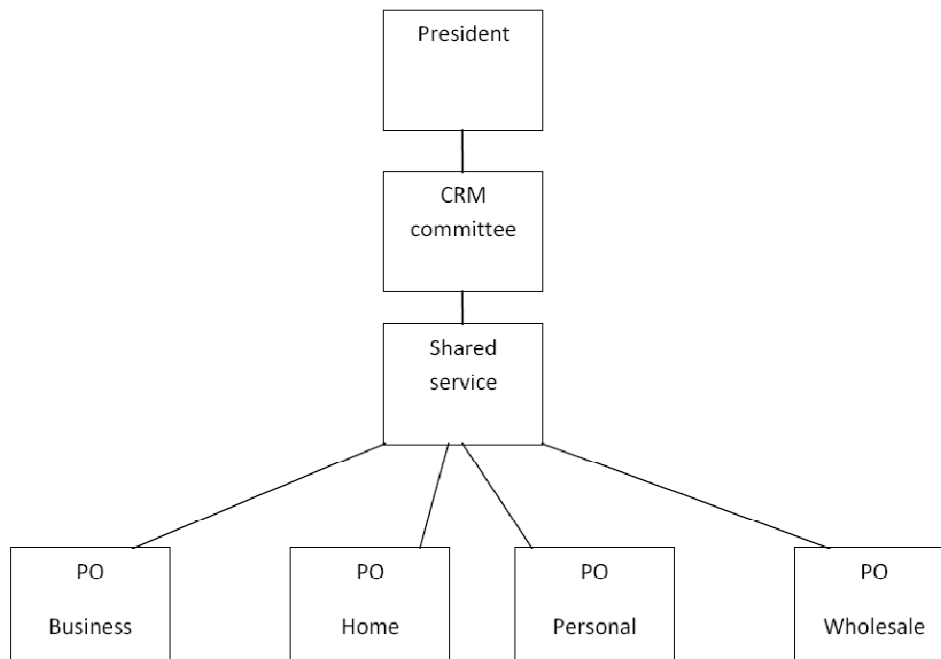


Figure 5.5: CRM within the company's structure

As mentioned by the president of the company, departmental integration was the most important issue when redesigning the organisational structure. The Enterprise Resource Plan (ERP) project, which was fully implemented, plays a major role in connecting the different departments and units of the company by providing electronic connection and by providing information to decision-makers all around the company. Additionally, the design of the new company's structure created channels of communication between the different parts of the company. However, the huge size of the company requires close monitoring to the changes in the organisational structure as it is still in its early stages despite promising results of the change, especially in respects to the CRM project implementation.

5.4.7 CRM Success Factors

Although Company 1 does not officially integrate the approach of success factors in the implementation process in the form of documentation and reports, the company is aware of the importance of considering all success factors in CRM implementation. The company views success factors as implicit in the implementation process. For the company, the most important factor considered crucial in the success of the CRM implementation is data management. The value of data is significantly high in the Saudi market due to the poor supply of data about customers in the Saudi market. This is for cultural reasons as will be discussed in Chapter six. The company created a huge customer database by acquiring data from different governmental sources such as the Ministry of Interior and the Ministry of Trade. Another important factor that influenced the success of the

company's CRM implementation was strong commitment by the top management to the project. Structure redesign was considered as a very important factor in CRM success as the weakness of the company's organisational structure was a major barrier to the CRM implementation prior to its redesign. The evaluation of the CRM project's manager for the proposed success factors is shown in table 5.2: (9= most important, 0 least important). The Table was filled by the CRM manager in Company 1 after providing a description of the table by the researcher. Table 5.2 lists the CRM success factors that are integrated in the conceptual framework which was developed in Chapter Three. The evaluation was based on the importance of these success factors to the implementation of CRM project for Company 1.

Factor	Rank (0-9)
Top Management Commitment	[9]
CRM strategy (clear development/communication)	[7]
Data management (quality / share)	[9]
Culture change	[8]
Process change/structure redesign	[9]
IT systems (management/integration)	[7]
Skilful, Motivated, and trained staff	[7]
Customer involvement/consultation	[5]
Monitoring, controlling, measuring, and feedback	[6]
Inter-departmental integration	[7]

Table 5.2: evaluation of the proposed success factors by Company 1

The company's awareness of success factors was discovered through the implementation process and later on as a lesson learned from the process. Also there was no clear link between the success factors and the CRM components, although the linkage is indirectly applied, a point cited by the CRM manager:

“Factors that affect the success of the CRM project implementation are related to the main components of the CRM by nature. We think clear identification for these factors within the CRM components would facilitate better vision for the implementation process by identifying responsibilities and tasks.”

The proposed conceptual framework developed a linkage between CRM success factors and CRM components as a guide for managing the success factors within the CRM implementation process. The research evaluated the company's view of the possible linkage between the proposed success

factors and the CRM major components through filling a table of linking each success factors to its dominant(s) CRM components. The table was filled by the CRM project manager of Company 1 as described in Table 5.3.

Factor	Components		
	IT	People	Business process
Top management commitment	[X]	[X]	[X]
CRM strategy (clear development/communication)	[X]	[X]	[X]
Data management (quality / share)	[X]	[]	[]
Culture change	[]	[X]	[]
Process change/structure redesign	[]	[X]	[X]
IT systems (management/integration)	[X]	[X]	[]
Skilful, motivated, and trained staff	[X]	[X]	[X]
Customer involvement/consultation	[]	[X]	[]
Monitoring, controlling, measuring, and feedback	[X]	[X]	[X]
Inter-departmental integration	[]	[X]	[X]

Table 5.3: Company 1 linkage of success factors and CRM components

Measuring CRM Success Factors

In general, Company 1 measures the success of CRM implementation in terms of the following: customer satisfaction, employees' performance evaluation, and the company's performance (marketing share and revenues). Regarding the measurement of success factors, the company does not have clear measurements for the proposed success factors although these factors were acknowledged by the company. However, some success factors are measured. Top management commitment is measured by the involvement of higher level management in the CRM implementation in terms of attending the CRM committee meetings and supporting decisions by the committee. In addition, top management commitment is measured by providing sufficient financial resources for the project's implementation process. Structure redesign is also measured through the workflow and conflicts resolved. Customers' data management is measured through the ability of customers' segmentations, customers' profitability and customers' satisfaction ratio.

5.4.8 Post-Implementation

The evaluation of full implementation of CRM projects by the company is based on the company's marketing and financial performance. The company completed the implementation of the business

sector project and approached competition over personal and home projects. Financially the company applied Return On Investment (ROI) to measure the success of the CRM project based on the financial resources invested in the project. As stated by the CRM manager, the company increased its revenues 300% during 2008. Significant share of this revenue was due to the implementation of CRM. Over 100,000 orders were on hold in the business sector alone. The implementation of CRM helped to activate these orders, and this substantially contributed to increasing the company's revenues. In respect to marketing performance, the company applied measurement of customer satisfaction and market share to ascertain the success of the CRM projects. The market share of the company declined from 100%, prior to the emergence of its competitor, to around 75%. The contribution of implementing CRM projects is moderate but according to the company, CRM projects have helped the company to stabilise its market share at acceptable rate for the company. The company measured customer satisfaction through customer surveys at the sales points, online, and through its SMS service. Customer satisfaction was improved significantly after activating on-hold orders and reducing the waiting time for customers. The satisfaction of customers also increased after customising and personalising company's services.

5.5 Case Study Analysis: Company 2

Similar to analysing data collected on Company 1, the process of analysing Company 2 data will be guided by the analysis strategy and technique based on the conceptual framework. The analysis will cover data collected on the company's background including motivation to implement CRM and the company's services. Therefore, data on the CRM implementation will be analysed including CRM implementation phases, CRM components, and CRM success factors.

5.5.1 Motivation for Implementing CRM

Company 2 is a subsidiary of a large telecommunication corporation that has its headquarters in a neighbouring country to Saudi Arabia. The company has implemented its CRM as a part of a general project. As the company entered the Saudi market, which was dominated by Company 1, it built its strategy focusing on customers by enhancing its relationships with them and providing better customised services. Such a strategic view emerged due to the analysis conducted by the company on the Saudi market and the status of its competition. The only competitor, Company 1, has a long experience and very advanced technological infrastructure. Additionally, Company 1 has a comparative advantage in pricing as it acquired its own infrastructure (cables and broadcasting towers). The previous factors motivated the company to focus its efforts on distinguishing its

position in the market by strengthening its connection with customers. CRM is viewed by the company as a tool that provides a better understating of its customers and therefore will aim to fulfil their needs with customised services. By implementing CRM project, the top management of Company 2 aimed to achieve a strategy in its new market as stated by the customer care manager of the company:

“Since day one in the new market, Saudi Arabia, the company decided to implement CRM as it is already implemented in our mother company. The company has a long experience with excellent customer care management and with creating great relationships with its customers. As we entered a market that is wholly dominated by a huge company which is our competitor, we decided to focus our efforts on providing great value to the customers through customised services and through creating successful relationships with our customers. CRM project plays a significant role in these relations especially in knowing our customers and segmenting them.”

5.5.2 Company 2 Services

Company 2 was granted the first license in the Saudi market to provide mobile phone services, internet services, and IT solutions systems. In addition, the company was granted the first license for third generation of mobile phone services. The company provides its services to individual customers as well as to businesses and government sector. Geographically, the company covers more than 90% of the country through more than 3,000 sales points.

5.5.3 CRM Implementation: Company 2

Company 2 started the implementation of its CRM project when it started its operations in the Saudi market in 2004. As the company is a subsidiary of a larger company that works abroad, it had to formulate its strategy in the new market in the light of the general strategy for the mother company. However, Company 2 took into consideration the characteristics of its new market, especially the status of competition and customers' characteristics. Therefore, based on an assessment of the new market, the company developed a strategy which focused on customers' needs by providing creative services. Such a strategy considers the CRM project as an important tool to achieve its objectives. The customer care manager commented:

“We implemented CRM to match and fulfil the rapidly increasing customer demand and requests, the motivation, the competition, customers' growing expectations, and objectives.”

Pre-Implementation Phase

Top Management Commitment

Higher level of management, in both headquarters and Company 2, supported the implementation of CRM. This support for the project implementation takes two forms. First, the top management provided adequate financial resources required for the implementation (the budget for the CRM project was not revealed by the company) and it also facilitated organisational decisions in respect to the implementation process, such as contracting consultancy organisations to provide technological support to the CRM project. Second, the top management of the company supervised the implementation and operations of the CRM project. The chief executive officer (CEO) of the company is organisationally linked to the CRM project owners through the organisational structure as the project owner reports to the CEO through the project manager office (PMO). This process will be described when discussing the organisational aspect of the CRM implementation.

