

A CRM ADOPTION MODEL FOR MALAYSIAN TELECOMMUNICATION
AND FINANCIAL COMPANIES

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This thesis is dedicated to my beloved husband ”**Mahdi**” and my dear mother and father for their endless support and encouragement.

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ABSTRACT

In recent years, the use of technology has grown increasingly to improve and assist organizations in managing their function and process. Being one of the most famous business management applications, Customer Relationship Management (CRM) plays an important role in creating beneficial and long-term relationships among customers and stockholders. A good technology is beneficial to a company, only if it has been adopted correctly. In case of CRM, it is important to understand the potential customers beside the process and factors influencing their decision for adopting CRM. This research examines and focuses on the adoption of CRM which has a significant contribution in the marketing domain. One of the most important issues for marketers is to find factors affecting the intention of organizations for the CRM adoption. Environmental factors, organizational factors, and technology characteristics are considered as three main factors affecting the intention of companies to adopt CRM system at organizational level. These factors are examined in the form of a single level model which only includes the organizational level. Multiple regression method is used for calculation and analysis of correlations between the three main factors of the research model considered as independent variable and intention of organizations for the CRM adoption considered as dependent variable. The influence of each factor is discussed with further research opportunities highlighted.

ABSTRAK

Dalam tahun-tahun kebelakangan ini, penggunaan teknologi telah berkembang untuk membaiki dan membantu organisasi dalam menguruskan proses dan fungsi mereka. Terkenal sebagai salah satu daripada aplikasi pengurusan perniagaan yang terkenal, *Customer Relationship Management* (CRM) memainkan peranan yang penting dalam mewujudkan hubungan jangka panjang dan bermanfaat antara pelanggan dan pihak berkepentingan organisasi. Teknologi yang baik memberi manfaat kepada syarikat, hanya jika digunakan sebaiknya. Dalam kes CRM, mengenalpasti pelanggan yang berpotensi adalah penting, disamping kaedah dan faktor yang mempengaruhi keputusan mereka untuk menggunakan CRM. Kajian ini meneliti dan memfokuskan kepada penggunaan CRM yang memberi impak yang besar dalam domain pemasaran. Salah satu daripada perkara penting bagi pemasar adalah mencari faktor-faktor yang mempengaruhi syarikat-syarikat untuk menggunakan CRM. Faktor persekitaran, organisasi, dan ciri teknologi merupakan tiga faktor utama yang mempengaruhi syarikat untuk menggunakan sistem CRM diperingkat organisasi. Faktor-faktor peringkat organisasi sahaja diambil kira dan dikaji melalui model seperingkat. Kaedah regresi pelbagai digunakan untuk pengiraan dan analisa hubungkait antara ketiga-tiga faktor utama model kajian yang dianggap sebagai pembolehubah bebas dan kemahuan organisasi untuk menggunakan CRM yang dianggap sebagai pembolehubah bersandar. Akhirnya, pengaruh setiap faktor bersama peluang penyelidikan selanjutnya telah dibincangkan.

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CHAPTER 1

RESEARCH OVERVIEW

1.1 Introduction

Customer relationship management (CRM) is one of the business strategy that organization and stockholders are investigated and concentrated in this field heavily (Lindgreen et al., 2006), (Rigby and Ledingham, 2004). Customer management in terms of IT techniques (termed CRM) is used as a track. Customer loyalty is considered as an achievement of CRM. Today, in the business world customer is considered as a core of business and the success of companies is dependent on good management of relationships with them. Somehow can be interpreted CRM as a process of digitalizing the knowledge of staff(ThuyUyen H. Nguyen, 2007). By this definition if organizations record the customer's needs and interests and habits, they can add value and validity to their organizations.

A CRM system usually affects other decision support system such as supply chain management system, enterprise recourse planning system, product life-cycle management systems and executive information system. So, in this condition companies can create organized management information in cases of planning, acquiring and controlling in all fields that leads to produce better products and offer better services and thus this will bring better profitability for organizations.CRM also

cause more interaction between customers and organizations that is lead to improved quality and also rapid response to customer's needs (Anderson, 2006).

All items listed above cause that CRM be considered as a necessary tool for business. CRM can guide organization to distinguish and find the solutions to customer's problem with the knowledge resource about products idea. CRM close the distance between organization and customers. In the business world customer satisfaction and loyalty are considered as a science. (ThuyUyen H. Nguyen, 2007).

Many people consider CRM just a technology; but actually CRM is beyond technology, it considered as a business process that help organization to understand customers' needs better so they can answer to their needs and provide services to them at the right time; this improves the company's process (Witepski, 2005).

