



**IMPLEMENTATION OF CUSTOMER RELATIONSHIP
MANAGEMENT FOR SMALL BUSINESSES
CASE STUDY: ORANGE GUINEA LTD, GUINEA CONAKRY**

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Abstract

Customer relationship management is a combination of people, process, and technology that serve customers' need to improve business strategy, and create a long term relationships with customer. It is not only a technology solution, success in CRM involves people.

This study analyze the implementation of CRM processes and people dependencies and propositions on their needs in the case study of Orange Guinea in Guinea Conakry. It underlines the responsibility of executive and operational staff in making critical decision and using communications to lead relationship management with their customers.

However CRM system help to get a comparative advantages over the competitors, the failure percentage of its implementations is still relatively high which is dangerous for organizations. Many studies have addressed the problem of the high rate of CRM failure from different perspectives such as strategy development and success factors implementation. The aim of this paper is to extend the line of knowledge about realizing the promising outcomes of CRM system implementations.

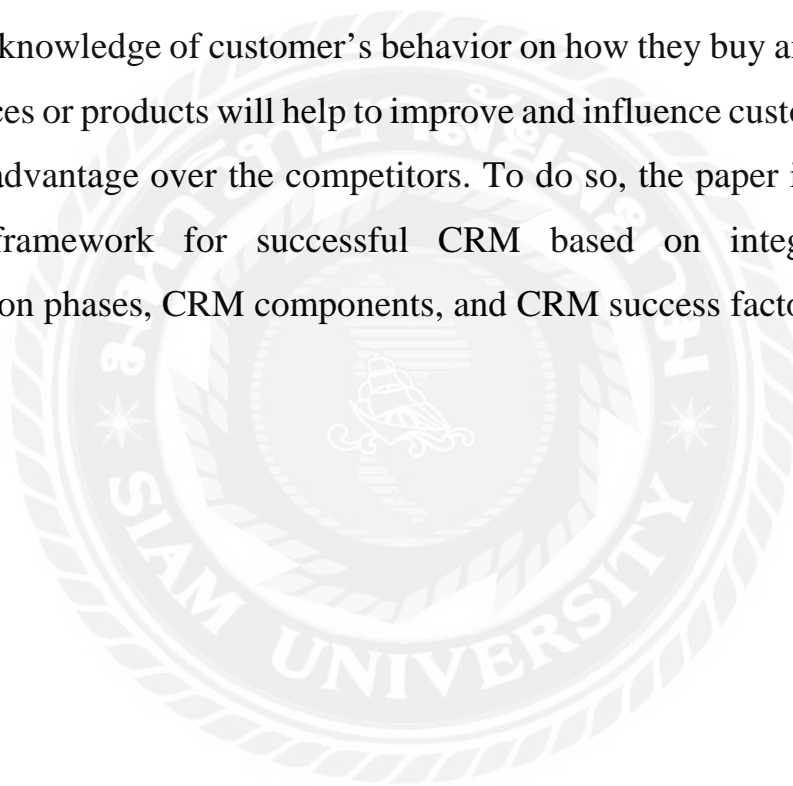
The population selected for my research is Orange Guinea consumers in Guinea Conakry, the sample size selected for the research is 200 people as they are all Orange Guinea service users and I used the sampling technique.

Keywords:

Customer relationship management, people, processes, technology, Implementation.

The result saw that among the three factors (People processes and technologies) the most influencing factor for Customer relationship management for small business in Orange Guinea is 'People' followed by 'processes and technologies'. The result has found that there is another problem about the CRM system implementation which is the Internet service provided by Orange Guinea in Guinea Conakry. The result show that CRM system helps customers for time saving.

Overall, best knowledge of customer's behavior on how they buy and use Orange Guinea services or products will help to improve and influence customer's loyalty and gain an advantage over the competitors. To do so, the paper is proposing a conceptual framework for successful CRM based on integrating CRM implementation phases, CRM components, and CRM success factors.



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Chapter 1:

1.Introduction

Today as telecommunication Operator, Orange network is over 29 countries and 263 million users. The world has changed with the new technologies, digitalization of customer's information has created needs within companies. Orange Guinea Ltd the 4th company to join the telecommunications market in 2007, has maintained its leadership since 2013, closing 2016 with a market share of 57.6%, or more than 6 Billion subscribers. Collect and organize information through (email, mobile, social network and chat) as come to lead to customer relationship management. In general the trend of Customer relationship management has been increased rapidly in the last 10 years with the development of technologies and access to the internet. Customer's expectations are now not only limited to get best products and services, they also need a face to face business in which they can be satisfied in a quick time. Orange Guinea Ltd uses the CRM system to collect all the informations and data related to their customers.

The informations employees needs will be stock and analyze in the CRM system. The company will use several strategies toward some customers. Those strategies used will depend on the information that are store in CRM system. These strategies will allow to build a solid relationship with your customers.

Over the pass few year, CRM system became very useful for many companies. Once customer is unhappy with your services it is more easy to change from one company to another one. To avoid that CRM system prevent you to keep away your customers from your competitors attractiveness.

CRM as three important keys elements, People, process, and technology. People are involve in the company to make CRM system successful. It is important for the company to find all the necessary technologies and improve the processes to get a better result. Understanding CRM system viabilities is vital for any business success. Just think of Customer relationship Management as tool that when you open a customer's account, you can see all the consolidated data about that account: contact information, account history, sales, cases, invoices, quotes, files, emails, faxes, letters, notes and any other pertinent information. All of these informations are available online, anywhere the internet is available.

The main theme of the study is to understand the value of implementing CRM system in any business and how it might influence customer attitudes and behaviors. Research will also focus on how customers form such attitudes with the help of CRM systems.

The problem area is how to understand customers behavior by using CRM system and this research will help other marketers to draw a perfect strategies towards their customers. The area of my research will be in Guinea conakry.

1.1 Problem definition:

There is a lot of new business opportunities created every day and many businesses fail in their first five years based on different factors. In order to gain competitive advantage on the market, Marketers need to find the answers to understand why those businesses often fail and what could be the solution. Understanding customer behavior by using CRM system will help to know exactly the demands of your customers. It is important for the organization to make perfect sell and also raise upsell and cross sell opportunities, also make sure that customers will be loyal to your products.

Most companies collapse because they don't care about customer service. Any business should be able to provide a good customer service to overcome customer's need. Keep all the informations you have in your CRM system, provide a better service, and create your customer centric to growth your customer satisfaction and customer loyalty as well.

1.2 The purpose of CRM Implementation:

The purpose of Customer Relationship Management is to build a strong connection with customers, develop a connection that will drive the business to another stage of achievement. The most difficult part is to link together the perceptions and emotions on the way customers buy things, once that is over it will be easier for the company to fulfill customer's needs. CRM will focus mainly on customer needs and try to find a perfect solution to overcome customer's satisfaction.

CRM keeps all the informations in the safe place to prevent them to be exposed, CRM system will also help you to identifier which one of your customer is gainful or not. According to different aspects CRM system can classify customers in different types such as location and business types, which can help to divide customers based on their needs. CRM system help to keep current customers but also help to bring new customers, the first steps is to target a customer and preserve every specific information into the CRM system. CRM system will deal with customer and will know what service they are looking for and switch them into crucial deal.

CRM system is easy to use and very cost effective. The benefit of CRM system is that there is less manual work and you have less staff to manage. Customer satisfaction is one of the major key purpose of CRM system.

CRM system can be a great solution for any company who wants to increase their customer's satisfaction by resolving their problems and generate benefit from their businesses.

Research Questions:

The main Question of this research are:

1. What does CRM system brings into a company?
2. What are customer's behavior in Guinea?

The result will help further marketers in Guinea to know different strategies to use and increase the knowledge of their customers. The objectives of this research is to work on the implementation of customer relationship management.

I have decided to study three factors of customer relationship management such as People, Processes and Technologies. These three factors will help us to lead to the implemented CRM.

1.3 Conceptual framework:

This section reviews the previous studies done in the areas of CRM system.

As this chapter provides the conceptual framework that is used by the writers to discuss and analyse the areas of interest. Explain the reason behind the choice of theories. Analysing the data and get to the conclusion is a challenge task for researchers.

In the next chapter which is data analysis and discussion writers have critically analyse the data, by using tools and charts. In this chapter writers have answered the research questions after analysing the empirical data collected through questionnaires. This chapter serves as the key to whole research. In last chapter presents the conclusion of this research in the field of implementation of customer relationship management in Guinea for small businesses. Fifth chapter will include the conclusion.

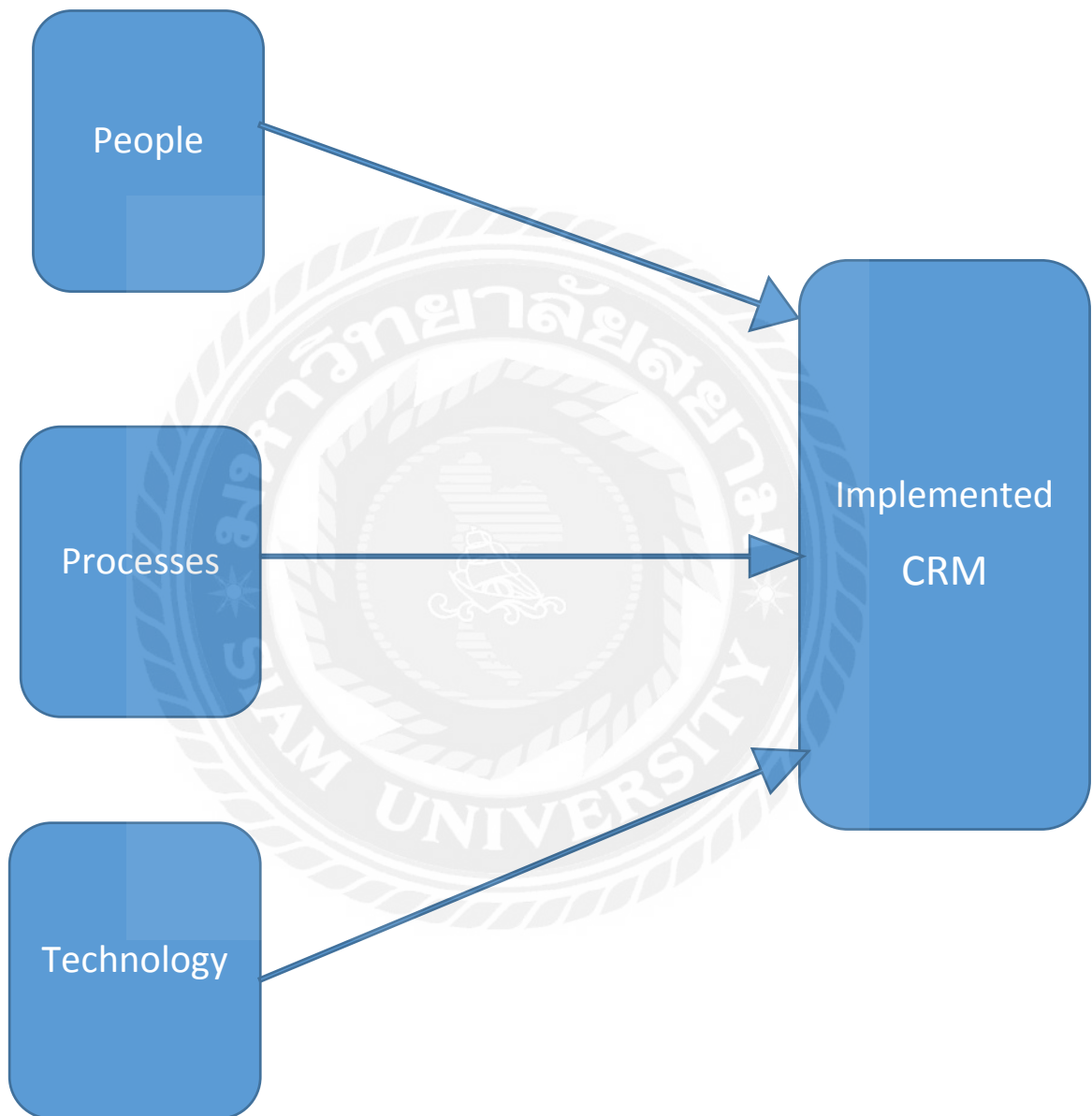
The framework will focus on three areas of CRM.