Strategy

The main strategy for the company is based on the following values:

Transparency: to achieve this value, the company developed a business environment in which employees operate transparently to transform their values into actions by sharing knowledge, adopting creative thinking, and carefully listening to the customers.

Respect: to achieve this value, the company treats its customers whether they are individuals or corporate with great respect. It also develops profitable partnerships with its clients. In addition, the company practices its social responsibility by being committed to provide a variety of services as a way to reflect the company's respect to the society in which it operates.

Enthusiasm: to accomplish this value, the company enhances the culture of working hard toward significant achievements through enthusiasm, flexibility, and the ability to adopt new changes by maintaining a high level of quality in service.

Creativity: To achieve this value, the company focuses on changing ordinary ways of developing and producing services. Hence, the company designed its structure and operations to face any changes and challenges internally or externally to leverage the level of creativity.

Advanced communication technology: To achieve this value, the company encourages adopting the latest communication technology to design and deliver customised services its customers.

Leadership: To achieve this value, the company set global standards to measure its performance. Moreover, it focuses on constant growth in the market through vertical and horizontal expansion.

The general strategy of the company supports CRM implementation as stated by the customer care manager:

“The objective of the CRM project is to enhance the marketing capabilities of the company by strengthening the relationship with its customers. We in Company 2 believe that the CRM project is an essential part or component of the company’s general strategy which emphasises distinguishing the company’s position in the market by providing creative and quality services to all customers whether they are individuals or corporations.”

There is no defined strategy for the CRM project. However, the CRM implementation is guided by a plan that is guided by the general strategy of the company. The implementation plan is divided in sub-plans for the CRM project. The implementation plan is developed by the departments of IT and marketing as the project is directed as a marketing tool. Sub-plans are focused on the applications of CRM project as the following: rate plan, consumer & corporate, ARPU (Average Response Per-Unit), languages, gender, age grouping, and finally, customised services accordingly.

Readiness Assessment

The company focused its readiness assessment process on fulfilling the requirements of implementing the CRM project. Company 2 was more concerned with the availability of capabilities to enhance the implementation especially in terms of technology and human resources.

5.5.4 CRM Components

Company 2 looks at its CRM project as a combination of technology, relationships, management, and human interaction. The technology component of CRM consists of the IT infrastructure including the ERP (Enterprise Resource Plan) systems and computing facilities in addition to the software and the related applications of CRM. The company uses the application of CRM systems version 7.7 from Siebel solutions. The company put a significant emphasis on the technological component of CRM as the company distinguishes itself as a leading organisation in communication technology. Therefore, for Company 2, the technology component of CRM contributes significantly in connecting the company with its customers by utilising the data on and from customers for building beneficial relationships with current and future customers.

In respect to the components of the relationships, Company 2 considers the customer relations as way to communicate with customers, and a method to collect data on different aspects of the customers and their behaviour. Such relations are the basis for developing new and customised services and improving current services and products to fulfil customers’ needs. The quality of

customer relations is considered an essential part of the company's CRM project as well as the company's strategy in the Saudi market.

The role of the management component in CRM is to direct the CRM towards its objectives. According to the CRM manager in the company:

“We rely on the design of organisation's structure to support the implementation of CRM and its functions. The structure was designed to a flexible fit for the CRM project and to integrate the different departments that are involved in the CRM project through the lines of authorities and responsibilities.”

Finally, the human factor of CRM is represented by the employees of the company as well as its customers. The company focused on the end users of the CRM applications by hiring a large number of employees especially in call centres. It also launched a number of training programmes on the CRM applications for employees from different levels. Additionally, the company created a campaign to attract experienced and skilled employees especially in the field of IT and CRM projects. The other human dimension is of course the company's customers who are considered the cornerstone of company activities and whose satisfaction is considered as a main goal for the CRM project.

5.5.5 Implementation Process

The CRM project of Company 2 is partially implemented based on the implementation stages that were planned by the company. The company started implementing its CRM project since it started its operations in the Saudi market as CRM is fully implemented in the mother company. However, due to the nature of the new market, the company conducted a brief assessment to its market and the requirements of the new market to reflect these characteristics in its CRM project. In other words, the company started by adjusting its CRM to achieve its goals in the new market as a competitive tool against the competition. The implementation process was broken down into three stages. The length of the period of implementing CRM fully was estimated to be three years.

The first stage started in 2005 with the company's entrance in the market. This was a primary stage as the company planned to implement CRM gradually, starting with a small project. Hence, the first stage was to apply the CRM project for the segment of pre-paid and post-paid customers. The main focus for the project at that time was to help the marketing activities especially in customers' segmentation. This stage of the implementation process lasted for nine months.

The second stage of the CRM project started in mid 2006 and lasted for 12 months. Utilising the rich data through the use of the CRM project and its application, the company developed a new segmentation for its customers based on their values. The new segmentations were: based customers, medium/core customers, high customers, and premium customers. The second stage focused on applying the CRM project to cover the new segments of the customers. In this stage, the company integrated the CRM project with ARPU system (Average Revenue Per Unit) which helps the company to evaluate each customer value based on average potential revenue.

The third phase of the company's CRM project is considered the final and most comprehensive stage. This phase started in mid 2007 and was planned to finish by the end of 2008. The company planned full application of CRM for marketing activities, services activities, and call centres. The final stage of CRM project involved the integration of the different parts of the company that are associated with CRM implementation and integrating back and front office. As it is obvious from the company's implementation process, the major emphasis of the company is put on the customer's segmentation and marketing activities.

Technology aspect of the Implementation

Company 2 considers technology as a priority in the CRM project implementation. The technological factor includes the IT infrastructure of the company that facilitates the use of CRM as well as the CRM systems. As an indicator for the importance of technology aspect, the company signed the biggest contract in the region with Siebel Corporation to apply the CRM system version 7.7 and to provide technical support for the system. However, the company relies on its technological experience generated from its mother company's experience as a previous implementer of CRM. The main concern of the company in respect to CRM technology was to realise its objectives as a new company in the Saudi market already dominated by a large telecommunication company. The use of advanced technology, which helps in identifying, classifying, serving, and communicating with customers through creative services and products, was the company's weapon in the face of competition. So the company was more concerned with what CRM technology should do in terms of achieving the company's objective and not what it can do in terms of the system capabilities. The CRM system was customised to support marketing activities such as customer segmentation. The CRM system was integrated with an ARPU system to help categorise customers based on their potential revenue value. It is also linked to the IBCC and IVR (Interactive Voice response) as a mediator between the two systems. The objective of CRM technology is to support the following functions: Marketing: Use PeopleSoft CRM Analytics to determine the effectiveness of marketing

campaigns, predict future customer trends, and identify specific customer segments including up-sell opportunities, unprofitable customers, and customers likely to defect. Sales: Use PeopleSoft CRM Analytics to measure the effectiveness of initiatives and incentive programmes in meeting overall sales goals, understand the health of the pipeline, track the performance of the sales team, and allocate resources based on customer value and needs. Service: Use PeopleSoft CRM Analytics to analyse call centre interactions, determine the cost-to-service ratio per customer segment, and deliver the most appropriate levels of service.

Human Aspect of the Implementation

The components of the human factor of CRM implementation are customers and employees. As discussed earlier, targeting and segmenting customers are major goals for the company in order to build strong relations and solid communication channels with these customers. To achieve the previous goals, the company invested heavily in acquiring experienced and qualified personnel in the field of CRM applications. The company also developed training programmes on CRM for its employees especially end users. These programmes were developed by the company through its senior CRM users and CRM managers in the company's customer-care centre. Additionally, the company organised training programmes via co-ordination from its CRM vendor/provider as a part of its contract. However, no training programmes or seminars were developed to communicate and educate employees on the project's plan and objectives as the company limited CRM training programmes on technical issues of CRM.

Organisational Aspects of the Implementation

The organisational structure of the company is designed to support customer-centric orientation. The structure consists of the following departments: marketing, sales, customer care (services), IT, and finance. Marketing, sales, and customer care are considered front office departments while finance and IT are considered back office. Regarding the CRM position in the organisational structure, the CRM project is directed by the Project Management Operation (PMO) which is directly linked to the Chief Executive Officer (CEO) of the company. Each CRM project is considered as an independent project that is owned by the department in which it is implemented. All CRM projects report to the PMO which reports directly to the CEO of the company as illustrated in figure 5.6

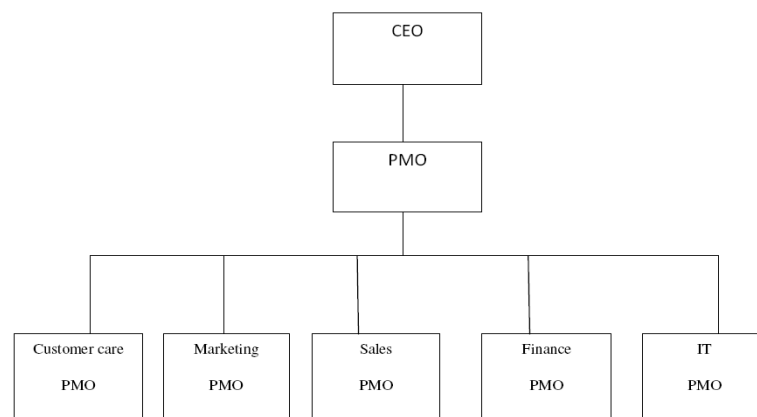


Figure 5.6: Company 2 CRM structure

5.5.6 CRM Success Factors

Company 2 perceives the success factors as those that strengthen the implementation process and contribute to its success. Similar to Company 1, the company did not apply the success factors approach when implementing CRM although it was aware of some factors considered as strength points for the CRM project. The company identified IT management and configuration as essential factors that influenced the success of its CRM project implementation. Such an emphasis on IT is consistent with the focus of the company on advanced technology. Another factor that was identified by the company as an important source for success was data management for the same reasons that were mentioned earlier with Company 1. Nevertheless, inter-departmental integration was considered as a crucial factor in success of the CRM implementation by the company because connecting the different parts of the company's structure through technology was a priority when the company implemented the ERP programme prior to implementing CRM. The evaluation of the proposed success factors in this research by the Company 2 CRM manager is illustrated in Table 5.4. Similar to Company 1, the researcher explained the table ranking for CRM success factors (9= most important, 0 least important) and the Table was filled by CRM project manager in Company 2.

