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Date : November 2010

ASSESSMENT OF FACTORS LEADING TO CUSTOMER RELATIONSHIP
MANAGEMENT SUCCESS IN TELECOMMUNICATION INDUSTRY

FARNAZ ARAB

A dissertation submitted in fulfillment of the
requirements for the award of the degree of
Master of Science (Information Technology-Management)

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Universiti Teknologi Malaysia

NOVEMBER 2010

A dissertation submitted in partial fulfillment of the
requirements for the award of the degree of
Master of Science (IT-Management)

Signature :
Name of Supervisor : Assoc. Prof. Dr. Harihodin Selamat
Date : November 2010

I declare that this dissertation entitled “*Assessment of Factors Leading to Customer Relationship Management Success in telecommunication industry*” is the result of my own research except as cited in the references. The dissertation has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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To my beloved father and mother

To my beloved sister and brothers

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ABSTRACT

Customer Relationship Management has become the main interest of researchers and practitioners especially in the domains of Marketing and Information Systems (IS). With consideration of importance customer relation role in organization prosperity, Telecom CRM system is the combination of customer-centric business strategy and IT technology, therefore, the study of CRM success factors of a telecom is particularly important, in fact, it is a strategic initiative that can enhance competitiveness and increase the new profit-points by increasing business revenue, optimizing profitability and improving customer satisfaction. This study is an overview on success factors that could facilitate successful execution of CRM and assess success factors for telecommunication of Iran. The purpose of this study is to identify and assess the key elements of CRM in the context of Telecommunication of Iran. To accomplish this objective, we adopted an exploratory research approach to identify the CRM key elements and critical factors by means of literature review. After reviewing the preceding studies in the field of CRM success factors, we summarized the critical success factors of CRM execution from Mendoza et al. (2006). Mohammad Almotairi. (2008). Zhedan Pan & Hoyeon Ryu. (2007). Irani, Z. & Love, P.E.D. (2005). Peter Love & David John Edwards. (2009). Rainer Alt. (2004). Introduced factors are also agreed on by most of the reviewed literature. Finally we adopted an explanatory research by means of a survey strategy. 5 pilot interviews conducted with some employees and managers of Iran Telecommunication that their duties were related to the CRM. After elimination of bias, 261 questionnaires were coded and analyzed for investigate with and effective respondents rate of 0.67%. Therefore some of the factors come up from the result of the interview and some of occur from result of questionnaire.

ABSTRAK

Pengurusan Perhubungan Pelanggan (CRM) telah menjadi perhatian utama penyelidik dan pengamal khususnya dalam domain Pemasaran dan Sistem Maklumat (IS). Dengan mempertimbangkan pentingnya peranan hubungan pelanggan dalam kemakmuran organisasi. Sistem Telecom CRM adalah kombinasi dari strategi perniagaan berasaskan pelanggan dan teknologi maklumat, oleh kerana itu, kajian tentang faktor kejayaan CRM dalam bidang telekomunikasi sangat penting. Ia merupakan inisiatif strategik yang dapat meningkatkan daya saing dan meningkatkan keuntungan serta meningkatkan kepuasan pelanggan. Penyelidikan ini merupakan gambaran pada faktor-faktor kejayaan yang boleh memudahkan kejayaan pelaksanaan CRM dan menilai faktor kejayaan untuk telekomunikasi Iran. Tujuan kajian ini adalah untuk mengenalpasti dan menilai elemen utama CRM dalam konteks Telekomunikasi Iran. Untuk mencapai tujuan ini, kami mengambil pendekatan kajian eksplorasi untuk mengenal pasti elemen utama CRM dan faktor-faktor kritikal melalui kajian literatur. Setelah meninjau kajian sebelumnya dalam bidang faktor kejayaan CRM, kajian ini meringkaskan faktor penentu kejayaan pelaksanaan CRM dari Mendoza et al. (2006). Mohammad Almotairi. (2008). Zhedan Pan & Ryu Hoyeon. (2007). Irani, Z. & Love, P.E.D. (2005). Peter Love & Edwards John David. (2009). Rainer Alt. (2004). Kajian ini juga telah dilaksanakan dengan menggunakan penyelidikan penerangan (explanatory research) menggunakan strategi soalselidik. 5 sesi temubual telah dijalankan bersama dengan pengurus dan staf Telekomunikasi Iran yang mana tugas mereka adalah berkaitan dengan CRM. Berasaskan 261 soalselidik and 5 sesi temuduga yang merupakan 0.67% reponden telah dianalisa dan beberapa factor kejayaan CRM telah dikenalpasti..

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LIST OF ABBREVIATIONS

<i>AI</i>	-	Artificial Intelligence
<i>CSI</i>	-	Client Satisfaction Indexes
<i>CRM</i>	-	Customer Relationship Management
<i>CSFs</i>	-	Critical Success Factors
<i>CSRs</i>	-	Client Service Representatives
<i>ERP</i>	-	Enterprise Resource Planning
<i>HR</i>	-	Human Resources
<i>IN</i>	-	Intelligent Network
<i>ISV</i>	-	Independent Software Vendor
<i>IT</i>	-	Information Technology
<i>ITI</i>	-	Iran Telecommunication Industries
<i>NGN</i>	-	New Generation Network
<i>SaaS</i>	-	Software as a Service
<i>SFA</i>	-	Sales Force Automation
<i>SPSS</i>	-	Statistical Package for Social Sciences
<i>TCI</i>	-	Telecommunication Company of Iran

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CHAPTER 1

INTRODUCTION

1.1 Introduction

In the past decades, the challenge for businesses was optimizing production process to reply to growing demand, and using marketing techniques to capture customers in the market. A product producers these days are challenging in operation marketing, and sever business situation (the 4 Ps, product, place, price and promotion) and no-one else is supposed to be inadequate. Consequently, CRM is suggested for making extra value to services and goods and for creating unique relationships with customers than what is possible throughout traditional operation marketing. Concentrated in achieving customers was traditional marketing [15].