People including employees and customers, the processes involve technical aspect of the organization, the technologies will provide safety and quick services. Each component is essential for the implementation process and focus on the successful factors of the strategy used by the CRM system. The research model show in figure 1 is constructed by the writers on the basis of researches done in the area of implementation of customer relationship management.

Figure1 shows the proposed conceptual framework.

I.D.V

D.V



The above model shows a relationship between dependent variable (DV) and independent variable (IDV). Implementation of customer relationship management are perceived as dependent variable and People, process and technologies are the independent variable that influence the CRM implementation. This model developed by the writers will serve as a basis for this research and it will help in analyzing and interpreting the empirical results.

CONCLUSION:

I have divided the dissertation in five chapters. First chapter includes the introduction of the research which gives the overview regarding implementation of customer's relationship management, problem definition, and research purpose and research questions. Research design helps reader to understand what strategies are used to collect the data.

The domain of customer relationship management extends into many areas of marketing and strategic decisions. From a corporate implementation point the CRM through those three elements (People, Process and Technology). Building customer relationship is a fundamental business of every enterprise and it requires a holistic strategy and process to make it successful.

1.4 Defining the scope of CRM

The purpose of defining the scope of CRM is to identify the common point between the project teams and stakeholders in a successful CRM. Finding the planning and design areas. The team should focus on CRM workflows to get a good result of business processes and productivity, while the IT should focus on the security of the customer's database. This scope will help CRM system to focus on your goal by examining the current system and provide a plan for implementation. The process of the scope includes all the workers to achieve the project successfully. All these project should be accomplished by the entire team to meet customer's needs. The main focus areas in this scope is to identify what are customer needs and provide the best product that can satisfy them.

Every component of CRM system has a specific role based on the level of CRM implementation. Technology play a massive role of collecting, organizing and saving every single information about customers. People, employees and customers are a key factor for successful CRM projects, CRM system helps to transform all the informations given by customers to a customized products and services. The processes involve both direct and indirect interaction with customers and analyzed every single details of customers, to impact their needs and deliver a good product or service. The main business processes that should be addressed in CRM implementation are:

Marketing, Sales, and Services.

1.5 Importance of CRM

Customer Relationship management helps to maintain a huge relationship with customers, dealing with people require many things. To have a good knowledge of your customer will help the organization to deliver good services. Today business, must of the organization are using different types of CRM system such as Sugar CRM, Salesforce etc...

CRM system will allow the organization to gather all the informations about their customer requests which can help them to meet customers need effectively.

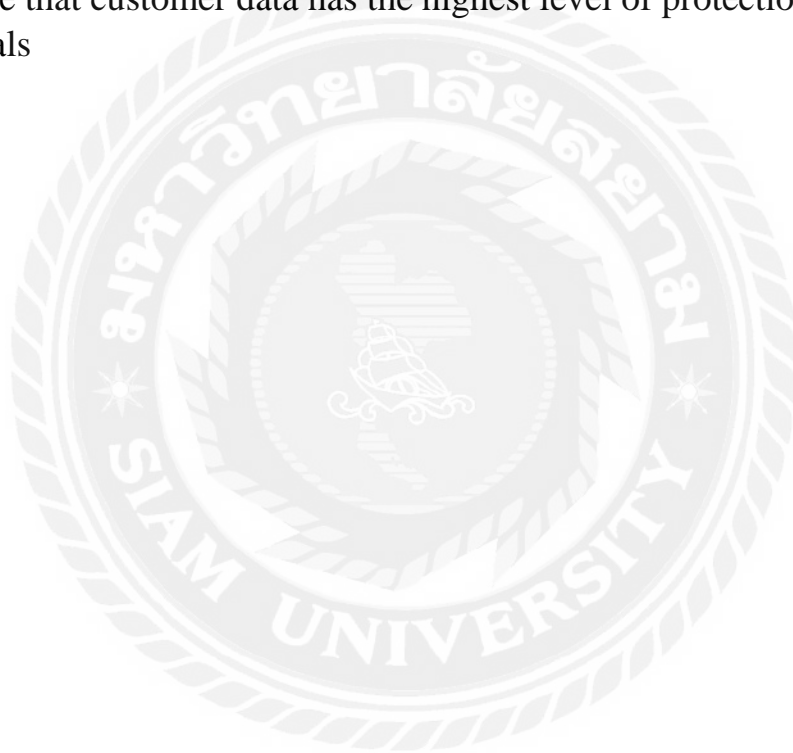
Having all the informations about your customers make easier for the organization to track them and also determine which customer is valuable or not.

CRM can classified different types of customer according to different types of businesses. It can be used for existing and new customers. Another advantage of using CRM system is because it is very cost effective, the technologies used in implementing CRM system are cheap compare to the traditional methods.

Today business grows very fast so keeping the existing customers and developing your business by getting new customers require effectiveness in dealing with your customers. Every organization should have a customer relationship management system into their business which can help them to keep a good relationship with customers.

1.6 Definition of CRM

Customer Relationship Management can be defined as a strategy build to improve and provide better customer service, dealing and communicating with customer to increase their satisfactions and generate a business income. The technologies and strategic planning help building a strong relationship with organizations and customers that generate the productivity and margin revenue. CRM system helps organization to improve businesses and also helps organization to generate more revenue. With the growth of the technologies customers are worries about their privacy and safety. However organization need to ensure that customer data has the highest level of protection against cyber criminals



CHAPTER 2

Part 1: CRM Strategy Aspects

2.1.1 Strategy and organization of CRM

Strategy: In order to place customers at forefront, CRM system as shown to increase 41 % salesperson average, it's estimated that 41% of businesses are failing because they are wrongly using the CRM system.

CRM system focus on these areas:

1. Set a destination
2. Prioritize your Customers
3. Communicate with your customers
4. Stagger your Changes
5. Start tracking your customers before first contact
6. Synchronized everything to your CRM
7. Evaluate and improve more

2.1.2 Elements of CRM

There are different elements of CRM system crucial for an organization such as:

- 1- Sales Force Automation:

Most businesses in the organization use sales force automation to keep all the interactions with their customers, this is essential to analyze the performances by the workforce and also helps to know different opportunities to generate some revenues.

2- Human Resources Management:

Human resources management helps to get all the requirement skills and professional profiles and identify people that could match with their works with the purpose of getting a good result.

3- Lead Management:

Organizations have a good advantage to keep tracking their sales as well as their distributions. It is an efficient element of finalizing the whole process of purchasing your customers and lead you to the maximum sales and improve your sales.

4- Customer Service:

Customer service helps the organization to manage and provide customer's need also dealing with customer's complain , it helps organization to provide quick and perfect service to customers, and solve the complains which can bring customer trust to the organization.

5- Marketing:

Marketing is a best way for the organization to promote their products and services which target a group of people and implement their strategies to sale more products and generate more profits.

6- Workflow Automation:

This element helps the organization to avoid making the same mistakes and also wasting time, it prevents and reduces the work by avoiding the repetition of the work by different people.

2.1.3 CRM processes and systems:

STRATEGIC CRM - OPERATIONAL CRM - ANALYTICAL CRM

Strategic CRM:

Strategy CRM system has huge advantage. It features interaction between companies and customers to allow the maximization of customer live time value. Recognizes differences between customers with respect to their economic value to the firm as well as their expectation for the firm.

Operational CRM:

The aims of Operational CRM is to combine sales, support and marketing databases into a single repository that tracks and manage the interaction with customers.

Analytical CRM:

It describes the component of CRM related to the data mining and interpretation of data collected about any customers.

Part 2: CRM Marketing Aspects

2.2.1 Customer:

In sales, customer (sometimes known as client, buyer, or purchase) is the recipient of good, service, product or an idea- obtained from a seller, vendor, or supplier via a financial transaction or exchange for money or some other valuable consideration.

Different Types of Customers

Customers can be classified as:

Loyal Customers- Customer loyalty is recognized based on his attitude and his behavior toward the brand. Whether due to the satisfaction with the product or service or performance or comfort with the brand.

Discount Customers- Most of the stores make a discount for their customers but it will depend on the Customers to buy the product at that moment or not.

Impulsive Customers- they are a type of customers who come to the stores and look for the current good product. So they don't have a specific target of product.

Need Based Customers- They are not willing to try another product and are loyal to the brands so they have already set their goals to buy a specific product.

Wandering Customers- These types of customers wants to try a new experience and just have at the same time a good product.

2.2.2 Data analysis and compilation

Every information should be arrange and analyzed in different steps.

1. The goal of the research should focus on the process of CRM.
2. Divide the goal into different part.
3. Arrange the questions to make the analysis done efficiently.
4. Grouping up the answers in numerical forma for a predefined scale.
5. Make sure the questionnaire have the similar responses with competitors.

There are many strategies used to find a perfect analysis or compilation.

Based on the market requirement the company should identify their goals.

Part 3 Analytical CRM Aspects

LIFE TIME VALUE DEFINITION

Customer lifetime value (CLV) is a metric of total net profit a company makes from any given customer. CLV allow companies to know their customer's monetary worth to a business after factoring in the value of the relationship with the customer over time. CLV is necessary for any company to understand the amount of money they want to spend on attracting new customers and how much repeat business they can expect from their customers.

The Strategic Importance of Measuring Customer Lifetime Value.

Customer Lifetime Value is the key performance indicator of CRM system, which is looking for the degree of customer centricity along customer upside potential.

CLV numerical calculation is define as:

Customer lifetime Value = Profit (\$) * Retention (%) / (1+ Discount (%) – Retention (%))

CLV= \$ 10000*90% / (1=10% - 90%) = \$9000 / 20 % = \$45000

The CLV suppose customer profits are gain in arrears. Otherwise you should adjust the model.

2.3.2 Customer identification

The best strategy to identify your customers is to gain knowledge of individual customers. Using existing systems and services, create a list of all customers who receives the goods and services offered by your organization.

Gather Customer Data

The relationship management approach recognizes that the good service is provided to the customer when you gather all the information about each customer as well as preferences and special requirements. This may require other research to definitively reach your customer expectation.

By example the traditional data collection require:

Purchasing history and products selected, credit history, demographics, channels used for purchasing products and services.

2.3.3 Retention cross- sell and Upselling analyses

Cross-selling: It occurs when there is more than one product or service to offer to customers that might be benefit to them.



Up-selling: It occurs when the salesperson is concerned about selling more products to generate additional revenue and by showing the customer more chose of the same product.