Factor	Rank (0-9)
Top management commitment	[8]
CRM strategy (clear development/communication)	[8]
Data management (quality / share)	[9]
Culture change	[5]
Process change/structure redesign	[8]
IT systems (management/integration)	[9]
Skilful, Motivated, and trained staff	[7]
Customer involvement/consultation	[6]
Monitoring, controlling, measuring, and feedback	[6]
Inter-departmental integration	[9]

Table 5.4: Evaluation of the proposed success factors by Company 2

In respect to the link between CRM success factors and the main components for the CRM projects, it was as illustrated in table 5.5:

factor	Components		
	IT	People	Business process
Top management commitment	[]	[X]	[x]
CRM strategy (clear development/communication)	[x]	[x]	[X]
Data management (quality / share)	[X]	[]	[]
Culture change	[]	[X]	[]
Process change/structure redesign	[]	[]	[X]
IT systems (management/integration)	[X]	[]	[]
Skilful, motivated, and trained staff	[x]	[X]	[]
Customer involvement/consultation	[]	[]	[X]
Monitoring, controlling, measuring, and feedback	[x]	[x]	[X]
Inter-departmental integration	[]	[x]	[X]

Table 5.5: Company 2 linkage of success factors and CRM components

Measuring CRM Success Factors

Mainly, Company 2 measures the success of CRM project based on the results/performance of the CRM projects in realising the project's objectives. The measurements of CRM success factors are not clearly identified by the company. However, the company applies the approach of quality standards to monitor and assess the success of its CRM project. The quality approach is based on setting certain quality measurements that are to be maintained. For example, in the call centres, response time is set within different ranges based on customer segments (less waiting time for higher customer segments). The response time is monitoring by the management through a display screen through the FCR system (First Call Resolution). Such an approach helps the management to monitor and improve information on this particular part of the CRM project.

5.5.7 Post-Implementation

Considering the nature of the telecommunication industry as a dynamic and competitive industry, Company 2 heavily emphasised the need to measure its projects and assess their outcomes. The company is more concerned with measuring the success of its overall CRM project performance/outcomes through marketing indicators as it applies the indicators of customer satisfaction and market share in addition to measuring the outcomes of the project against the defined goals for it. The market share of the company is measured in two ways. Internally as the company conducts market studies and surveys and externally through obtaining reports on the telecommunication market developed by other parties such as the Saudi Telecom and IT Committee. The company also focuses particularly on measuring customer satisfaction through a permanent customer satisfaction electronic survey called Trem Survey.

5.6 Summary

This chapter surveyed the collected data from the two case companies as planned in Chapter Four. The chapter analysed the collected data by applying the strategy of relying in the proposed conceptual frame and using the pattern matching technique. To accomplish the aim of this chapter, the data was analysed based on the design of the conceptual framework and its constructs. The analysis process followed the sequence and the components of the proposed conceptual framework in comparison to the actual/practical implementation of CRM projects by the case study companies. Therefore, the analysis of the qualitative data that was collected from the two companies about their CRM implementation process was built based on the proposed conceptual framework. The two

companies implemented their CRM projects with different approaches with different priorities as will be discussed in the following chapter. However, there are some similarities between the two companies in terms of their motivation for implementing CRM and in terms of its human aspects. The analysis of the research data supported some constructs of the framework strongly and gave when considering the cultural impact, as will be discussed in detail in the next chapter.

Chapter Six: Evaluation of Findings and Modification of Conceptual Framework

6.1 Introduction

The aim of this research was to evaluate the success of implementation of CRM in developing countries. The research had been through various stages to develop and assess the feasibility of implementing a proposed conceptual framework for implementing CRM which is believed to leverage the effectiveness of CRM implementation. In the previous chapter, the research analysed the collected data on the implementation of CRM in Saudi Arabia as an exemplar of developing countries. The data was collected and analysed from two case companies. This chapter draws together the research findings to present an understanding of the implementation of CRM in developing countries through evaluating and assessing the feasibility of the conceptual framework. In addition, the discussion in the chapter will be extended to modifying the conceptual framework and evaluating the benefits and advantages to businesses and researchers of implementing CRM.

6.1.1 Chapter Objectives

The aim of this chapter is to use empirical evidence to evaluate the achievement of the aim of the research and the feasibility of implementing the proposed conceptual framework. To achieve this objective, the research will evaluate the different components of the conceptual framework including: the pre-implementation phase, implementation phase, CRM components, CRM success factors, and post-implementation phase. Additionally, the chapter aims to discuss the modification of the proposed conceptual framework.

6.1.2 Chapter Structure

Section 6.1 will start with an overview of the research topic, plan objectives, and structure. Section 6.2 will evaluate the pre-implementation phase of CRM implementation. Section 6.3 will evaluate the CRM components and. 6.4 will examine the implementation phase. Section 6.5 discuss the CRM success factors while section. Then, 6.6 will discuss the post- implementation phase. Section 6.7 will 6.8 will address the modification of the conceptual framework. Section 6.8 will summarise this chapter achievements, findings and results.

6.2 Feasibility of the Conceptual framework

The proposed conceptual framework was assessed for feasible implementation by conducting a comparison between the components/constructs of the conceptual framework and the practical implementation of the two case companies. The following sections discuss the findings of analysing the empirical evidences on the conceptual framework's components.

6.2.1 Pre-Implementation Phase

The purpose of considering a pre- implementation phase for CRM is to avoid irrational decisions by organisations with regards to adopting approaches and systems that are not compatible to their capabilities. The lack of such an implementation stage resulted in limiting the success of a significant number of CRM projects and in some cases it led to the failure of other projects as discussed in Chapter Two. The pre-implementation phase consists of the following constructs or components: Top management commitment, readiness assessment, and strategy development and alignment. These components have been investigated through the case study companies. The sequence, organising, and feasibility of these components will be discussed below based on the data analysis conducted in the previous chapter.

Top Management Commitment

Top management and support to the CRM project is considered as an important component of the pre-implementation phase as well as a crucial success factor for CRM implementation. The proposed conceptual framework suggested that gaining top management commitment should be the first step in implementing CRM and should be considered as a priority. The data analysis provided sufficient support for the importance of the commitment and support by top management and it also underlined its status in the implementation process sequence. Evidence from the two companies helped begin the implementation by championing support for CRM as a strategic decision. In the case of Company

1 the top management support aspect of the implementation process was more visible than in Company 2. Company 1's CRM project was proposed by top management after the failure of the first CRM implementation. The idea of implementing CRM was presented by the vice president of the company for strategic planning and hence the CRM committee was established and headed by the president of the company. In the case of Company 2, the CRM project received top management commitment as it is already fully implemented in the mother company. Nevertheless, top management commitment was the first step in the implementation process in both companies. As a success factor, the commitment of top management was measured, as proposed in the conceptual framework, by percentage of top management members involved in the CRM project (as an indicator for power/influence), budget of CRM project, and decisions by top management to support CRM implementation.

Strategy

Developing a CRM strategy that is aligned with and extracted from the organisational general strategy was suggested in the conceptual framework as a step to follow top management commitment. Such an approach was applied to emphasise the strategic nature of the CRM projects implementation. Developing CRM strategy and aligning it with the company's general company was supported by the evidence by the two case companies but with variation of the strategy scope and its development as well as its objectives. With respect to Company 1, the evidence supported the framework's approach regarding the CRM strategy development. The company developed the CRM strategy as a part of the general strategy that aims to shift to customer-centric. In addition, as suggested in the conceptual framework, the company developed its CRM strategy to cover the following components: structural (organisational) planning, and information technology planning. The alignment to the general strategy of the company was by achieving the general objectives for the company. On the other hand, Company 2 focused its CRM strategy as a tool to face the competition in the market through enhancing the relationships with customers. The company's general strategy was the guide for the CRM implementation. However, the development and communication of the CRM strategy was emphasised as a pre-implementation aspect of CRM project and a success factor. The CRM strategy measured and identified through the presence (whether available or not) of the CRM project the presence of documents in which the CRM strategy and its objectives are identified, and documents for departmental plans.

Readiness Assessment

The readiness assessment phase aims to evaluate the capabilities of the company namely; human capability, technological capabilities, and organisational capabilities. Such an evaluation should be conducted based on the company's objectives of implementing CRM and on the requirements of the CRM project. Both case companies provided sufficient support to conducting readiness assessment with variation of the scope of the assessment and its objectives. Company 1 put a significant emphasis on assessing its readiness for implementing CRM as it was believed that the lack of such assessment was the main cause for the failure of its CRM implementation in 2004. So the scope of the assessment was holistic and covered different aspects of the company. On the other hand, Company 2 concentrated its assessment of fulfilling the requirements for the CRM project implementation. As suggested in the framework, the assessment phase should cover the following aspects if the company's capabilities: human resources, technology, and business processes.

Human Resources Aspect: The human factor of CRM assessment (employees and customers) was assessed by both companies. The methods of acquiring skilful employees and providing training programmes were identified. Moreover, resistance to change occurred especially in Company 1 in its transformation of culture to customer-centric, but this was less of a problem with Company 2 as it started its CRM project simultaneously with beginning to trade. That could underline a difference between implementing CRM in a new starting company and a long existed company. Communicating CRM strategy and objectives were identified more clearly and formally in Company 1 due to the strategic scope of CRM implementation. Regarding the other dimension of the human assessment factor, customers, both companies realised the importance of the involvement customers in the CRM implementation. The major reason for both companies to implement CRM was market competition. However, the lack of availability of information about customers was a major issue that faced both companies. This lack of customer data was due to the unavailability of customers' studies in the Saudi market. Another factor that contributed to the poor supply of data about customers was cultural. As a traditional conservative society, Saudi was not familiar with customer surveys and studies. Most individuals and families would not welcome giving data or participating in surveys. The cultural issue will be further discussed later in this chapter. Both companies identified customers on data as a crucial factor for CRM success. Both companies applied different approaches to obtain sufficient quantity and quality data on customers through different ways such as surveys, published information on customers in the telecommunication market by the Saudi Committee of Information and Telecommunication. As an indicator for the importance of acquiring sufficient data on customers, Company 1 obtained valuable information through the Ministry of Interior.

Technology: The conceptual framework suggested assessing the technological capabilities of the company to meet the following requirements which are believed to provide the basic requirements for implementing CRM: ERP, Data warehouse, CRM software, and internet. Although referring to CRM as not a pure technology, case study companies invested in creating and developing technological infrastructure required for CRM implementation. Evidence by both companies supported the assessment of the proposed technological components by the conceptual framework. Conducting assessment of the technological readiness for CRM implementation was approached differently by the two companies regarding external (using a consultancy from another organisation) or internal assessment (by the company itself). The technological infrastructure for Company 1 was considered as advanced. The company had already implemented the ERP project and it had developed its electronic gates (e-gates) for customers, employees, documents, and facilitated the use of the internet network. Additionally, the customer database has been evaluated and improved. In respect to Company 2, it started its operation in the Saudi market by providing the technological requirements for implementing its CRM project according to its mother company's experience.