Many companies have accepted the idea of CRM and technologies in different field of activities because they realize that keeping strong customer relationships affect deeply in the future. Keep the past customers is just as hard to find a new customer. To achieve this goal, organizations need to choose the right combination of creative information technology, impressive business process and new workforce inventions and better data management. CRM integrates all of these items but rate of failure in CRM project is high and organization believes that this strategy is unattainable but accurate recognition from CRM can impressive effects and success for organizations (Mendoza, Pe´rez and Grima´n, 2006; Sprint, 2002), statistics show rate of failure of CRM implementation projects. This result could be due to the attitude of organizations towards CRM. They concentrate most of their focus on CRM software package without any attention to the methodology while technical troubles do not play the most effective role by compare with other factors (Goldenberg, 2002), (Finnegan and Willcocks, 2007).

In this chapter, first the goal of the thesis is formulated by providing background of the problem followed by the research objectives. After that the significance of such a research is justified for different stockholders. Finally the scope of the research is specified as a necessity of having valid and worth results.

1.2 Background of the Problem

However, the overall tendency towards application of CRM is growing by the day, there is some concern regarding the decreasing trend of success CRM implementation in some issues. The late of 1990s to early 2000, millions of dollars were spent for implementing CRM to strengthen customer relationships (Zhao et al., 2002) But most companies have failed to achieve their desired result. Hence organization understand that for becoming customer-centric not only high level of coordination between IT and marketing is not sufficient but also it requires cultural changes along with technology (Gulati, Ranjay and James B. Oldroyd, 2005); (Zahay et al., 2004).

Lack of inter-agency coordination led to negative impact on ROI and this event contributed to reduction of adoption of CRM. After rising 28% between 1999 and 2000, CRM sales dropped by 5% in 2001, 25% in 2002, and 17% in 2003 (Gartner Research 2004).

Failure after marketing launch usually occurs for new technology and products. CRM is not exception from this rule. In recent decades many research have been done to understand the effective factors to the success and failure of new products (e.g., Montoya-Weiss and Calantone 1994). So understanding and identification of factors that effect on decision of either adopt CRM or not is essential for organization to make correct decision and successful implementation of

CRM. So research on adoption and diffusion of CRM plays important role for the marketing domain.

For evaluation of CRM several levels can be considered:

- Unaware/Low awareness
- Aware but unconvinced
- Convinced not planning to implement
- Convinced planning to implement
- In implementation
- Already implemented

According to my observation from about 100 of telecommunication and financial companies of Malaysia, although most of these organizations are familiar with concept of CRM but about one third of them convinced not planning to CRM and 18 percentage of organizations that implemented CRM believe that they implemented CRM but not used anymore. Except some organization like DiGi that they are big companies with very high capital that have very successful implementation of CRM others show that however most of them are familiar with concept of CRM, small percentage of these companies are in the situation of in implementing or convinced planning to implement.

Due to this situation for telecommunication and financial industry in Malaysia, in this research try to find the factors that affect adoption of CRM among these types of companies to help both organizations sellers and buyers to have better decision making.

1.3 Problem Statement

The goal of this research is answer to a question on implementing the CRM that could apply the best way for organizations to gain the most profit. Therefore, the problem statement for this research is:

“What factors affect on telecommunication and financial services companies in Malaysia to adopt or reject CRM at organizational level?”

1.4 Research Objectives

The objectives of the research are:

1. To investigate innovation adoption in organization.
2. To identify the factors influence the CRM adoption at organizational level.
3. To investigate the current CRM adoption model.
4. To suggest a set of criteria/model to help the process of CRM adoption decision making.
5. To validate the proposed model of objective 3.

1.5 Research Scope

This research consists the investigation of factors that affecting CRM adoption among telecommunication and financial companies in Malaysia in organizational level. Telecommunication and financial industries has been selected

for this research because according to (ThuyUyen H. Nguyen, 2007) in the book that wrote about Strategies for successful CRM implementation, In industries that have major contact with customers such as financial services and telecommunications, CRM implementation is highly recommended step. In other industries such as consumer goods producers, retailers, high-tech organizations, CRM implementation is a should-be-done step. This is because CRM is important for industries that have close contact with end users. The reason that organization do not limit as their size for investigating is that, size is one of variable that investigate as the factor that influence in adoption of CRM. The respondents of this research are selected from iZeno's customers and MSC Malaysia website. iZeno is provider of best-of-breed Open Source business applications in the Asia Pacific Region such as CRM.

1.6 Importance of the Project

Nowadays it is believed that customer relationship management plays vital role for organizations but it is long term project. Study of current CRM methodologies and implementations and the weakness of them recommend a framework for mapping the business attribute to use suitable CRM technology and implementation. According to the last research lack of correct concept about CRM lead to high rate of failure in CRM implementing (Tafti, 2002), (Mendoza, et al., 2006). Organizations confuse because they do not know which factors are more important compared to another factors. In this project try to provide the structures that help to the organizations to choose the best CRM concept that improve all aspects of business process.

1.7 Chapter Summary

In this chapter, at first defined a brief definition about CRM and the current state of CRM in organizations then explain about the background of the problem that give the opening statement for reasons of proposed research. Objectives of the research also mentioned in this chapter as follow of scopes of work. For valuing of the research importance of the project is explained. If developing this research done successfully finally objectives and goals of project will be obtained.

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