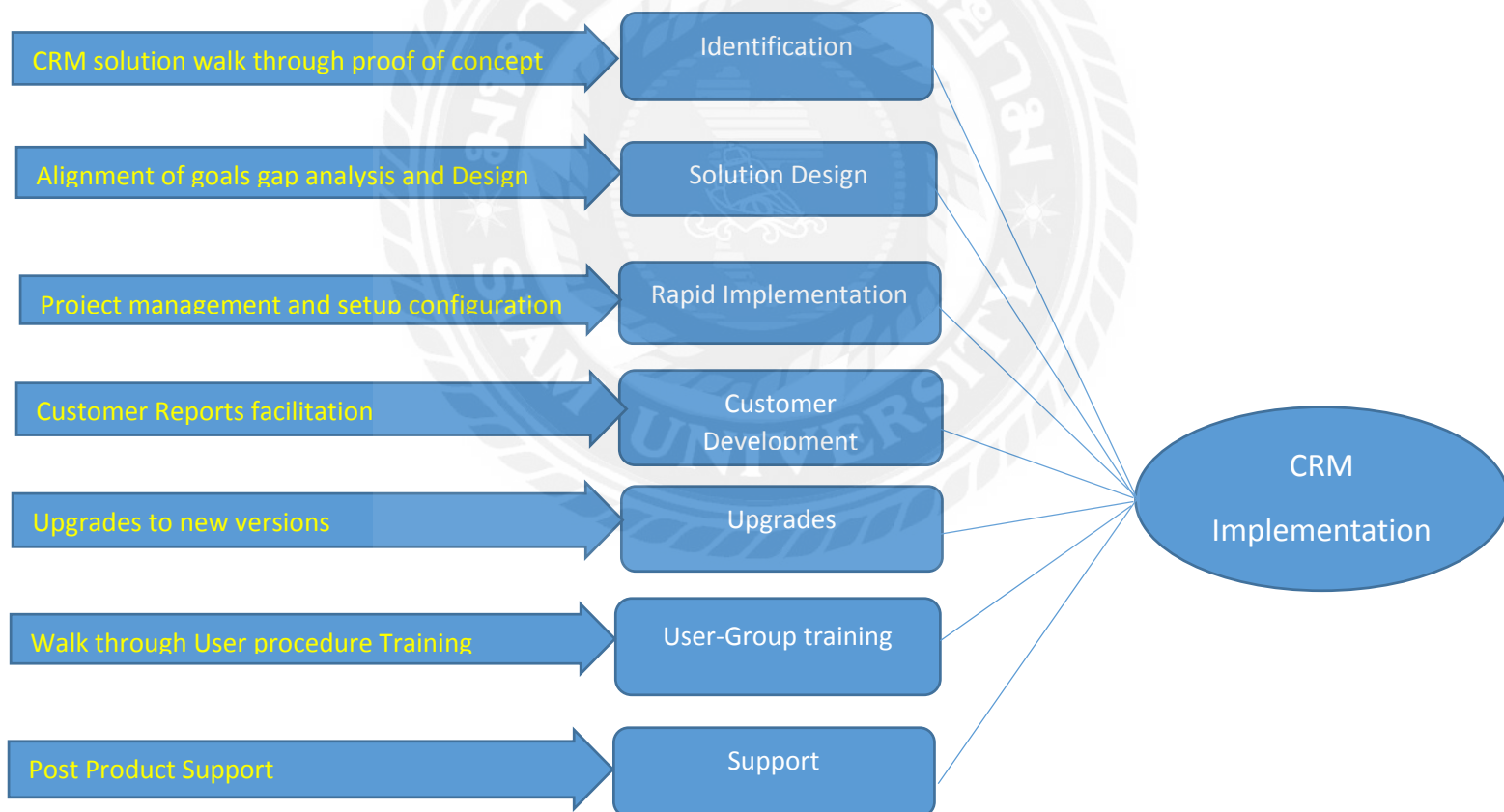
Part 4: Operational CRM

Operational CRM is focusing on the direct interactions of customers with the company, with a view to keep customers satisfied and happy. There are two methods that customer can have direct interaction with the company:

Face to Face personal interactions: For example when customer interact with people from the call center, or customer service representatives.

Interaction with the System: For example when the customer interact with automated software systems for sales, order and monitoring inventory and also called sales force automation.

2.4.1 CRM systems and their implementation



Chapter 3:

3. RESEARCH METHODOLOGIES AND DESIGN

This research shows us the areas affecting the CRM system in small business. There are two types of research which are Quantitative and Qualitative. It is normally done for academic reasons also limited to time as mine is also being done for the same purpose, therefore, that's why I am going for quantitative approach.

Hypothesis:

The proposed Hypotheses are the statement about the outcome and will be tested in the research.

Hypothesis 1:

H₀₁: There is a significant relationship between the CRM system and the customer retention

H₀₁: There is no relationship between the CRM system and the customer retention

Hypothesis 2:

H₀₂: There is a significant relationship between the implementation level of CRM system and the customer retention.

H₀₂: There is no relationship between the implementation level of CRM system and the customer retention

3.1 Sampling Design

In this study a non-probability sampling procedure called convening sampling is used. It's the procedure of obtaining the people who are most conveniently from following department:

- I. Strategic Planning Department
- II. Customer Service Department
- III. Information Technology department
- IV. Sales and Marketing Department.

These department are chosen for this survey because of the important roles they play in CRM system at the headquarter level and online survey as well.

3.2 Sampling Size:

The target population are the holder or distributors of small businesses and keeping in view the limitation of time and resources writers have decided to take a sample of 100 respondents. Questionnaires were distributed both online and by hand to people involved in small business. And enough time given to them to fill in order to reduce sampling error.

3.3 Questionnaire Design

Independent Variable:

The questionnaire will be a useful instrument in an exploratory study as it would get the views of the responses. The questionnaire is divided into sections as indicated below:

1. To obtain the profile of the Company
2. Relates to the effective CRM system
 - Attempts to identify the relationship between CRM system and the company profitability
 - Look at the availability of information technology used in CRM
 - Identify the various factor affecting the implementation level of the CRM in the Company.
 - Look into the various instruments that could be used in measuring the effectiveness of the CRM system

Dependent Variable:

To be able to determine the customer retention rate (CR), which is used to measure customer turnover. That shows a percentage of its customer portfolio the company retains yearly. It shows how large a percentage of its customer portfolio the company loses every year.

Depending on the overall length of the relationship (retention) and the mutual benefits achieved and the lifetime value can be determined to show how much the customer would buy in his lifetime.

The questions in the sample is to find out whether the company are satisfied with the current implementation of the CRM system.

3.4 Data collection

There are two methods used to collect the data, primary and secondary method. Primary data includes observation method, interview, questionnaire method, case study method, projective technique, whereas secondary data is one which is already collected by some other researchers not for the reason of particular study or research.

I would like to go for primary data collection that will include questionnaires from small business operators on what are the factors on implementing CRM system in small business.

3.5 Validity and Reliability

The reliability applies to a measure when similar results are obtained over time and across situations that are free from random error and consistent results (Zikmund, 2000).

It's also important to test the reliability of the measurement. The value to examine is generally called the coefficient of reliability reliable. The guide in general for reliability measure are:

The predictor variable are people, process, technology and the implementation of the CRM system in an organization. The relationship between DV and IDV can be shown by an equation:

$$\underline{DV} = \underline{IDV}$$

$$\mathbf{Y} = \mathbf{\alpha} + \mathbf{\beta}_1\mathbf{X}_1 + \mathbf{\beta}_2\mathbf{X}_2 + \mathbf{\beta}_3\mathbf{X}_3 + \mathbf{E}$$

Where:

Y = Customer retention

α = Constant

X_1 = Understanding of CRM system

X_2 = Implementation of the CRM system

X_3 = Usage of CRM system

β = Coefficient of X_i where $i = 1, 2, 3$

E = error term

The overall objectives of this analysis are:

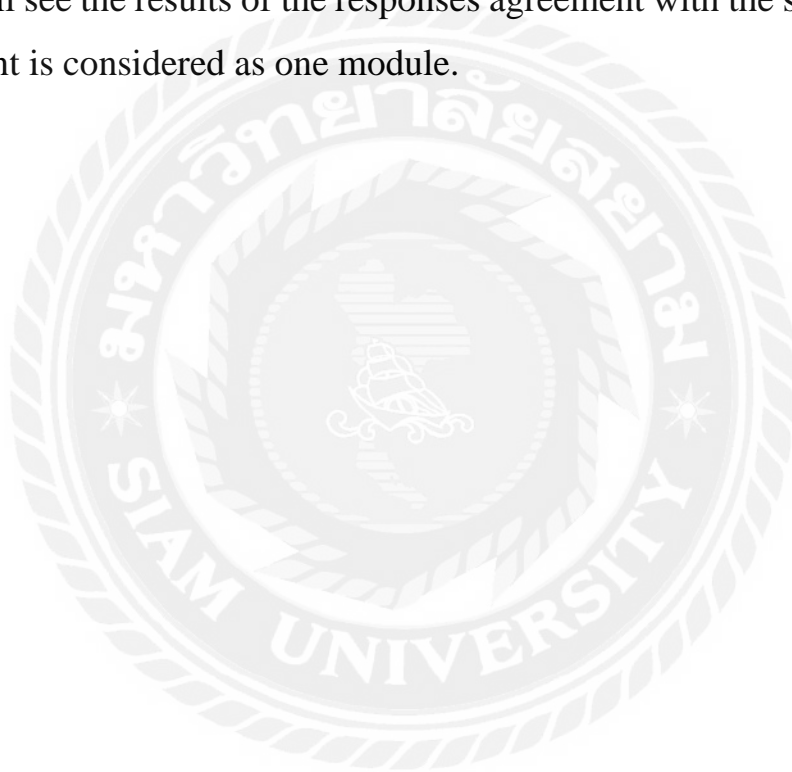
1. To determine whether a relationship exists between DV and IDV.
2. To describe the nature of the relationship, if there is, in the form of mathematical equation.
3. To assess the degree of accuracy of description or prediction in the CRM system
4. To assess the relative importance of the various prediction variable in their contribution to implement the CRM system



Chapter 4:

4. Data Analysis and discussions

One of the important steps is to analyze the data and discuss the data and discuss the findings. In this Chapter researchers will discuss the empirical finding from the study. The Data analysis concerns primary data collection in the form of questionnaires distributed among students and workers in the Organizations Below we will see the results of the responses agreement with the statements and each statement is considered as one module.



| Modules | Agree | Disagree | Strongly Agree | Strongly Disagree |
|---|------------------|-----------------|-----------------------|--------------------------|
| People | Frequency | | | |
| 1. CRM system help businesses to understand their customers and improve their overall performance | | | | |
| 2. CRM systems help businesses understand their customers very well? | | | | |
| 3. CRM system implementation is very useful from a business performance perspective? | | | | |
| 4. I am often satisfied with the price of the products | | | | |
| 5. The price of the product; not the quality, influences my buying decision | | | | |
| 6. The quality of the product; not the price, influences my buying decision | | | | |
| 7. Both the quality, and price of the product, influence my buying decision | | | | |
| 8. I always contact customer service for help or advice | | | | |

| Modules | Agree | Disagree | Strongly Agree | Strongly Disagree |
|---|------------------|-----------------|-----------------------|--------------------------|
| Processes | Frequency | | | |
| 9. Customer service have always been able to resolve my problems with complete satisfaction | | | | |
| 10. From my experience with other companies, the customer service performance level is better compared to the current company | | | | |
| 11. From my experience with other companies, the customer service performance level is the same compared to the current company | | | | |
| 12. From my experience with other companies, the customer service performance level is worst compared to the current company | | | | |
| 13. I only buy branded products | | | | |

| Modules | Agree | Disagree | Strongly Agree | Strongly Disagree |
|--|------------------|-----------------|-----------------------|--------------------------|
| Technology | Frequency | | | |
| 14. I would always like to use CRM system for my business | | | | |
| 15. Data collected by the CRM system relative to customers is relevant to the improvement of business growth and development | | | | |
| 16. I / we use the data collected by the CRM system to help design a new business strategy | | | | |
| 17. A CRM system does help identify, and resolve problems faced by the organization? | | | | |
| 18. A properly managed CRM system helps maintain good customer relations through its services | | | | |
| 19. A good CRM system helps resolve customer problems within an acceptable time | | | | |
| 20. Overall, I am satisfied with the results of the CRM system and will surely recommend it to customers and businesses alike. | | | | |

Starting with the demography, data collected by the respondents in the form of age, gender, income and education, researcher will use tables and graph to see the demographic profile of customer relationship management implementation in Guinea, in the same step researcher will do correlation analysis of each demographic factor except gender, to see the relationship with demographic factors and implementation of CRM.