Structure: Structural development or redesign of organisational structure was suggested as a pre-implementation step of CRM to ensure a sufficient fit for CRM within the organisation structure. Evidence from both provided rich data on structure development and redesign as they resembled both situations of implementing CRM within an existing structure as in Company 1 and in a new developed structure as in Company 2. Findings of the evaluation for the company's structure for CRM implementation in the two companies are as follows:

Redesign Front Office and Examine Information Flows between the Front and Back Office

Company 1 redesigned its entire organisational structure based on the assessment of its current structure. As mentioned in Chapter Five, the company realised that its structure, in its previous form, was not sufficiently supporting the implementation of CRM. Information flow was not effective as a significant number of service orders were on hold. The old structure of the company was built based on functions and service/product and not on customers. In the case of Company 2, the structure was developed to support the customer-centric orientation of the company as an essential requirement for CRM implementation. Both companies have developed their front office including call centres, customer care, and sales and marketing. In addition workflow and integration between front and back office was examined and improved through the applications of CRM and ERP and the adequate integration between the two systems with the company's structure.

Focus on Organisation Culture that Reflects Customer-Centric Orientation

Customer-centric orientation is significantly featured in the two case companies. Both companies have developed strategies to enhance the culture of putting customers first and planned their activities and product/services based on customers' need to maximise customers' satisfaction. Case evidence from Company 1 proved clear and strong transformation to customer-centric orientation through developing a general strategy for that company, called Forward, that emphasised the change of the company's culture toward customer oriented. Company 2 claimed through its general strategy emerged from its mother company's company that the customer is the base of its operations and services. Moreover, Company 2 was motivated by the intense competition in the market, as a new company, to enhance its competitive position by acquiring quality relationships with customers.

Emphasis on good Co-ordination and Building Projects Teams

Evidence of Company 1 regarding the assessment of its structure showed a lack of developing work team for CRM implementation in their first attempts back in 2004. So the company established a higher committee for CRM implementation that is headed by the company's president himself and has members from different departments of the company. On the other hand, Company 2 managed its CRM implementation through the Project Management Office that is linked directly to the company's top management. Both case companies managed their CRM implementation as projects that are owned by different departments of the company. Such an approach enhances good co-ordination between different parts of the company and allows more flexibility and decentralisation.

Redesign of Customer Interaction Points and Orientation on Customer Process Activities

Customer interaction points such as sales points and internet are considered one of main sources for company interaction with its customers. Hence, the evidence of the case study supported the proposed framework in its suggestion of redesigning such sources of interaction. Both companies invested significant amount of resources in opening, developing and adding services to the interaction points with customers. Company 1 planned to expand its branches to more than 5,000 and developed their existed branches by adding more services and skilled staff. In addition, the company planned to develop its customer gate as a part of its e-business plan for more effective interaction with its customers and to provide more e-services. Company 2 also planned to establish more than 300 branches to provide its services to its customers in the market. The company also developed a plan to provide and improve its e-services through its website as well as through its mobile services to its customers. Both companies realised the importance of assessing their customer's satisfaction through customer interaction points through electronic and paper surveys.

Manage Possible Cultural Resistance.

As a possible obstacle to CRM implementation, the proposed conceptual framework emphasised the need of managing any possible cultural resistance by staff to the implementation process. Evidence from both case companies proved the awareness of possible resistance, varying between the companies depending on their CRM implementation status. It was clearer that Company 1 expected and dealt with resistance to change for two important reasons: first, the company has a long history of operating and planning as a function/production oriented company; second, the company went through a failure CRM implementation which revealed some barriers including the structure design and staff resistance. Company 1 managed this resistance through a series of training programmes, staff acquisition and changes as discussed in chapter 5. Nevertheless, although Company 2 developed its structure based on a customer-centric basis, it prepared for such possible resistance by creating different types of training programmes and workshops.

6.2.2 CRM Components

In Chapter Two and Chapter Three CRM components have been identified and justified for this research as: human component, technological component, and organisational (Business process) components. Collecting and analysing data from the case study companies through different sources of evidence supported the proposed components of CRM by the conceptual framework as the following: human (people), technology, and business process. These components were identified by Company 1 using the same terminology that was used in the conceptual framework while Company 2 identified the components of CRM as: technology, relationships, management, and human interaction. As data on CRM components from Company 2 was further analysed, it was found that the company referred to organisational components (business process) as management while referred to the relationships components as a mutual factor that involves human, technology, and business process to emphasise the importance of maintaining good relations with customers.

Human Component of CRM

The human component was the most identified component of CRM by the case study companies. Both companies identified people (human) as a major part of the CRM project. In consent with the conceptual framework, human components for both companies consisted from employees (staff) and customers. Despite the importance of customers' involvement in the CRM project, the two companies emphasised the need for skilled and experienced personnel in the field of CRM applications and IT. Such emphasis was motivated by the lack of skilful and qualified employees due to the poor supply in the Saudi market for such a resource. Cultural factors such as level of education

and training on such fields of CRM and IT contributed to the poor supply of qualified personnel required for CRM implementation and operation. Further discussion will follow in section 6.

Technology

Both case study companies agreed on the nature of CRM as a business strategy and not a pure technology solution. However, evidence from both companies supported the importance of the technology factor as an enabler for CRM implementation. Both companies invested heavily in acquiring latest CRM technology by contracting CRM world leading corporations such as Siebel, Oracle, and Convergys. Nevertheless, both companies faced difficulties in acquiring skilful staff to operate such technologies especially in the case of Company 1 as it had to deal with its old staff. Additionally, the technological infrastructure of both companies and the technological infrastructure in the country, Saudi Arabia, have helped the companies to adopt and apply their targeted CRM technologies.

Business Process

The research emphasised the importance of CRM as a business strategy that requires planning and designing business process especially those processes that have a direct interaction with customers. Evidence of the case study proved the awareness of both companies of the need to redesign their business process and consequently their structure to facilitate the implementation of CRM projects. The organisational components (business process) identification by the companies was reflected through developing organisational structure that allow CRM implementation by establishing CRM team works and CRM committee (Company 1) and project management office (Company 2).

6.2.3 The Implementation Phase

As different types and sized companies may have different approaches to implement CRM projects, the framework considered the variation among organisations and allowed flexibility for different approaches based on organisations' motivations, scale, type, and resources. Therefore, as a contribution, the framework discussed the types of CRM implementation as a holistic (general or one chunk) versus smaller (partial or gradual). The framework advised the adoption of a small modular implementation that gradually applied organisation-wide. Evidence from both case study companies supported the framework by applying plans for implementing their CRM projects based on dividing the general CRM project to smaller projects that are implemented through a planned time framework.

Company 1 implemented its CRM project by applying a plan that divided the project into smaller sub-projects that are executed by owner departments of the company under the supervision of the CRM committee which represents the top management of the company. Such CRM projects are implemented and integrated with each other through the help of a Shared Service department to ensure unifying the implementation process to achieve the general strategic objectives as well as the objectives of the CRM strategy. Another lesson learned by the company's implementation was the use of geographical-based methodology through implementing CRM gradually in different geographical branches of the company to leverage the learning process and to improve the implementation by avoiding possible mistakes.

On the other hand, Company 2 focused its implementation process on achieving its CRM objectives to enhance the relationships with customers through strengthening marketing activities, especially customer segmentation. Therefore, the company implemented its CRM project by dividing it to smaller projects that were applied to its services to gain more knowledge about customers' segments and therefore apply CRM to those segments through its services and products. A lesson that was learned from Company 2's implementation is that CRM be focused on providing support to company's activities that are interacting with customers. However, such an approach does not contradict with the strategic nature of CRM but it gives priority to organisations' activities that have direct interaction with customers.

6.2.4 Success Factors for CRM Implementation

The research developed a list of success factors that are integrated in a strategic framework for CRM implementation. The purpose of presenting these success factors is to enhance the CRM implementation process by focusing on these factors as a source of success as well as a way to avoid possible reasons for implementation failure. The success factors covers different aspects that are related to CRM implementation and are linked to the CRM components for a clear vision and monitoring of the implementation process. It has been found from the evidence of the case study companies that the success factor approach is implicitly applied within the CRM projects implementation, yet it is not formally documented and monitored. All success factors were identified by the two companies with variation in the importance of these factors between the two companies.

With regards to company 1, although not all proposed success factors were applied and measured for the implementation process, all success factors were recognised as important factors (with variation of the importance among success factors) by the company which supported the framework proposition of these success factors. Table 6.1 illustrates the status of the proposed success factors as

provided by CRM management in the two case companies, whether they are applied by the company or not, whether they are measured or not, and the linkage of the success factors to CRM components.

Success factor	Importance 1-9	applied	measured	CRM component
Data management (quality / share)	9	yes	yes	technology
Top Management Commitment	9	yes	yes	Human, technology, and process
Process change/structure redesign	9	yes	yes	Human, process
Culture change	8	yes	no	People
CRM strategy (clear development/ communication)	7	yes	yes	Human, technology, and process
IT systems (management/integration)	7	yes	no	Human, technology
Skilful, motivated, and trained staff	7	yes	no	Human, technology, and process
Inter-departmental integration	7	yes	no	Human, process
Monitoring, controlling, measuring, and feedback	6	yes	yes	Human, technology, and process
Customer involvement/consultation	5	no	no	Human

Table 6.1: CRM success factors for Company 1

Figure of Table 6.1 indicate that Company 1 applies and measures the following success factors: Data management (quality / share), Top Management Commitment, Process change/structure redesign, CRM strategy and Monitoring, controlling, measuring, and feedback. The first four factors were identified as high importance while Monitoring, controlling, measuring, and feedback was considered less important due to the fact that factor is considered as a regular process of the company. The only factor that was not applied by the company was Customer involvement/consultation.

Similarly to company 1, evidence from the case study proved the awareness of Company 2 of the importance of the proposed success factors which provide a support to the framework. Moreover, the

company was more concerned with success factors of IT nature which reflects the focus of the company on technological aspects of CRM. Table 6.2 illustrates the status of the proposed success factors of the conceptual framework, whether they are applied by the company or not, whether they are measured or not, and the linkage of the success factors to CRM components.

Success factor	Importance 1-9	applied	measured	CRM component
IT systems (management/integration)	9	yes	yes	Technology, process
Data management (quality / share)	9	yes	no	Technology
Inter-departmental integration	9	yes	yes	Process
Top management commitment	8	yes	no	People
Process change/structure redesign	8	yes	no	Process
CRM strategy (clear development/communication)	8	yes	yes	Process
Skilful, motivated, and trained staff	7	yes	no	Human
Customer involvement/consultation	6	yes	no	Process
Monitoring, controlling, measuring, and feedback	6	yes	yes	Process
Culture change	5	no	no	Human

Table 6.2: CRM success factors for Company 2

According to Table 6.2, Company 2 applies and measures the factors of IT systems (management/integration), Inter-departmental integration, CRM strategy, and Monitoring, controlling, measuring, and feedback. On the other hand, the only factor that is not applied by the company was Culture change.

Measuring CRM Success Factors

The proposed conceptual framework developed a comprehensive list of measurements or metrics to measure the success factors for the CRM implementation. However, as the approach of success factors was not formally applied to the case study companies, most of these measures were applied although not formally (written in the implementation plans). The reason for not including such factors formally in the plans is because they are implicit within these plans which minimise the effectiveness of applying such factors due to the lack of clear management and control over them. The purpose of the proposition of these measurements is to enhance the implementation process by evaluating the success factors and ensuring application of these factors effectively. Measuring success factors aims to enhance the learning process by providing valuable information about the implementation process through the results of assessing CRM success factors. The measurements that have been identified through the case study evidence were related to the following success factors: top management commitment, data management, strategy, IT systems, and monitoring and controlling. These factors were emphasised formally in the implementation plans for their importance to the case companies as described in Tables 6.1 and 6.2

6.2.5 Post- Implementation Phase

To ensure the success of the CRM implementation and to complete the loop of its process, the entire CRM implementation process should be measured. As proposed in the conceptual framework, the CRM project implementation results are reached through marketing and financial measurements. Case study evidence firmly supported the post-implementation phase through data analysed on the evaluation of the fully implemented projects. As proposed by the framework, marketing measurements were applied by the two companies, especially the measurement of customer satisfaction as satisfying customers through CRM by translating the knowledge about customers into services and products is a major objective of CRM projects. Subsequently, customer satisfaction should be reflected by the increased market share of the company. Hence measuring marketing impact of the CRM project on the company's performance was conducted by the case study companies. Financial measurements of the CRM performance were also applied with variation between the two case companies. Company 1 put more emphasis on financial measurements especially Return On Investment (ROI) while Company 2, although applying financial measurements such as ROI, put more consideration on the marketing measurements. As an explanation for such variation of focus on types of measurements between the two companies, is that Company 1 is more concerned with strategic nature of the CRM project and the significant financial resources invested in

the project whilst Company 2 is more concerned with relationships with customers as a strategic approach to face the competition in the market.

6.3 Modification of the Conceptual Framework

The proposed conceptual framework was developed in Chapter Three as a way to improve the CRM implementation process. The framework was evaluated and assessed for feasibility in Chapter Five based on the methodology development in Chapter Four. Based on the evidence of the case study companies, the conceptual framework proved feasibility through the comparison between the practical CRM implementation by the case companies and the proposed framework. Nevertheless, through analysing the data in Chapter Five, it has been found that there is a need for modifying some aspects of the conceptual framework for more effective implementation of CRM projects.

Pre- implementation phase constructs, including ensuring top management, assessing the company's readiness for implementing CRM, and developing and communicating CRM strategy, were firmly supported by the results of case study analysis as discussed in section 6.2. However, the CRM concept has been developed in a western environment as discussed in the literature review in Chapter Two. As a result of this fact, some consideration should be taken when implementing CRM in developing countries either by local companies or by international companies that operate in developing countries. The reason for considering such awareness is the impact of the external environment (technology, culture, political) on the CRM implementation especially in terms of CRM components (people, technology, and business processes). For that, the framework should consider the impact of external environment, which will be discussed in detail in the Chapter Seven as a contribution made by this work, by adding the context of external environment to the proposed framework to draw the attention of the companies to studying the external factors that may affect the implementation of CRM. The impact of external environment in developing countries on CRM implementation is clearly identified through the case study results especially on the CRM components. Factors such as availability of data on customers, culture's characteristics, governmental support, and infrastructure level affect CRM implementation success. However, Developing Countries is a broad concept and countries that fit in this category have some differences in terms of their culture type, level of development of infrastructure, and governmental support to businesses.

Another modification to be added to the framework is considering the overlapping nature of the CRM components and its relevance to CRM success factors. In the actual implementation phase, the framework aimed to provide a flexible guideline for organisations that allow them to enhance their CRM projects implementation by focusing on the proposed success factors. It also aimed to provide a clearer vision of managing these factors by linking them to their relative dominant CRM components. As such, the conceptual framework should embed the proposed success factors within the overlapping CRM components. Therefore, the proposed success factors should be classified based on their linkage to the CRM components as the following (Table 6.3):

Success factor	people	technology	Business process
SC1: Top management commitment	C1	C1 +C2	C1+C2
SC2: CRM strategy (clear development/communication)	C1+C2	C1+C2	C1+C2
SC3: Data management (quality / share)	C1+C2		
SC4: Culture change		C1+C2	
SC5: Process change/structure redesign		C1	C1+C2
SC6: IT systems (management/integration)	C1+C2	C1	
SC7: Skilful, motivated, and trained staff	C1+C2	C1+C2	C1
SC8: Customer involvement/consultation		C1	C2
SC9: Monitoring, controlling, measuring, and feedback	C1+C2	C1+C2	C1+C2
SC10: Inter-departmental integration		C1+C2	C1+C2

C1= Company 1, C2= Company 2

Table 6.3 linkage between CRM success factors and CRM components

As described in Table 6.3, Company 1 and Company 2 linked CRM success factors to their dominant CRM components. The purpose of this linking is to evaluate the companies' views in respect to the nature of CRM as the conceptual framework aims to provide a guide for the companies to manage CRM success factors within the implementation process. The Table shows that both companies agree on the classification of the following success factors: CRM strategy, Data management, Culture change, Monitoring, controlling, measuring, and feedback, and Inter-departmental integration. A customer involvement factor is viewed differently by the two companies, while other factors are partially agreed on. The modification of the proposed conceptual framework is represented in Figure 6.1

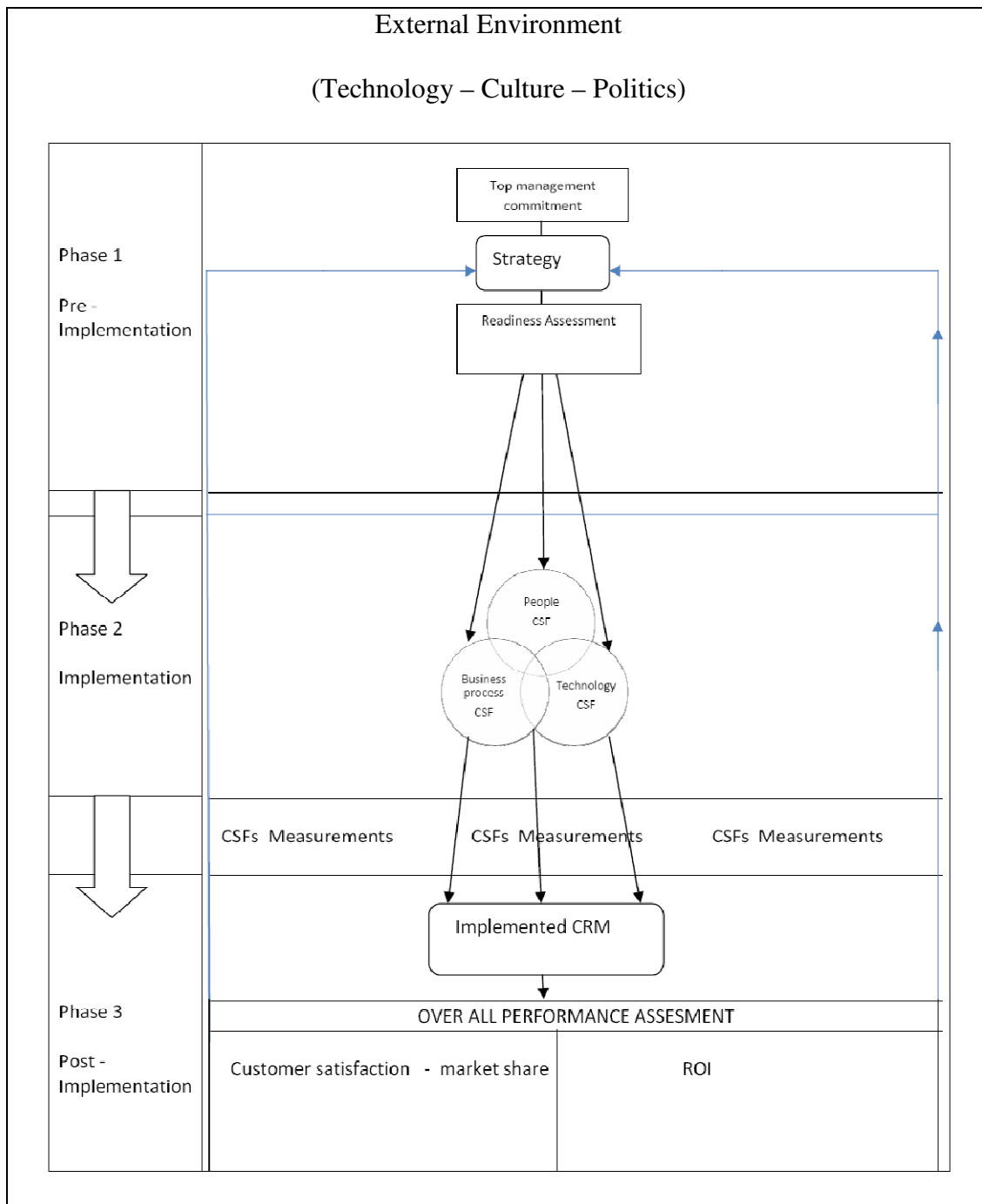


Figure 6.1: modified proposed conceptual framework

Figure 6.1 describes the modified proposed conceptual framework. The framework follows similar structure and sequence of the developed framework in Chapter Three with consideration to the external environment and the overlapping nature of CRM components. It is suggested that CRM implementation should starts with an evaluation of the external environment of the developing country. Such an evaluation should consider the following factors of external environment: political factor, cultural factor, and technological factor. In terms of political factor, the stability of political

system affects the success of business projects as asserted in the literature (Achuama and Usoro, 2008). Additionally, governmental support is found to be an important factor to help business organisations to achieve their objectives and overcome some of their problems as case study evidence support the government encouragement for businesses to invest in implementing new projects. Level of technological infrastructure influences the success of CRM projects as this level varies among developing countries. While poor technological infrastructure is a barrier to CRM implementation in some developing countries such as Nigeria, it is found to be a factor of enhancing CRM implementation in other countries such as Saudi Arabia. Technological infrastructure including communication connectivity network facilitates CRM success especially in terms of communicating with targeted customers. Regarding to the cultural factor, culture characteristics influences the CRM implementation through the availability and quality of customers' data as well as customers' segmentation. Case study results revealed that there is a poor supply of data on customers due to culture of protecting privacy. It also evidenced that customers' segmentation is influenced by culture's characteristic such as separation of genders which motivated case companies to establish special packages for female sectors as well as special call centres representatives for this sector. Education and training also influences the supply of skilful personnel.