In the second step first section of the questionnaire will be analyzed regarding three factors of implementing CRM system, it consist of 20 questions and each question represent one module, so in total there are 20 modules as it is evident from table . First factor that is convenience carries four modules, and each module will be analyzed and discussed separately with the help of table and graph of frequency and with results of Likert scale. Writers have used four point Likert scale from agree with score of 4 to strongly disagree with score of 1. The score of each module (e.g. " CRM systems help businesses understand their customers very well?") in terms of frequency will be used to calculate the average for each module. For instance if we denote " agree" by 4 "", the others by "3, 2, 1" then we can use the 100 input data as follows: $4*15(\text{frequency}) + 3*66 + 2*17 + 1*2 = 100$.

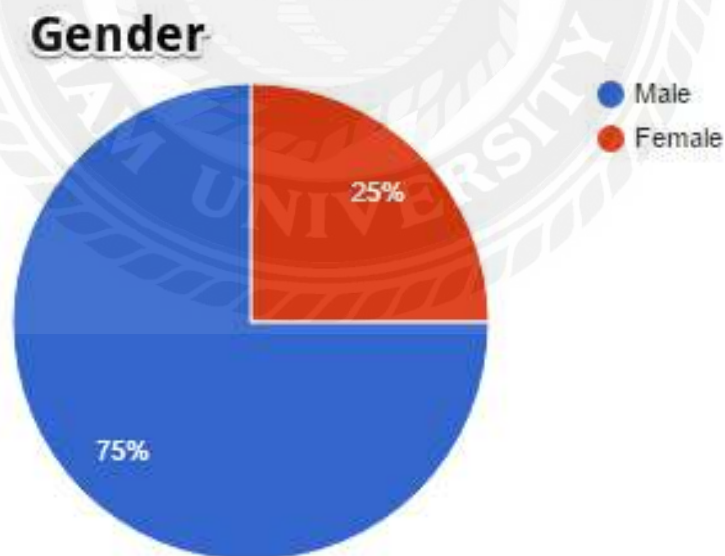
Question number 20 is a general question that is being asked to see if there are some other possibility of implementing the CRM system. Respondent's answers will be discussed in this section.

4.1 Correlation Analysis of Demography factors

Demography

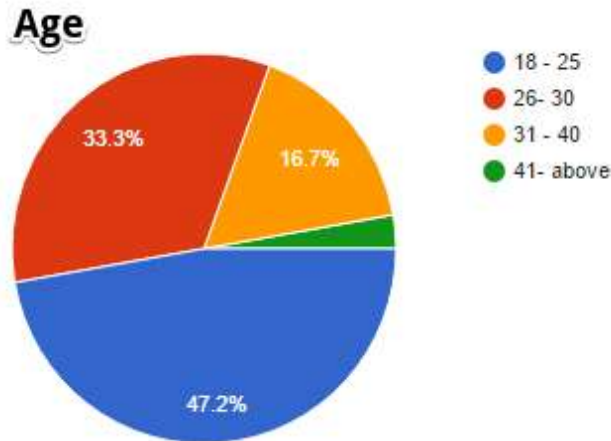
Gender: According to demography profile, 75% respondents are male and 25% respondents are female. From these groups total respondents are 100. At the time of survey comparatively higher number of female said that CRM system does not affect their buying decision. So, according to the survey result it is clear that male respondents are more interested on CRM implementation than female.

| Valid | Frequency | Percentage | Valid percent |
|--------|-----------|------------|---------------|
| Male | 150 | 75 | 75 |
| Female | 50 | 25 | 25 |
| Total | 200 | 100 | 100 |



Age: Below figure shows that 47.2% respondents are between 18-25 years old, 33.3% respondents are between 26-30 years old, 16.7% respondents between 31-40 years old, 2.8% respondents are between 41-above, and 7%. So according to the respondents group, maximum respondents are high school, bachelor and master student. Between them 47.2% respondent prefer company might have CRM system that is the highest percentage who has age limit between 18 to 25 years. Overall result shows that between all of them the respondents who has age limit between 18 to 30 years ($47.2\%+33.3\%=80.5\%$) people are more familiar to CRM system.

| Valid | Frequency | Percentage | Valid percentage |
|----------|-----------|------------|------------------|
| 18-25 | 95 | 47.2 | 47.2 |
| 26-30 | 66 | 33.3 | 33.3 |
| 31-40 | 34 | 16.7 | 16.7 |
| 41-above | 5 | 2.8 | 2.8 |
| Total | 200 | 100 | 100 |

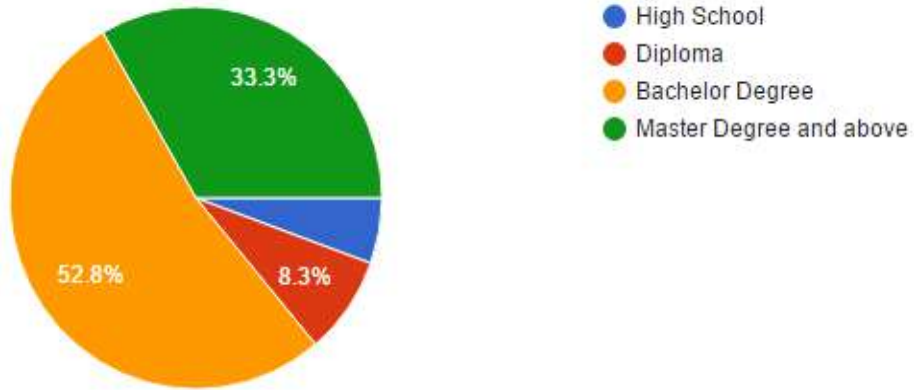


Education Level

In the table 3, the majority of the respondents' education level is Bachelor Degree as 105 people that are accounted for 52.8 percent. The number of 66 respondents is Master Degree and above accounted for 33.3 percent. There are 18 respondents with the Diploma and accounted for 8.3 percent. In addition there are 11 respondents with High school degree which is accounted for 5.6 percent.

| Valid | Frequency | Percent | Valid Percent |
|-------------------------|-----------|---------|---------------|
| High school | 11 | 5.6 | 5.6 |
| Diploma | 18 | 8.3 | 8.3 |
| Bachelor Degree | 105 | 52.8 | 52.8 |
| Master Degree and above | 66 | 33.3 | 33.3 |
| Total | 200 | 100 | 100 |

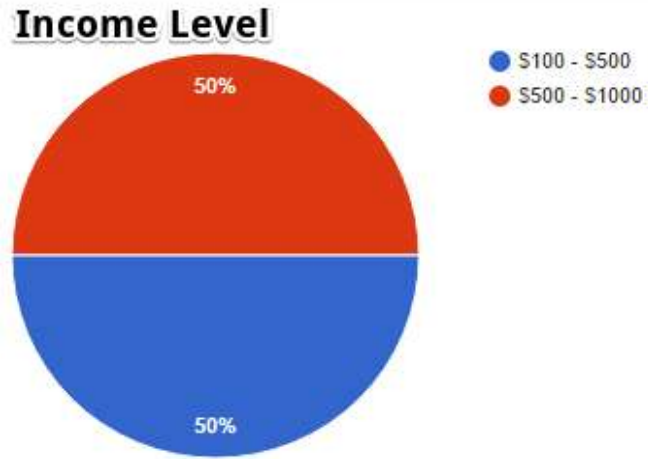
Education Level



Income level

In the table 4, the respondents' Income level is from \$100 to \$500, as 100 people are accounted for 50 percent. In addition there are 100 respondents with 100 people which is accounted for 50 percent.

| Valid | Frequency | Percent | Valid Percent |
|----------------|-----------|---------|---------------|
| \$100 - \$500 | 100 | 50 | 50 |
| \$500 - \$1000 | 100 | 50 | 50 |
| Total | 200 | 100 | 100 |



4.2 Analysis of three factors

In this section writers will discuss the twenty questions concerning three factors, as discussed earlier each question represent one module and we will discuss each module under their concerning factor.

4.2.1 People

Table 1: The frequency table of the respondents' CRM system help businesses to understand their customers and improve their overall performance.

In the table, the majority of the respondents' are Agree as 92 people that are accounted for 45.9 percent. The number of 5 respondents are Disagree accounted for 2.7 percent. There are 38 respondents with strongly agree and accounted for 18.9 percent. There are 5 respondents with strongly disagree and accounted for 2.7 percent. There are 43 respondents with Yes and accounted for 21.6 percent. There are 11 respondents for extremely yes and accounted for 5.4 percent. In addition there are 6 respondents with I don't know which is accounted for 2.8 percent.

| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 92 | 45.9 | 45.9 |
| Disagree | 5 | 2.7 | 2.7 |
| Strongly agree | 38 | 18.9 | 18.9 |
| Strongly disagree | 5 | 2.7 | 2.7 |
| Yes | 43 | 21.6 | 21.6 |
| Extremely yes | 11 | 5.4 | 5.4 |
| I don't know | 6 | 2.8 | 2.8 |
| Total | 200 | 100 | 100 |

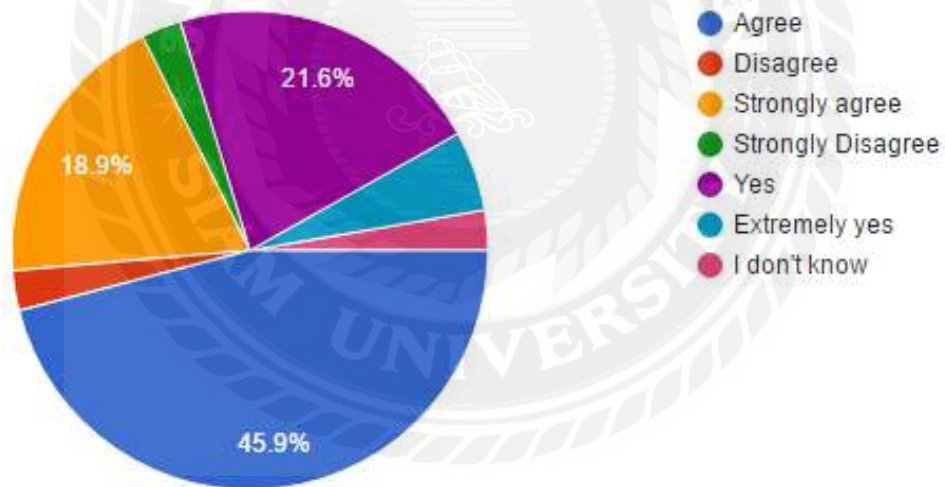


Table 2: The frequency table of the respondents' CRM systems help businesses understand their customers very well?

In the table, the majority of the respondents' are Agree as 100 people that are accounted for 51.4 percent. The number of 20 respondents are Disagree accounted for 5.4 percent.

There are 26 respondents with strongly agree and accounted for 13.5 percent. There are 5 respondents with strongly disagree and accounted for 2.7 percent. There are 20 respondents with extremely well and accounted for 10.8 percent. There are 16 respondents for moderately well and accounted for 8.1 percent. There are also 10 respondents for quite well which is 2.7 percent. In addition there are 5 respondents with slightly well which is accounted for 2.8 percent.

| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 100 | 51.4 | 51.4 |
| Disagree | 20 | 5.4 | 5.4 |
| Strongly agree | 26 | 13.5 | 13.5 |
| Strongly disagree | 5 | 2.7 | 2.7 |
| Extremely well | 20 | 10.8 | 10.8 |
| Moderately well | 16 | 8.1 | 8.1 |
| Quite well | 10 | 5.4 | 5.4 |
| Slightly well | 5 | 2.7 | 2.7 |
| Total | 200 | 100 | 100 |

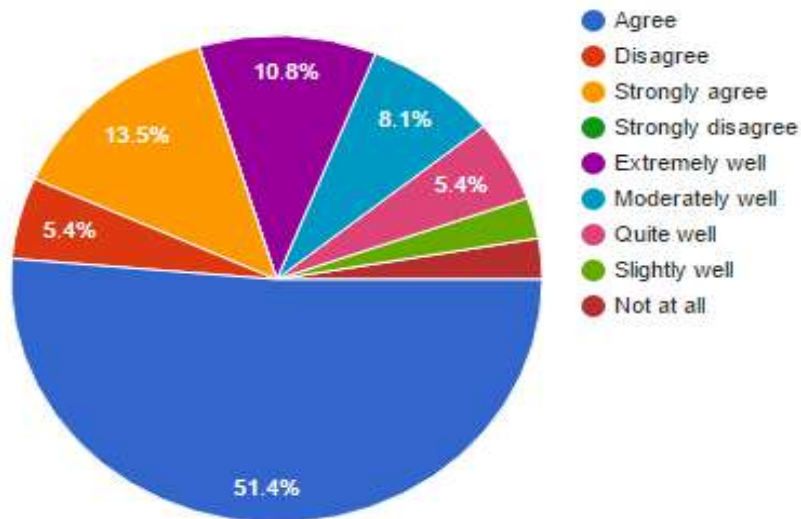


Table 3: The frequency table of the respondents' CRM system implementation is very useful from a business performance perspective?

In the table, the majority of the respondents' are Agree as 92 people that are accounted for 45.9 percent. The number of 2 respondents are Disagree accounted for 0.1 percent. There are 11 respondents with strongly agree and accounted for 5.4 percent. There are 18 respondents with strongly disagree and accounted for 16.2 percent. There are 39 respondents with very useful and accounted for 18.9 percent. There are 16 respondents for extremely useful and accounted for 8.1 percent. There are also 11 respondents for moderately well which is 5.4 percent

| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 92 | 45.9 | 45.9 |
| Disagree | 2 | 0.1 | 0.1 |
| Strongly agree | 11 | 5.4 | 5.4 |
| Strongly disagree | 18 | 16.2 | 16.2 |
| Very Useful | 39 | 18.9 | 18.9 |
| Extremely useful | 16 | 8.1 | 8.1 |
| Moderately useful | 11 | 5.4 | 5.4 |
| Total | 200 | 100 | 100 |

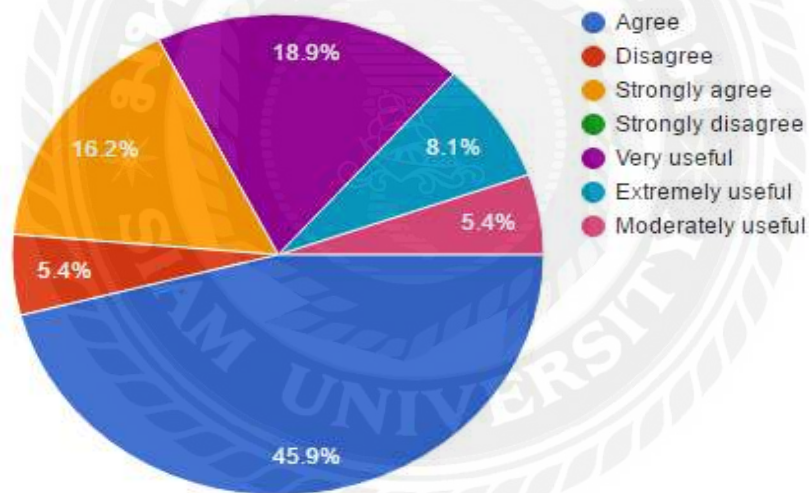


Table 4: The frequency table of the respondents' I am often satisfied with the price of the products or services.

In the table, the majority of the respondents' are agree as 70 people that are accounted for 35.1 percent. The number of 54 respondents are disagree accounted for 27 percent. There are 10 respondents with strongly agree and accounted for 5.4 percent. There are 37 respondents with strongly disagree and accounted for 18.9 percent. There are 16 respondents with moderately satisfied and accounted for 8.1 percent. There are 5 respondents for very satisfied and accounted for 2.7 percent. There are also 6 respondents for not so satisfied which is 2.8 percent.

| Valid | Frequency | Percent | Valid Percent |
|----------------------|-----------|---------|---------------|
| Agree | 70 | 35.1 | 35.1 |
| Disagree | 54 | 27 | 27 |
| Strongly agree | 10 | 5.4 | 5.4 |
| Strongly disagree | 37 | 18.9 | 18.9 |
| Moderately satisfied | 16 | 8.1 | 8.1 |
| Very Satisfied | 5 | 2.7 | 2.7 |
| Not so Satisfied | 6 | 2.8 | 2.8 |
| Total | 200 | 100 | 100 |

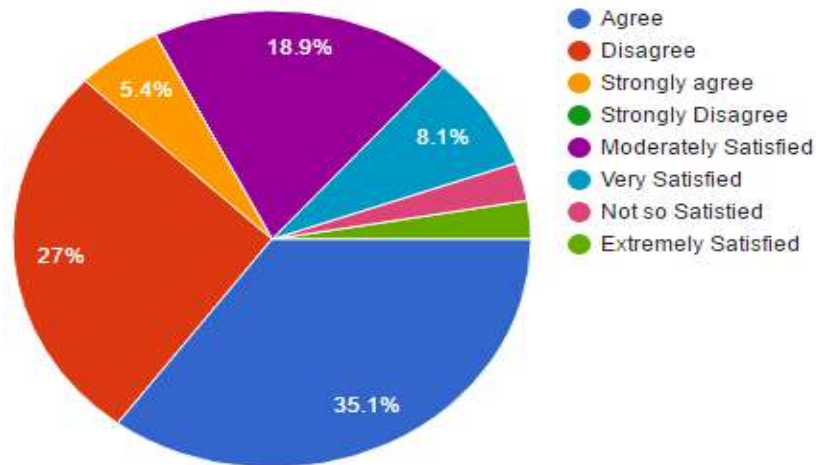


Table 5: The frequency table of the respondents' CRM system help businesses to understand their customers and improve their overall performance.

In the table, the majority of the respondents' are Agree as 92 people that are accounted for 45.9 percent. The number of 5 respondents are Disagree accounted for 2.7 percent. There are 38 respondents with strongly agree and accounted for 18.9 percent. There are 5 respondents with strongly disagree and accounted for 2.7 percent. There are 43 respondents with Yes and accounted for 21.6 percent. There are 11 respondents for extremely yes and accounted for 5.4 percent. In addition there are 6 respondents with I don't know which is accounted for 2.8 percent.

| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 92 | 45.9 | 45.9 |
| Disagree | 5 | 2.7 | 2.7 |
| Strongly agree | 38 | 18.9 | 18.9 |
| Strongly disagree | 5 | 2.7 | 2.7 |
| Yes | 43 | 21.6 | 21.6 |
| Extremely yes | 11 | 5.4 | 5.4 |
| I don't know | 6 | 2.8 | 2.8 |
| Total | 200 | 100 | 100 |

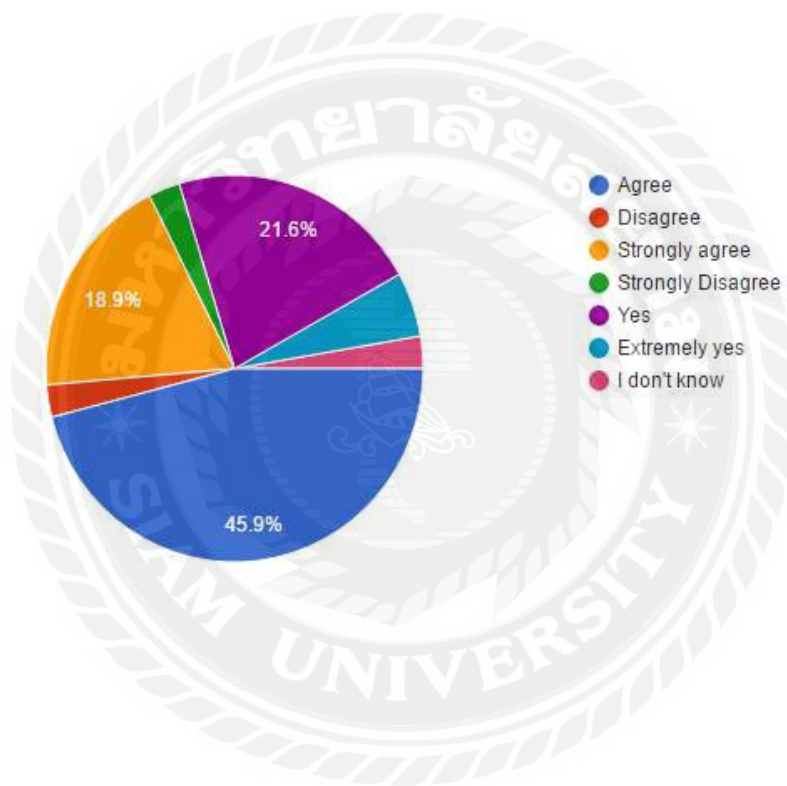
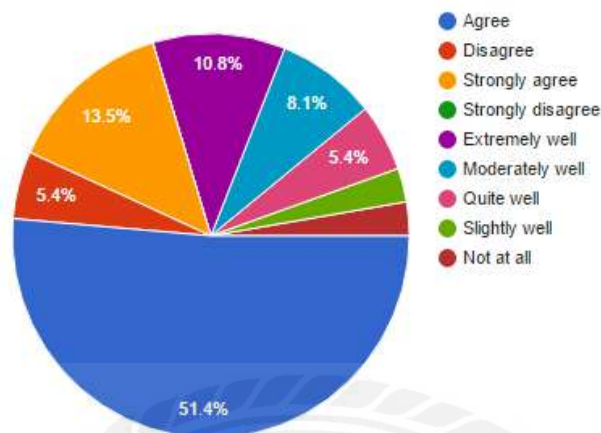


Table 6: The frequency table of the respondents' CRM systems help businesses understand their customers very well?