As described in section 3, linking between CRM components and CRM success factors was established within the conceptual framework to enhance the practicality of the framework as a guide for organisations to manage CRM success factors by identifying dominant CRM components of these factors based on the nature of each success factor. Such identification is believed to help organisation to implement success factors within the organisational structure and provide sufficient requirements (People, Technology, and Processes) for applying these factors. Hence, it is found through case study evidences that CRM success factors are overlapping and accordingly CRM components should be modified in the framework to reflect the overlapping nature of the success factors. Therefore, the overlapping between CRM components can be explained based on Table 6.3 and as follows: 1- overlapping between People and Technology is reflected in the following success factors: Skilful, motivated, and trained staff and IT systems (management/integration). 2- Overlapping between Technology and Processes is reflected in the following factors: Top management commitment, Process change/structure redesign, and Inter-departmental integration. 3- Overlapping among the three components (People, Technology, and Process) is reflected in the following factors: CRM strategy and Monitoring, controlling, measuring, and feedback.

6.4 Summary

This chapter discussed the findings of the research regarding the proposed conceptual framework based on the framework's sequence and the structure. The evidence of the two case study companies provided sufficient support for the pre-implementation phase of CRM including the top management support, the company's readiness assessment for CRM implementation, and developing the CRM strategy. With respects to the CRM components, it has been found that the proposed components (people, technology, business processes) were applied by the two companies with some differences in the case of Company 2. In addition, it has been found that the suggested type of CRM implementation, small modular versus large scale implementation, was fully adopted by the case study companies. However, although the proposed list of CRM success factors was identified and indicated as important factor, not all of the proposed success factors were formally applied nor measured by Company 1 and Company 2. The two companies believe that these are implicit in the implementation process. Nevertheless, CRM success factors received different ranking for their importance between the case study companies due to the differences in the companies' strategies, focuses, and objectives of their CRM projects. With regards to the post-implementation phase, evidence from the case study companies provided sufficient support for the proposed measurements (marketing and finance) with variation of using these measurements between the two companies. Finally, the chapter discussed the modification of the conceptual framework. External environment effect, especially cultural impact, was an important factor that may affect the success of CRM implementation in developing countries. Although culture is considered as a source of difference between developing and developed countries in general, the direct impact of this culture on CRM implementation success was recognised through the evaluation of the conceptual framework in developing countries as culture aspects affect CRM components especially People (human) factor. For that, the framework has to consider addressing and adding the external environment (technology, culture, and politics) to the framework as it will be further discussed in Chapter Seven when discussing this work's contributions. Another modification needing to be made is through consideration of the overlapping nature of the CRM components and subsequently the overlapping of the CRM success factors as it emphasised by analysing data on case companies in section 6.7. The next chapter will summarise the research and will highlight lessons learned and the contribution of the research in addition to the limitations of the research. The aim of this research is to assess the feasibility of a CRM framework that integrates the following aspects: CRM success factors, CRM implementation phases, and CRM components as a way to understand the process of successful implementing CRM in developing countries. Findings of this research on assessing the feasibility of

the conceptual framework supported the validity/usefulness of the framework as a guide for successful implementation of CRM in Developing Countries. The findings of this research are consisted with the literature reviewed in chapter two. CRM success factors selected from the previous studies proved feasibility through the evaluation of the conceptual framework especially the selected success factors. Additionally, the findings, through assessing the conceptual framework supported the validity of some previous framework reviewed in the literature such as the work of Payene and Frow, 2005

Chapter Seven: Conclusion

7.1 Introduction

The previous six chapters covered different stages the research on the evaluation of CRM implementation in order to rectify identified weaknesses by developing a proposed conceptual framework. Chapter 6 illustrated the findings of the research with a thorough evaluation and modification of the conceptual framework. This chapter will summarise the previous six chapters of this research and highlight its main objectives and findings. In addition, the chapter will discuss the contribution of this research to the field of CRM in both practical and academic terms. The chapter will discuss the lessons learned from the research as well as the limitations that are posed on the research.

7.2 Contributions of Research

The contributions made by this thesis emerge from different parts of this work. Such contributions include the contextual information provided in Chapters One and Two, the development of the conceptual framework in Chapter Three, the design and the conduct of case study in Chapters Four and Five, and finally the empirical analysis of the case study presented in Chapters Five and Six. The work in this thesis has made a new contribution to the field of CRM implementation with a concentration in CRM's successful implementation in developing countries.

7.2.1 Contribution to the Knowledge of CRM in Developing Countries

The first contribution of this thesis is discussing and contributing to the identified gap in the literature concerning the CRM implementation in developing countries, especially in the area of studying CRM success and failure. As discussed in Chapter One and Two, CRM failure is considered a major problem facing organisations in different part of the world. In developed countries, the literature on CRM success and failure is considered rich. To overcome the problem of high percentage of failure with CRM projects, researchers and practitioners have developed a number of frameworks that focus on different aspects of CRM implementation. However, none of these frameworks was evaluated in developing countries' environments. Hence, this research is addressing this issue by providing a proposed conceptual framework to be evaluated for feasible implementation in Developing Countries as a way to extend the knowledge on CRM success in this part of the world.

Despite the global nature of CRM concept and its spread worldwide, little effort has been put into studying CRM implementation in developing countries. Moreover, the field of CRM success framework lacked attempts to provide a theoretical framework directed towards managing the expected threats of CRM failure in this particular part of the world. This thesis recognised the need to address CRM implementation in developing countries through developing and evaluating a conceptual framework that assesses successful implementation of CRM as a way to overcome possible failure. As discussed in Chapter Two, the concept of developing countries could be a deceptive one as differences among countries which fit in this category have differences in terms of culture, education, infrastructure level. However, as a contribution of this work, a conceptual framework for CRM successful implementation was developed and evaluated in Saudi Arabia as an exemplar for developing countries. Such an attempt is believed to provide a better knowledge and a wider vision for implementing CRM successfully in developing countries for local organisations as well as for multinational organisations that operate in this part of the world. Factors affecting CRM implementation success in developing countries were found by the research as CRM development and attempts to improve CRM outcomes were based in different environments. CRM is consisted of three major components; technology, people, and business process. These factors are affected when CRM is implemented in developing countries, especially on people and business process, due to the cultural effect which will be discussed in the following section.

7.2.2 CRM and Cultural Effect

Through evaluating the conceptual framework, in developing countries, factors that affect CRM success were monitored to conduct any required modification for the framework. It was expected by the researcher, due to the differences between developed and developing countries, that there are some factors that may affect CRM implementation successfully. Hence, the case study, which was conducted in Saudi Arabia, revealed an effect of culture on successful CRM implementation. Such effect of culture on CRM was stated by Achuama and Usoro (2008): “There is a positive relationship between the appreciation of the culture of an organisation, and a successful CRM implementation in the organisation”. However, there is lack of literature on the impact of culture on CRM implementation (Ali and Alshawi, 2003). Taking into consideration CRM components, technological infrastructure and availability was not an obstacle for implementing CRM as it was in other developing countries such as Nigeria (Achuama and Usoro, 2008) which emphasises the differences among developing countries. The human factor of CRM was affected directly by the type of culture in developing countries. Case study evidences showed that employees and customers are considered a major source for unsatisfactory outcomes of CRM due to cultural impact. In respect to employees, resistance to change and lack of skills due to the type of orientation and education contributed to the limitation of CRM success. The cultural effect was more obvious on the customers as the case companies were faced by the shortage of customer data. It was mentioned by the case companies that the shortage of customers’ data was due to a strong cultural view related to high protection of customer privacy. In addition, some cultural criteria motivated the companies to adjust and their CRM project such as gender issues. For example, the companies launched special packages of products for the female section of customers.

7.2.3 Conceptual Framework

The final contribution provided by this work is the proposal of a conceptual framework for successful CRM implementation to counteract the problem of CRM implementation failure especially in developing countries. This conceptual framework stems from two perspectives. First, the conceptual framework attempts to overcome the limitations of the previous attempts (frameworks) to manage the problem of CRM implementation failure by integrating CRM success factors within a framework that integrates also CRM components and CRM implementation phases. The second contribution of the conceptual framework is to evaluate it in developing countries as a means of assessing successful CRM implementation in these countries in order to overcome the lack of attempts to develop and evaluate CRM implementation frameworks in developing countries. Therefore, the conceptual framework is believed to enhance the success of CRM when implemented

in Developing Countries as it concentrates on integrating CRM success factors with other CRM aspects such as implementation phases and CRM components within the external environment, especially the cultural aspect, of Developing Countries. Moreover, the conceptual framework will provide a clear guide for local and multinational organisations that operate in Developing Countries.

The conceptual framework was designed and presented in detail in Chapter Three, based on reviewing previous frameworks and the common sense and knowledge of the research about the CRM failure problem. As discussed in Chapter Two, previously presented frameworks for CRM success had some limitations such as integrated CRM success factors associated with CRM failure causes. The proposed conceptual framework aimed to overcome these limitations by integrating CRM success factors associated with causes of CRM failure and that are accepted widely by the literature. Additionally, the framework also considered the strategic nature of CRM by integrating CRM major components and emphasising the need of CRM strategy development. Moreover, the conceptual framework was designed for flexibility, taking into consideration the variation of organisations' size and types and accordingly their differences in respect to the type of CRM implementation (large/small scale). Although the literature has provided a number of CRM frameworks that integrate different aspects of CRM, the contribution of this thesis is in integrating the previously mentioned aspects of CRM in a conceptual framework evaluated in developing countries, as discussed in Chapter Five.

Additionally, the framework was modified based on assessing its feasibility in developing countries as discussed in detail in Chapter Five and Six. The framework was modified to include the impact of culture on CRM success as an external factor. Considering and studying the cultural impact on CRM success in developing countries is advised as a crucial factor when implementing CRM in this part of the world. It is also advised to take into account the variation and differences among countries within the developing countries category as considering such countries as similar would be inaccurate.