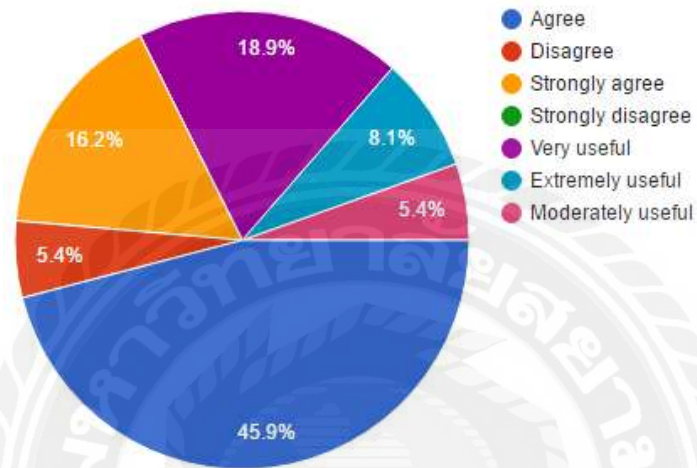
| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 100 | 51.4 | 51.4 |
| Disagree | 20 | 5.4 | 5.4 |
| Strongly agree | 26 | 13.5 | 13.5 |
| Strongly disagree | 5 | 2.7 | 2.7 |
| Extremely well | 20 | 10.8 | 10.8 |
| Moderately well | 16 | 8.1 | 8.1 |
| Quite well | 10 | 5.4 | 5.4 |
| Slightly well | 5 | 2.7 | 2.7 |
| Total | 200 | 100 | 100 |

In the table 5, the majority of the respondents' are Agree as 100 people that are accounted for 51.4 percent. The number of 20 respondents are Disagree accounted for 5.4 percent. There are 26 respondents with strongly agree and accounted for 13.5 percent. There are 5 respondents with strongly disagree and accounted for 2.7 percent. There are 20 respondents with extremely well and accounted for 10.8 percent.

There are 16 respondents for moderately well and accounted for 8.1 percent.

There are also 10 respondents for quite well which is 2.7 percent. In addition there are 5 respondents with slightly well which is accounted for 2.8 percent.

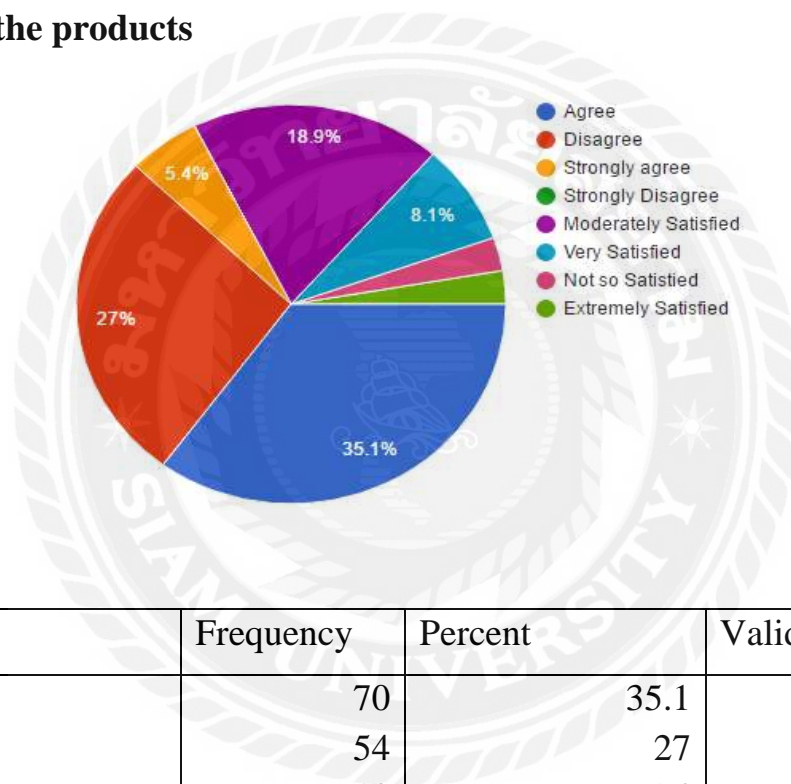
Table 7: The frequency table of the respondents' CRM system implementation is very useful from a business performance perspective?



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 92 | 45.9 | 45.9 |
| Disagree | 2 | 0.1 | 0.1 |
| Strongly agree | 11 | 5.4 | 5.4 |
| Strongly disagree | 18 | 16.2 | 16.2 |
| Very Useful | 39 | 18.9 | 18.9 |
| Extremely useful | 16 | 8.1 | 8.1 |
| Moderately useful | 11 | 5.4 | 5.4 |
| Total | 200 | 100 | 100 |

In the table 6, the majority of the respondents' are Agree as 92 people that are accounted for 45.9 percent. The number of 2 respondents are Disagree accounted for 0.1 percent. There are 11 respondents with strongly agree and accounted for 5.4 percent. There are 18 respondents with strongly disagree and accounted for 16.2 percent. There are 39 respondents with very useful and accounted for 18.9 percent. There are 16 respondents for extremely useful and accounted for 8.1 percent. There are also 11 respondents for moderately well which is 5.4 percent

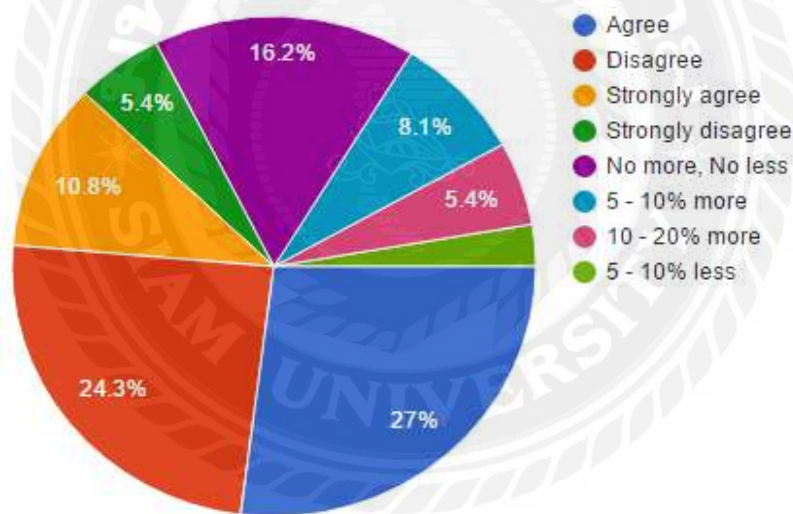
Table 8: The frequency table of the respondents' I am often satisfied with the price of the products



| Valid | Frequency | Percent | Valid Percent |
|----------------------|-----------|---------|---------------|
| Agree | 70 | 35.1 | 35.1 |
| Disagree | 54 | 27 | 27 |
| Strongly agree | 10 | 5.4 | 5.4 |
| Strongly disagree | 37 | 18.9 | 18.9 |
| Moderately satisfied | 16 | 8.1 | 8.1 |
| Very Satisfied | 5 | 2.7 | 2.7 |
| Not so Satisfied | 6 | 2.8 | 2.8 |
| Total | 200 | 100 | 100 |

In the table 8, the majority of the respondents' are agree as 70 people that are accounted for 35.1 percent. The number of 54 respondents are disagree accounted for 27 percent. There are 10 respondents with strongly agree and accounted for 5.4 percent. There are 37 respondents with strongly disagree and accounted for 18.9 percent. There are 16 respondents with moderately satisfied and accounted for 8.1 percent. There are 5 respondents for very satisfied and accounted for 2.7 percent. There are also 6 respondents for not so satisfied which is 2.8 percent.

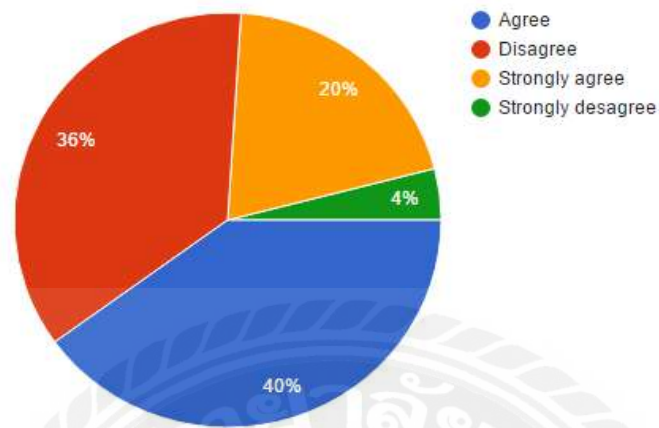
Table 9: The frequency table of the respondents' the price of the product; not the quality, influences my buying decision



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 54 | 27 | 27 |
| Disagree | 47 | 24.3 | 24.3 |
| Strongly agree | 22 | 10.8 | 10.8 |
| Strongly disagree | 11 | 5.4 | 5.4 |
| No more, No less | 33 | 16.2 | 16.2 |
| 5 - 10 % more | 16 | 8.1 | 8.1 |
| 10 - 20 % more | 11 | 5.4 | 5.4 |
| 5 – 10 % less | 6 | 2.8 | 2.8 |
| Total | 200 | 100 | 100 |

In the table 9, the majority of the respondents' are agree as 54 people that are accounted for 27 percent. The number of 47 respondents are disagree and above accounted for 24.3 percent. There are 22 respondents with strongly agree and accounted for 10.8 percent. There are also 11 people with strongly disagree that are accounted for 5.4 percent. Now there are 33 people with no more no less which is accounted for 16.2 percent. There are 16 people between 5 -10 percent more and accounted for 8.1 percent. There are also 11 people with 10 - 20 percent and accounted for 5.4 percent. I addition there are 6 respondents for 5 – 10 percent less which is accounted for 2.8 percent.

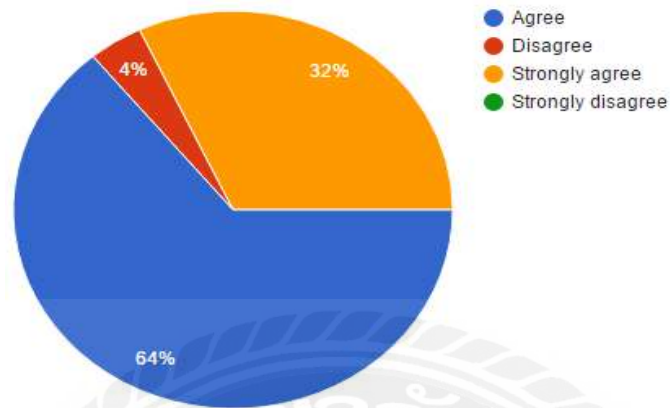
Table 10: The frequency table of the respondents' the quality of the product; not the price, influences my buying decision.



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 80 | 40 | 40 |
| Disagree | 72 | 36 | 36 |
| Strongly agree | 40 | 20 | 20 |
| Strongly disagree | 8 | 4 | 4 |
| Total | 200 | 100 | 100 |

In the table 10, the majority of the respondents are agree as 80 people that are accounted for 80 percent. The number of 72 respondents are disagree and above accounted for 36 percent. There are 40 respondents with strongly agree and accounted for 20 percent. I addition there are 8 respondents with strongly disagree which is accounted for 4 percent.