7.3 Chapters Summary

This research recognises investigating the success of CRM implementation in developing countries as a problem within the research itself. In brief, the gap between the attempts (frameworks) provided by the literature in developed countries for enhancing the success of the CRM implementation process, while simultaneously overcoming the problem of CRM high failure rates, and the attempts to deal with the same situation in developing countries needs to be addressed through developing

frameworks to be assessed specifically for developing countries. The position taken in this work recognises the importance of proposing a conceptual framework that integrates the essential requirements for CRM success. Chapter 1 states that the aim of the research is to understand the successful process of implementing CRM in developing countries by assessing the feasibility of a CRM framework that integrates the following aspects: CRM success factors, CRM implementation phases, and CRM components. Following are detailed summaries of the research's chapters:

Chapter 1 aimed to outline the research's background and to define the research's problem as well as the aim and objectives and the research methodology. The research's problem was identified as addressing the CRM implementation success/failure in developing countries. The aim of the research was to understand the CRM implementation success and failure in developing countries by assessing the feasibility of a proposed conceptual framework for CRM implementation in developing countries. It was stated in this chapter that the objectives of the research were as follows: to identify the implementation process of CRM in developed countries, to identify success factors affecting the implementation of CRM in developed countries and link them to the CRM implementation process, to contribute to the knowledge of CRM in developing countries, to propose a theoretical framework that integrates CRM implementation phases, CRM components, and CRM success factors, to develop a research plan for assessing and evaluating the proposed theoretical framework, and to implement the research plan by collecting and analysing the required data to validate the proposed framework. To achieve these objectives, the research applied a number of research methods such as reviewing and organising literature on CRM implementation, CRM success and failure, and CRM in developing countries from books, academic journals, working papers, electronic sources, and proceedings to conferences, theses, and other academic sources in the fields of information systems and marketing. In addition, the theoretical framework was developed based on three stages: defining the CRM process implementation, defining the CRM major components, identifying CRM success factors, and integrating previous concepts in a conceptual framework. Finally, the research was put into action by adopting the proposed framework on a particular case study. Therefore, appropriate research methodologies were developed for each instrument to analyse the required data of the theoretical framework.

Chapter 2 then discussed the relevant literature on CRM in general and more specifically on CRM failure causes and CRM success to enhance the understanding of the CRM high failure rate. The chapter started by identifying the scope of CRM definition from a wide range of definitions provided in the literature. Such definitions varied from wide (strategic) to narrow (technical) definitions. In

connection to defining CRM, the chapter discussed the components of CRM to give a better understanding to the concept of CRM and unify its structure. There was a general consensus for CRM components to be: technology, human, and business process. Such components combine the concept of CRM although other components could fit within these components as sub-components.

The review is extended to investigate the area of CRM failure. A significant number of studies discussed the reasons for CRM failure from different perspectives as an indicator for the importance of the major CRM failure problem. The most important failure causes were as follows: considering CRM as a pure technology, lack of top management, lack of CRM strategy, poor change and culture management, and lack of skilled human resources. On the other hand, the chapter reviewed 17 studies on CRM success factors. Such studies provided a long list of factors for CRM success. These factors include; top management commitment, CRM strategy development, data management, departmental integration, skilful personnel, and culture change and management.

A number of authors have proposed various frameworks for CRM successful implementation. These frameworks varied in their scopes and concentration including a strategic framework, a technical framework, and a success factors framework. CRM frameworks as attempts to manage the problem of CRM failure were assessed in this chapter based on the following criteria: nature of the framework, flexibility of the framework, association with CRM failure causes. The review of CRM frameworks provided a solid background for developing an integrative conceptual framework to manage CRM failure.

As CRM becomes a worldwide concept, literature on CRM status in developing countries was reviewed. The global nature of CRM was reviewed through the literature on GCRM and its implications for multinational organisations. Several studies discussed CRM implementation in developing countries from different perspectives. These studies identified some obstacles for implementing CRM in developing countries such as poor infrastructure, lack of skilful human resources, and lack of sufficient data on customers. However, developing countries is a broad concept as differences among these countries exist in terms of infrastructure, education, and culture.

The chapter reports poor coverage in the literature concerning developing strategic frameworks for CRM implementation which integrate CRM components, CRM implementation phases, and CRM success factors. It also reports a lack of CRM framework for CRM implementation to study CRM implementation success in developing countries. Therefore, it recognised the need for developing a

strategic framework to integrate CRM components, CRM implementation phases, and CRM success factors to be assessed for feasible implementation in developing countries as a way to study the CRM success in these countries and as a method to narrow the gap between developing CRM framework in developed and developing countries.

Chapter 3 developed and proposed a conceptual framework for CRM implementation based on modifying a number of existing CRM frameworks and on common sense. The development of the conceptual framework was based on three stages: defining the scope of CRM components, defining the CRM implementation process phases, and defining CRM success factors.

Defining CRM components was the first step of developing the proposed conceptual framework. The purpose of this definition was to enhance the understanding of what CRM is as the concept has different definitions and also to focus on the nature of CRM as a strategic concept that is more than a technology solution. Although CRM components have broad definitions in the literature, there was a consensus in research on considering technology, people (human resources), and business process as the main components of CRM. However, other categorisations for CRM exist such as management, relations, and customers. Such categorisations could fit with the main components for CRM (technology, people, process) as sub-components. For example, management is a part of people and process.

The second stage of developing the framework was to define CRM implementation phases. The purpose of this stage is to enhance the ability of the framework to manage and control the implementation process. Therefore, three implementation phases were defined: pre-implementation phase, actual implementation phase, and post-implementation phase. Pre-implementation phase consists of the following constructs or components: top management commitment, strategy development, and readiness assessment. The second phase is the actual implementation phase by which the CRM is deployed. Taking into consideration the differences among organisations in respect to their sizes and nature, this stage will focus on applying the CRM success factors that enhance the success of CRM implementation and on linking these factors to CRM components to provide organisations with clear guidelines for responsibilities and structure for maintaining these factors. The final stage of CRM implementations phases is the post-implementation phase to provide a way for measuring CRM performance and to provide a feedback channel on CRM outcomes based on marketing and financial measurements.

The third stage of developing the conceptual framework is to identify factors that affect the CRM success. In order to identify CRM success factors a significant number of studies on CRM success factors were reviewed. Hence, these success factors were organised and categorised based on their existence in the literature and based on their relation to the CRM failure causes. In addition, a list of measurements for CRM success factors were developed based on the previous studies to provide a means of measuring the implementation of these factors as a micro measuring process to ensure applying these factors effectively.

Finally, the framework is developed and illustrated in a comprehensive figure. The constructs of the framework was described in addition to the relations between these constructs.

Chapter 4 developed a research plan for assessing and evaluation the proposed conceptual framework. To achieve this objective the conceptual framework was assessed for feasible implementation based on a particular case study. A single embedded study was conducted in a developing country (Saudi Arabia). Therefore, the chapter developed an appropriate research methodology for each instrument to obtain and analyse required data for evaluating the proposed conceptual framework. Additionally, the basis of analysing required data for the conceptual framework was described as a basis for evaluating the results of adopting this framework in developing countries which is then conducted in the next chapter.

Chapter 5 implemented the research plan by collecting and analysing the data required to assess the feasibility of the proposed conceptual framework for CRM implementation in developing countries. To achieve this objective data was collected from different sources such as interviews, direct observation, documentation, and archival records. Data was collected from the previous mentioned sources based on the proposed conceptual framework, and on the following aspects: CRM components, CRM implementation phases, and CRM success factors. Each piece of data was collected from two case study companies and specifically from participating staff in different management levels. The data collection period lasted from 1 July to the end of August 2008. Thereafter, data analysis was conducted based on the evidence of obtained data. The data analysis followed the strategy of relying on a theoretical proposition (conceptual framework) and using the pattern matching technique. The period of data analysis process lasted from 1 September 2008 to February 2009. Therefore, based on the empirical evidence from the two case study companies, the CRM implementation was analysed to compare the practical implementation of CRM within the proposed conceptual framework (predicted implementation) to assess the feasibility of implementing

this framework in developing countries. The following chapter will evaluate the successful achievement of the research's aim of investigating the CRM implementation in developing countries through assessing the feasibility of the proposed conceptual framework in developing countries.

Chapter 6 reported the empirical evidences for assessing the feasibility of implementing a proposed conceptual framework for CRM implementation in developing countries. The evaluation of the scope of the aim includes the scope of CRM components, CRM implementation phases, CRM success factors and the relations among the framework constructs. The assessment was extended a modification of the conceptual framework.

The evidence of the two case study companies provided sufficient support for the pre-phase of CRM implementation including top management support, Company 1's readiness assessment for CRM implementation, and developing the CRM strategy. In respect to the CRM components, it has been found that the proposed components (people, technology, business processes) were applied by the two companies with a slight difference in the case of Company 2. In addition, it was found that the suggested type of CRM implementation, small modular versus large scale implementation, was fully adopted by the case study companies. However, although the proposed list of CRM success factors was identified and indicated as important factors, not all of the proposed success factors were formally applied nor measured by Company 1 and Company 2. The two companies believe that these are implicit in the implementation process. Nevertheless, CRM success factors received different ranking for their importance between the case study companies due to the differences in the companies' strategies, focus points, and objectives of their CRM projects. In regard to the post-implementation phase, evidence from the case study companies provided sufficient support for the proposed measurements (marketing and finance) with variation of using these measurements between the two companies. Finally, the chapter discussed the modification of the conceptual framework.

7.4 Implications of this Research

Findings of this work have identified some implications which considered the reasons of adopting such a conceptual framework and the benefits of this framework over the existing frameworks. The implications of this work can be identified as follows: leverage CRM implementation success focusing on CRM success factors within an integrative framework; providing organisations with a CRM implementation guide.

7.4.1 Increase CRM Success

The conceptual framework developed a list of CRM success factors that are associated with causes of CRM failure. As described in chapter 3, these factors are widely accepted by the literature and are connected with the most common causes of CRM failure. Although a number of attempts discussed the CRM success factors, the literature integrates these factors within a strategic framework that guide the CRM implementation through its different phases. The framework presented in this work has identified the variation among organisations in terms of their size and capabilities. By focusing on CRM success factors the CRM implementation process success could be increased. Moreover, measuring these success factors and the measurement of the CRM project performance, which were emphasised in this work, led to clear CRM implementation phases and enhancing the feedback to improve CRM outcomes.

7.4.2 CRM Implementation Guide

In addition to emphasising the role of success factors in implementing CRM, the conceptual framework provides organisations with a clear and flexible guide for CRM implementation. Previous attempts to develop CRM frameworks were either very broad in terms of giving general guidelines for CRM implementation, which could result in confusion for organisations implementing CRM without a clear vision of a CRM implementation process. Other frameworks were technical and complicated, requiring sophisticated skills and resources that may not be available for a significant number of organisations. The conceptual framework provides a clear and flexible path for implementing CRM by identifying different phases of CRM implementation and links these phases to CRM success factors and CRM components. Moreover, the framework identified the CRM components to provide organisations with a clear vision of responsibilities for implementing CRM within the organisational structure. The framework as described in figure 3 also provides channels of feedback to enhance the learning process resulting of CRM implementation process and provides a means of managing and controlling CRM implementation for continuing improvement as an ongoing process.

7.5 Limitations of this Research

The development of the conceptual framework was based on the evaluation of the previous presented frameworks that were available during the time of conducting this research between the beginning of 2006 and the end of 2008. The constructs of the framework were justified as well as the relations among these constructs based on the aim of the framework as a guide for improving CRM

implementation. The lack of CRM frameworks that have been evaluated in developing countries has limited the development of the conceptual framework to the studies conducted in developed countries.