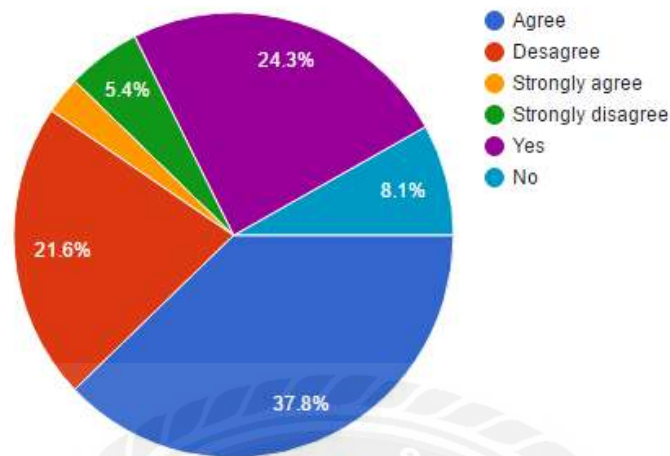
Table 11: The frequency table of the respondents' both the quality, and price of the product, influence my buying decision



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 128 | 64 | 64 |
| Disagree | 8 | 4 | 4 |
| Strongly agree | 64 | 32 | 32 |
| Strongly disagree | 0 | 0 | 0 |
| Total | 200 | 100 | 100 |

In the table 11, the majority of the respondents are agree as 138 people that are accounted for 64 percent. The number of 8 respondents are disagree and above accounted for 4 percent. There are 64 respondents with strongly agree and accounted for 32 percent.

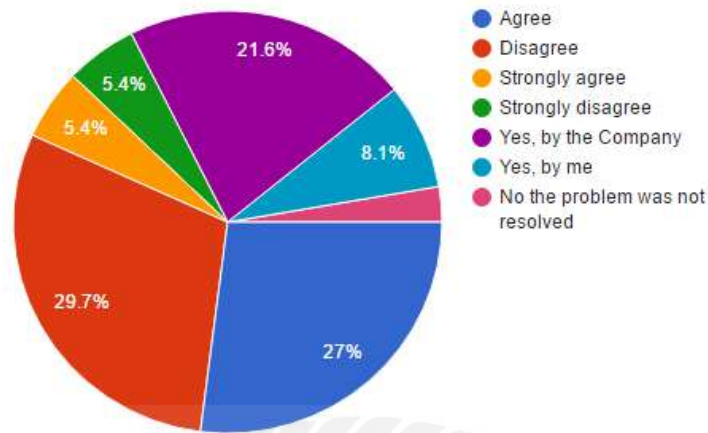
Table 12: The frequency table of the respondents' I always contact customer service for help or advice



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 76 | 37.8 | 37.8 |
| Disagree | 43 | 21.6 | 21.6 |
| Strongly agree | 6 | 2.8 | 2.8 |
| Strongly disagree | 10 | 5.4 | 5.4 |
| Yes | 49 | 24.3 | 24.3 |
| No | 16 | 8.1 | 8.1 |
| Total | 200 | 100 | 100 |

In the table 12, the majority of the respondents are agree as 76 people that are accounted for 37.8 percent. The number of 43 respondents are disagree and above accounted for 21.3 percent. There are 6 respondents with strongly agree and accounted for 2.8 percent. There are 10 respondents with strongly disagree that are accounted for 5.4 percent. There are also 49 people say yes and accounted for 24.3 percent. In addition there are 16 people for no that are accounted for 8.1 percent.

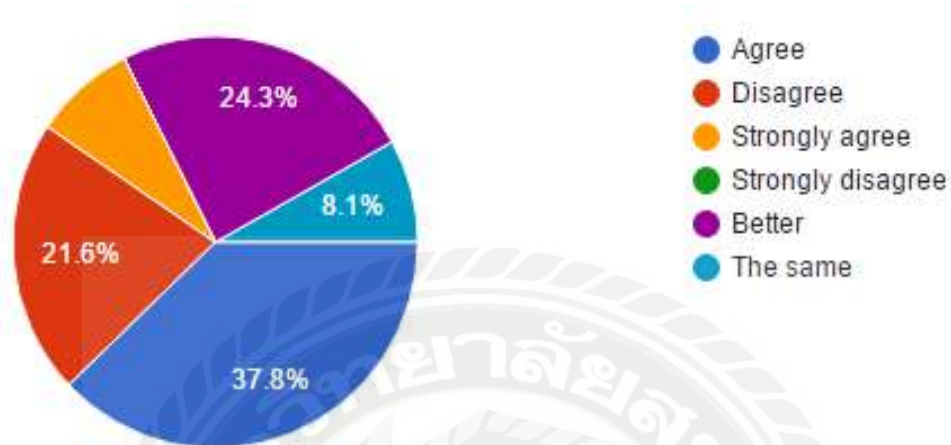
Table 13: The frequency table of the respondents' customer service have always been able to resolve my problems with complete satisfaction



| Valid | Frequency | Percent | Valid Percent |
|-----------------------------|-----------|---------|---------------|
| Agree | 55 | 27 | 27 |
| Disagree | 59 | 29.7 | 29.7 |
| Strongly agree | 11 | 5.4 | 5.4 |
| Strongly disagree | 11 | 5.4 | 5.4 |
| Yes, by the company | 43 | 21.6 | 21.6 |
| Yes, by me | 16 | 8.1 | 8.1 |
| No the problem was resolved | 5 | 2.8 | 2.8 |
| Total | 200 | 100 | 100 |

In the table 13, there are 55 people that are agree and accounted for 27 percent. The majority of 59 respondents are disagree and above accounted for 29.7 percent. There are 11 respondents with strongly agree and accounted for 5.4 percent. There are also 11 respondents with strongly disagree that are accounted for 5.4 percent as well. There are also 43 people for yes by the company and accounted for 21.6 percent. There are 16 respondents for yes by me that are accounted for 8.1 percent. In addition there are 5 people for no the problem was resolved that are accounted for 2.8 percent.

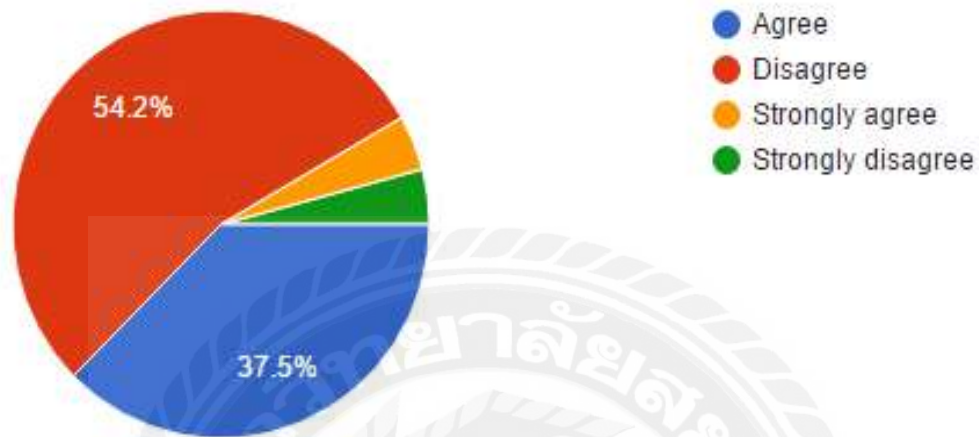
Table 13: The frequency table of the respondents' from my experience with other companies, the customer service performance level is better compared to the current company



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 75 | 37.8 | 37.8 |
| Disagree | 43 | 21.6 | 21.6 |
| Strongly agree | 16 | 8.1 | 8.1 |
| Strongly disagree | 49 | 24.3 | 24.3 |
| Better | 16 | 8.1 | 8.1 |
| The same | 1 | 0.1 | 0.1 |
| Total | 200 | 100 | 100 |

In the table 14, there are 75 people that are agree and accounted for 37.8 percent. 43 respondents are disagree and above accounted for 21.6 percent. There are 16 respondents with strongly agree and accounted for 8.1 percent. There are also 49 respondents with strongly disagree that are accounted for 24.3 percent. There are also 16 people for better and accounted for 8.1 percent. In addition there is 1 respondent for the same that is accounted for 0.1 percent.

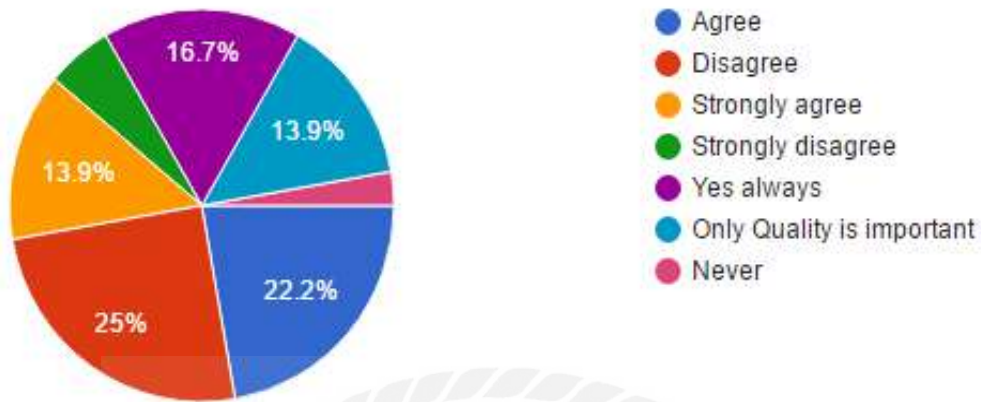
Table 14: The frequency table of the respondents' from my experience with other companies, the customer service performance level is worst compared to the current company



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 75 | 37.5 | 37.5 |
| Disagree | 109 | 54.2 | 54.2 |
| Strongly agree | 8 | 4.2 | 4.2 |
| Strongly disagree | 8 | 4.1 | 4.1 |
| Total | 200 | 100 | 100 |

In the table 14, there are 75 people with agree that are accounted for 37.5 percent. The majority of the respondents are 108 respondents that are disagree and above accounted form 54.2 percent. There are 8 respondents with strongly agree and accounted for 4.1 percent. There are also 8 people with strongly disagree which are accounted for 4.1 percent.

Table 15: The frequency table of the respondents' I only buy branded products



| Valid | Frequency | Percent | Valid Percent |
|---------------------------|-----------|---------|---------------|
| Agree | 44 | 22.2 | 22.2 |
| Disagree | 50 | 25 | 25 |
| Strongly agree | 28 | 13.9 | 13.9 |
| Strongly disagree | 11 | 5.6 | 5.6 |
| Yes always | 34 | 16.7 | 16.7 |
| Only Quality is important | 28 | 13.9 | 13.9 |
| Never | 5 | 2.7 | 2.7 |
| Total | 200 | 100 | 100 |

In the table 15, there are 44 people with agree that are accounted for 22.2 percent. The majority of the respondents are 50 respondents that are disagree and above accounted form 25 percent. There are 28 respondents with strongly agree and accounted for 13.9 percent. There are also 11 people with strongly disagree which are accounted for 5.6 percent. There are 34 respondents for yes always which is accounted for 16.7 percent. There are 28 people for only quality is important that are accounted for 13.9 percent and there are 5 people for never which are accounted for 2.7 percent.

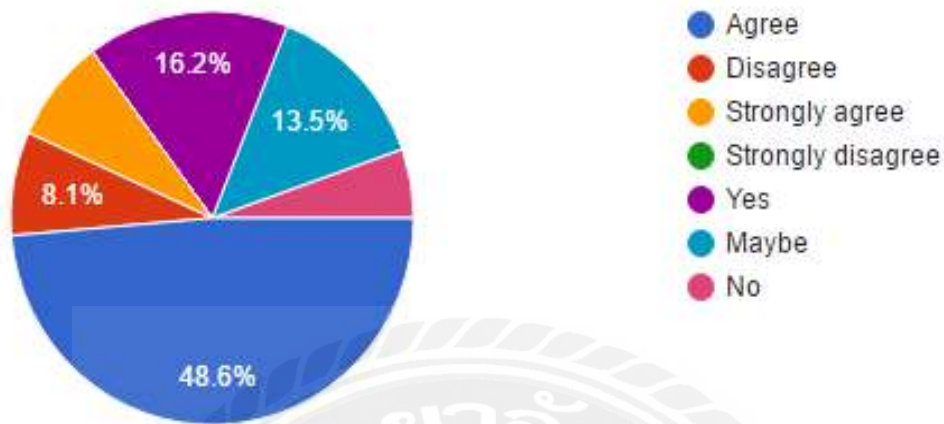
Table 16: The frequency table of the respondents' I would always like to use CRM system for my business



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 102 | 51.4 | 51.4 |
| Disagree | 16 | 8.1 | 8.1 |
| Strongly agree | 11 | 5.4 | 5.4 |
| Strongly disagree | 0 | 0 | 0 |
| Yes | 42 | 21.6 | 21.6 |
| Maybe | 16 | 8.1 | 8.1 |
| No | 11 | 5.4 | 5.4 |
| Total | 200 | 100 | 100 |

In the table 16, the majority are 102 people with agree that are accounted for 51.4 percent. There are 16 respondent that are disagree and above accounted form 8.1 percent. There are 11 respondents with strongly agree and accounted for 5.4 percent. There are also 0 respondent with strongly disagree which are accounted for 0 percent. There are 42 respondents for yes which is accounted for 21.6 percent. There are 16 people for maybe that are accounted for 8.1 percent and there are 11 people for no which are accounted for 5.4 percent.

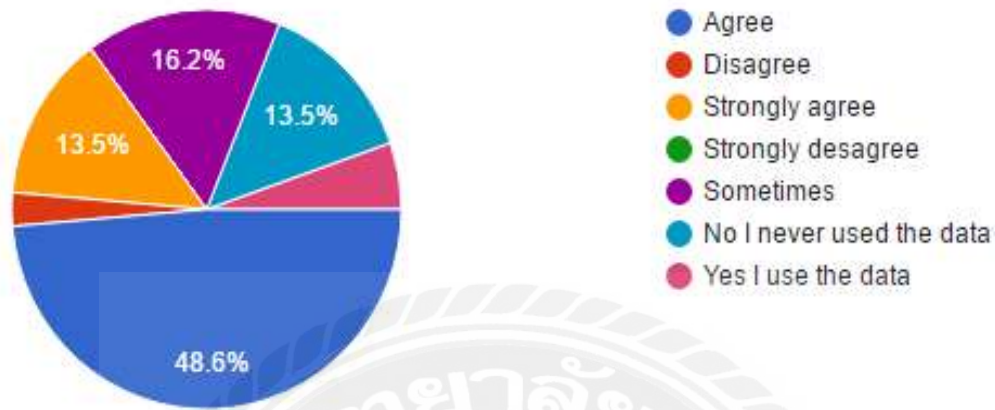
Table 16: The frequency table of the respondents' data collected by the CRM system relative to customers is relevant to the improvement of business growth and development



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 97 | 48.6 | 48.6 |
| Disagree | 16 | 8.1 | 8.1 |
| Strongly agree | 16 | 8.1 | 8.1 |
| Strongly disagree | 1 | 0.1 | 0.1 |
| Yes | 32 | 16.2 | 16.2 |
| Maybe | 27 | 13.5 | 13.5 |
| No | 11 | 5.4 | 5.4 |
| Total | 200 | 100 | 100 |

In the table 17, the majority are 97 people with agree that are accounted for 48.6 percent. There are 16 respondent that are disagree and above accounted form 8.1 percent. There are 16 respondents with strongly agree and accounted for 8.1 percent. There are also 1 respondent with strongly disagree which are accounted for 0.1 percent. There are 32 respondents for yes which is accounted for 16.2 percent. There are 27 people for maybe that are accounted for 13.5 percent and there are 11 people for no which are accounted for 5.4 percent.

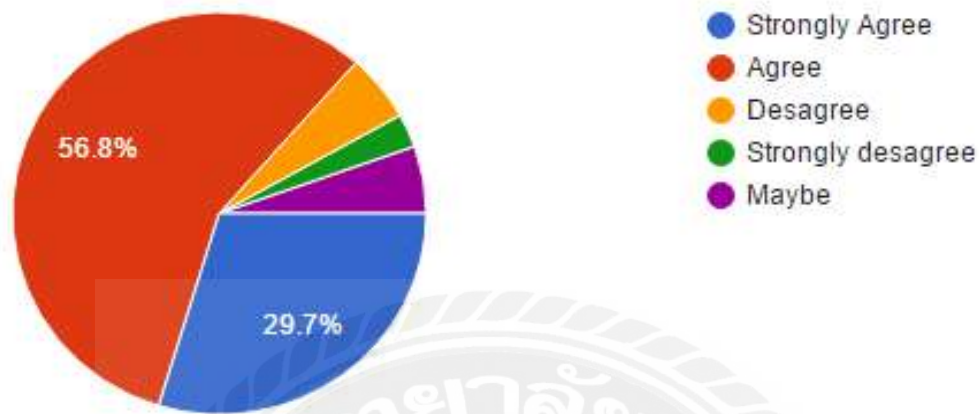
Table 18: The frequency table of the respondents' I / we use the data collected by the CRM system to help design a new business strategy



| Valid | Frequency | Percent | Valid Percent |
|--------------------------|-----------|---------|---------------|
| Agree | 97 | 48.6 | 48.6 |
| Disagree | 5 | 2.7 | 2.7 |
| Strongly agree | 27 | 13.5 | 13.5 |
| Strongly disagree | 1 | 0.1 | 0.1 |
| Sometimes | 32 | 16.2 | 16.2 |
| No I never used the data | 27 | 13.5 | 13.5 |
| Yes I used the data | 11 | 5.4 | 5.4 |
| Total | 200 | 100 | 100 |

In the table 18, the majority are 97 people with agree that are accounted for 48.6 percent. There are 5 respondents that are disagree and above accounted form 2.7 percent. There are 27 respondents with strongly agree and accounted for 13.5 percent. There are also 1 respondent with strongly disagree which are accounted for 0.1 percent. There are 32 respondents for sometimes which is accounted for 16.2 percent. There are 27 people for no I never used the data that are accounted for 13.5 percent and there are 11 people for yes I used the data which are accounted for 5.4 percent.

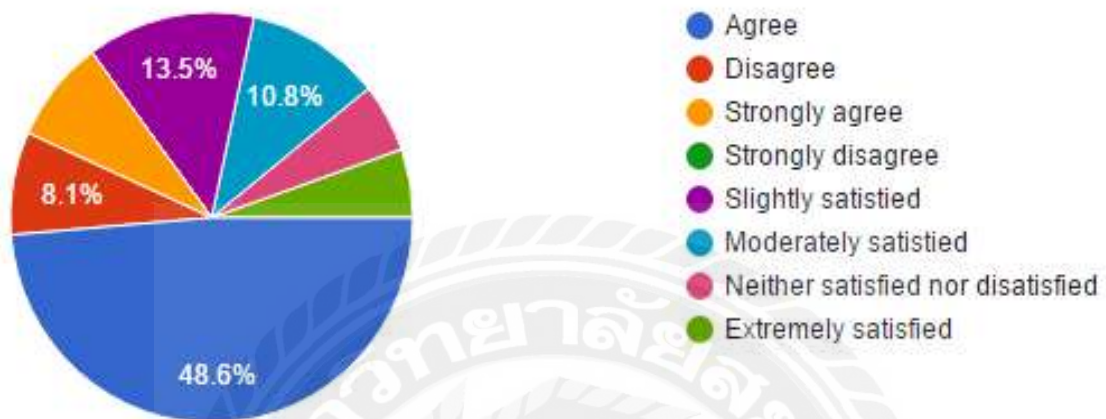
Table 19: The frequency table of the respondents' a good CRM system helps resolve customer problems within an acceptable time



| Valid | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| Agree | 59 | 29.7 | 29.7 |
| Disagree | 118 | 58.8 | 58.8 |
| Strongly agree | 11 | 5.4 | 5.4 |
| Strongly disagree | 5 | 2.7 | 2.7 |
| Maybe | 7 | 3.8 | 3.8 |
| Total | 200 | 100 | 100 |

In the table 19, there are 59 people with agree that are accounted for 29.7 percent. The majority are 118 respondents that are disagree and above accounted form 58.8 percent. There are 11 respondents with strongly agree and accounted for 5.4 percent. There are also 5 respondent with strongly disagree which are accounted for 2.7 percent. There are also 7 people for maybe which are accounted for 3.8 percent.

Table 19: The frequency table of the respondents' overall, I am satisfied with the results of the CRM system and will surely recommend it to customers and businesses alike.



| Valid | Frequency | Percent | Valid Percent |
|------------------------------------|-----------|---------|---------------|
| Agree | 97 | 48.6 | 48.6 |
| Disagree | 16 | 8.1 | 8.1 |
| Strongly agree | 16 | 8.1 | 8.1 |
| Strongly disagree | 1 | 0.1 | 0.1 |
| Slightly satisfied | 27 | 13.5 | 13.5 |
| Moderately satisfied | 22 | 10.8 | 10.8 |
| Neither satisfied nor dissatisfied | 11 | 5.4 | 5.4 |
| Extremely satisfied | 11 | 5.4 | 5.4 |
| Total | 200 | 100 | 100 |

In the table 18, the majority are 97 people with agree that are accounted for 48.6 percent. There are 16 respondents that are disagree and above accounted form 8.1 percent. There are 16 respondents with strongly agree and accounted for 8.1 percent. There are also 1 respondent with strongly disagree which are accounted for 0.1 percent. There are 27 respondents for slightly satisfied which is accounted for 13.5 percent. There are 22 people for moderately satisfied that are accounted for 10.8 percent. There are 11 people for neither satisfied nor dissatisfied which are accounted for 5.4 percent and then there are also 11 people for extremely satisfied which are accounted for 5.4 percent as well.



Chapter 5

Conclusion

CRM implementation is becoming a big challenge for most companies. Best knowledge of your customers and their attitudes on how they buy and use company's products or services will help to improve and influence them to be loyal to the company and also gain an advantage over your competitors. Evaluate a live time value of every single customer will clarify the value of each customer which will lead to a good relationship with and existing customer and attract others customers to pursue the company goods or services. Building a bridge between customer and an organization is the best strategy to keep your customers is to satisfy their requests and keep them happy.

Recommendations

The following recommendation come from the conclusion of the research papers. I believe that to overcome the CRM solution the organization should focus on this part:

1. Recognized the fundamental and important customers for the company
2. Communicate and explain clearly the strategy of the CRM across the organization.
3. Draw out CRM strategy
4. Take measures to improve customer service
5. Implement cross-selling and up-selling strategies
6. Installing a CRM system in the organization

The CRM system will help to manage and influence their customer's behaviors and deliver good product with valuable price.

The lack of common theoretical suggests the need to develop an integrative model of phenomenon in order to promote systematic investigation of its components and implementation of CRM system by identifying common elements and developing our model on IS literature.

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