The decision to select a single research methodology instead of multiple research methodology was based on the need for a focused, comprehensive, and in-depth way to understand the contemporary nature of the research's problem in real life settings. Although the multiple case study methodology has some advantages over the single case study, the justification of conducting single case study (embedded single case study) was explained in detail in chapter 4. Nevertheless, the shortage of companies that have the requirements for being a suitable environment for studying the problem of the research in the study's cite (Saudi Arabia) and the difficulties of having access to a significant number of the available companies, due to unwillingness of exposing information on business processes, had limited the choices for considering multiple case study or even considering more case companies. For example, 9 banks that implement CRM in Saudi Arabia rejected the participation in this work for information security reasons. In addition, the multiple case study methodology is time-consuming especially when considering using multiple evidence sources for collecting data which favoured applying the embedded single case study methodology.

Moreover, the relationship between theory and research might be described as weak and unstructured as the role of theory is highly appreciated in designing research. However, as mentioned by Yin (2009), the development of theory is described as difficult and time-consuming. Therefore, existing work might provide a rich theoretical framework for designing case study research. This work followed the guidelines provided by the famous work of Yin (2009) about case study research. In addition, the development of the conceptual framework was based on a thorough review and evaluation for an existing theoretical framework in the field of successful CRM implementation taking into consideration the new emergence of CRM concepts in the fields of information systems and marketing.

Generalisation is an issue that is worth discussing as the case study methodology does not create an automatic generalisation for findings. In fact, controlling the research settings contradicts and may destroy the interaction of the research's variables. However, the study was conducted through a structured methodology and guided by theoretical concepts and frameworks. In addition, data collection and analysis were managed by applying different strategies and techniques such as relying on a theoretical proposition strategy and pattern matching technique. To strengthen the ability to replicate the research's findings, the reliability of research was discussed in chapter 4 as the research

followed a structured case study protocol and developed a case study database to ensure the efficient organisation and use of different pieces of collected data. Nevertheless, to enhance the generalisation logic of the research the findings of the research should be replicated in a second or even a third neighbourhood.

Finally, the study was limited to the telecommunication industry as this industry was considered fast growing and highly adaptable to new technology in developing countries (Hobday, 1990). The telecommunication industry represents an ideal environment for evaluating CRM implementation success in developing countries.

7.6 Further Research Directions:

Refining the Conceptual Framework

The proposed conceptual framework for the success of CRM implementation was developed mainly on the basis of previous theoretical frameworks presented in the literature of developed context and evaluated in developing countries. Therefore, the researcher suggests testing the proposed framework and approach by implementing it in organisations in different fields in developing countries such as banking as this sector is investing heavily in CRM projects. The proposed framework could be tested in other developing countries than Saudi Arabia to evaluate the cultural impact on CRM success. Moreover, the conceptual framework could be evaluated in developed countries to assess feasibility of this framework to enhance CRM implementation success for organisations operating in developed countries and to assess the cultural difference impact of CRM implementation effectiveness.

Studying the Impact of Cultural Differences on CRM

Another important research proposition is to study the impact of cultural variation when implementing CRM globally. Cultural impact on CRM was a base for a number of studies such as Ali et al (2006) and Ali and Alshawi (2004). However, cultures have their own similarities and differences even within the same economic category as within developing countries. Hence, as human factor (people) is a major component of CRM, such a component is expected to be affected by the cultural differences and therefore other components of CRM are also expected to be affected. Studying the relations between CRM success and different types of culture such as collectivism and individualism is proposed to be a rich area of research, especially when we consider the rapid increase of GCRM and the accelerating pace of globalisation and world trade.

Identifying CRM Success Factors in Developing Countries

The literature on CRM in developing countries is short of studies on CRM success especially in identifying factors that affect CRM implementation in comparison to the situation in developed countries. Most of the studies on CRM success factors were conducted in developed countries. Due to the differences between developed and developing countries in terms of culture and technology advancement and infrastructure, factors that affect CRM success are expected to have similarities and differences. Therefore, it is proposed by the researcher to conduct a study on identifying CRM success factors through an in-depth research for CRM projects implementations in developing countries to separate CRM success factors that are linked or related to the nature of developing countries from those that are more general.

7.7 Research Benefits

The benefits of this research are generated from its usefulness to the academic and business fields. As discussed previously, in the implications of the research, the research provides a review of CRM literature and especially the literature on CRM success and CRM implementation in Developing countries. Moreover, the research extends the line of knowledge of developing CRM implementation framework by integrating significant aspects of CRM as CRM implementation phases, CRM success factors, and CRM components. Additionally, the research provides an extensive review and classification of CRM success factors by reviewing and classifying previous studies on CRM success factors. In regards to the business field, the research evaluated the implementation of the conceptual framework as a guide for successful implementation for CRM projects. The framework proved usefulness as a guide for clear CRM implementation for business organizations in Developing countries as well as business organizations that operate in Developing countries as it includes and assesses the impact of the external environment of Developing countries on CRM implementation using Saudi Arabia as an exemplar of this part of the world.

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Appendix (A)
Interview Questions

Category –A: (Pre-Implementation phase)

1- Why did the organisation implement CRM? What are your motivations for implementing CRM?
[Please, specify]

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2- What is the current situation for the CRM project? Fully implemented/partially implemented? [Please, specify]

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3- Is there a plan for implementing CRM? Is this plan divided into sub-plans? What are these sub-plans?
[Please, specify]

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4- Since when did the organisation start the implementation process? What is the length of the implementation process? [Please, specify]

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5- What is the status of the top management involvement in the project:[Please choose one]

- 1- Fully support the project/
- 2- Somehow support the project.
- 3- Did not involve in the CRM project.
- 4- Against CRM project.

6- If the top management support CRM project, describe the level and the source of this support. [Please, specify]

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7- Is there a defined strategy for CRM? If yes, what is the relationship between the CRM strategy and the general strategy of the organisation? [Please, specify]

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8- Is the CRM strategy written? Communicated? If yes, What are the outlines of this strategy[Please, specify]

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9- What is the approximate budget for CRM project implementation?

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10- Who is the responsible for developing and monitoring the CRM strategy? [Please, specify]

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11- Did the organisation conduct an assessment of its readiness for implementing CRM?

- Yes
- No

12- If the organisation conducted an assessment phase, what was the reason for such assessment? [Please, specify]

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13- What are the main focuses of the assessment phase (technology, human, and business process)?
[Please, specify]

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Category –B: (Implementation phase)

1- Did the organisation develop the CRM project internally (by the organisation) or was the project developed by another organisation (externally)? [Please, specify]

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2- If the CRM project was developed externally, who was the developer and what was the type of the relation with that developer?

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3- What is (are) the procedure(s) by which the organisation implement the CRM strategy? [Please, specify]

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4- Describe the actual implementation process [Please, specify]
Based on different CRM projects:

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Based on the overall CRM implementation:

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5- How does CRM fit within the organisational structure? What are the departments involved in the CRM implementation? [Please, specify]

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Category –C: (Post - Implementation phase)

1- Does the organisation measure the impact of CRM implementation on its performance?

Yes []

No []

2- Do you consider measuring CRM

Important []

Desirable []

Not important []

3- How does the organisation measure the impact of CRM implementation?

Marketing measurements:

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Financial measurements:

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Other measurements:

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4- If not mentioned, do you consider the following as CRM measurements:

ROI:

Market share:
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Customer satisfaction:
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5- How does the organisation separate the impact of CRM on its performance from other factors that affect its performance?

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6- Does the organisation use the feedback of CRM implementation? If yes, how and what for?

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- 3- People, Technology, and Business process as CRM components are to the CRM project:
Fully applied
Partially applied
Do not applied

- 4- Explain how the previous components applied to the organisation's CRM project

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- 5- What are the major parts of the human factor of the CRM project?

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- 6- What are the major parts of the technological factor of the CRM project?

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- 7- What are the major parts of the organisational factor of the CRM project?

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Category –E: (CRM success factors)

1- What are the sources of strength in your CRM project?

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2- Does the organisation aware of the existence of success factors for its CRM implementation

Yes

No

3- If the organisation is aware of the existence of the success factors,

3.1 What are these factors?

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3.2 are these factors written /documented?

Yes

No

- 4- How important are the following factors for the success of the CRM project?
 [PLEASE RANK: 0= Not important – 9 =Very important]

Factor	Rank (0-9)
Top Management Commitment	[]
CRM strategy (clear development/ communication)	[]
Data management (quality / share)	[]
Culture change	[]
Process change/structure redesign	[]
IT systems (management/integration	[]
Skilful, Motivated, and trained staff	[]
Customer involvement/consultation	[]
Monitoring, controlling, measuring, and feedback	[]
Inter-departmental integration	[]

- 5- Please relate the following factors to their most relevant component (IT, People, or Business process)
 (a factor can be dominated by more than one component)

Factor	components		
	IT	People	BP
Top Management Commitment	[]	[]	[]
CRM strategy (clear development/ communication)	[]	[]	[]
Data management (quality / share)	[]	[]	[]
Culture change	[]	[]	[]
Process change/structure redesign	[]	[]	[]
IT systems (management/integration	[]	[]	[]
Skilful, Motivated, and trained staff	[]	[]	[]
Customer involvement/consultation	[]	[]	[]
Monitoring, controlling, measuring, and feedback	[]	[]	[]
Inter-departmental integration	[]	[]	[]

- 6- Do you measure CRM success factors? If yes, what are the measurements you use?

- 7- If the company does not measure CRM success factors, how it measures CRM success?

Appendix (B)**Interview Agenda**

Date of interview:

Organisation name:

Organisation address:

Telephone:

Fax:

E-mail:

Interviewee name	
Position title	
Type of Interview	
Purpose of interview	
Length of interview	
Place of interview	

Additional notes:

Appendix (C)

Interview Questions' Classification

Level of management (Participants)	Questions
Top Management	Category A: (all questions) Category B: Q1, Q2, Q3
Middle Management (Departments' managers)	Category B:Q 4 and Q5 Category C Category D Category E
Lower Management (End users)	Category D: Q5, Q6, Q7

Appendix (D)

Formal Letter for Participation Request

Head of Brunel Business School
Professor Zahir Irani

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18 June 2008

TO WHOME IT MAY CONCERN

Re: Mr. Mohammad Almotairi

I am writing to you to confirm that Mr. Mohammad Almotairi is a PhD student at Brunel University in the UK. As his first supervisor I have arranged for Mr. Almotairi to start collecting data as a part of his doctoral research in Customer Relationship Management (CRM) implementation in developing countries - where Saudi Arabia is chosen as an exemplar for that. The data will ONLY be used for academic purposes and will not be relayed or disseminated to other parties, whether for commercial purposes or otherwise.

Should you require more information please do not hesitate to contact me.

Yours sincerely,



Dr Tillal Eldabi
Senior Lecturer
Brunel Business School