Now, with the CRM concentrate; the intention is together to achieve as to continue relationship with the clientele. The new CRM constitute expresses a transform in the traditional marketing, depicted as "customer management". Customer retention is identifying for trustworthiness and this is essential which is caused by trust, great service and to a degree, personalization. Relationship marketing is moreover long-term relationships, recommending a transaction-relationship continuum and it is not just about the 4Ps. As such, CRM builds itself an essential instrument for businesses for the reason that it decides an association from its competitors with the knowledge capital about find solutions to client's troubles, product ideas and the ability to identify. CRM can shorten the distance between customers and the organization, contributing to organizational success

through customer loyalty, superior service, better information gathering, and organizational learning [18]. CRM is as a result understood as a customer-oriented supervision come up where information systems (IS) supply information to analytical, support operational and collaborative CRM processes therefore cooperation to retention and client productivity and profitability [13]. CRM is an information system that follows clients' relations with the organization and permits employees to directly obtain data about the clients for example previous sales, service records, and excellent report and in doubt problem names [18].

CRM can be interpreted as a process of digitizing a staff's knowledge about his or her customers. This is because in a usual business process, customer relation staff would normally be required to remember their clients' requirements, behaviors, tastes, preferences, etc. In essence, CRM focuses on building long-term and sustainable customer relationships that add value for both the customer and the company [18].

Nowadays CRM has become the successful element for every business. CRM is the consumption of client associated knowledge or information to bring significant goods or services to clients. Thus, CRM is suggested for creating unique relationships for creating additional value to product and services and with clients than what is achievable during traditional transaction marketing [16, 17].

Customer Relationship Management could be defined according to Gummesson [23] as CRM is the strategies and values of relationship marketing – with exacting highlighting on client relationships- turned into useful purpose. Sterne's explanation is easier than Gummesson, [23] the art of utilizing each bit of data that approach into your business about all clients as means of modifying your contacts with client on a one-to-one basis is Customer Relationship Management [23, 24].

When someone mentions CRM, we immediately think of technologies that could improve marketing, sales, customer services and customer relations.

However, CRM is more than just technologies, it is a strategic process. CRM helps companies better understand their customers' needs so they can provide these needs to their customers at the right time while improving the company's processes. CRM concepts and technologies have been widely accepted by many companies in different industries because they recognize that keeping strong customer relationships is likely to bring profitability in the future. It is hard to find new customers but it is just as difficult to keep existing ones. To achieve this goal, organizations need a right mix of innovative information technology, effective business processes, better data management and new workforce initiatives [18].

CRM is an IS that trails clients' communications with the company and lets workers to instantly pull up information about the customers such as past and current sales and/or service records, outstanding records or unresolved problem calls [18].

A CRM systems provision all data about their clients in records. For example client tastes, names, what clients purchased, and what troubles that customers have had with their buys, is retained on to the CRM database. The system could create serious information to use for manage marketing, sales, client service departments to enhanced and quicker supply clients' requirements not only uses this data to generate simple reports [18].

Today, in the commerce world, management distinguishes that customers are the heart of commerce and that a firm's achievement depends on successfully running relations with customers. All objectives are focused to one ultimate goal that is to make customers happy because they are the ones who keep the business running. Essentially, CRM focuses on building sustainable customer and long-term relationships that add value for both the company and the customer.

In this study with the aim of classify important success aspects for CRM acceptances we did literature review and a study, we recognized the majority important success aspects for CRM performances based upon the consequences of

literatures. From these, we find out which part must be put emphasized on with the purpose of enhance the success rate of CRM performances.

1.2 Background of the Problem

Nowadays, in the business environment, management recognizes that a company's achievement depends on efficiently managing relationships with customers because clients are the heart of a business. Accordingly, one of the first aims that management has its workforce reach is based on raise for example "do whatsoever it gets to carry your promise" "the clients are always correct," or something alike. Because customers are the ones who remain the business running all objectives are paying attention to one critical objective that is make customers happy. Not too long ago, many companies did not consider this an important factor and often ignored their customers with the result that many of these customers did not come back. Often, these objectives become constraints for businesses and their employees when they do not have appropriate tools, equipment, or methods to achieve this goal. Today, technology provides businesses with systems that can help companies track customers' interactions with the firms and allow the firms' employees to quickly retrieve all information about the customers [18]. This theory is named a customer relationship management (CRM) and if utilized correctly, to reach the final target of keeping clients and so gain a strategic advantage over its competitors [18].

Telecommunication Company of Iran (TCI) was established in 1971 with a new organizational arrangement as the most important in charge supervision for the total telecommunication contact, and Iran Telecommunication Industries (ITI) also was founded in the same year to produce the essential tools for the nationalized long-distance network. Iranian's telecom sector has been doing exceptionally well in past decade. Its structural and institutional reforms have provided tremendous growth opportunity to this sector. Iranian has Iranian has nearly 2 million mobiles telephone in Mashhad. With a growth rate of 40.77%, Iranian telecom industry has the high growth rate [49].

Telecommunication is a central element of the world economy and this industry has a lot of profits.

During the past 21 centuries, telecom industry in Iran has been rapidly developed. After the Reform and reconstruction, essential change happened in the marketplace environment, The Iranian telecommunications service market has gradually developed from the monopolization by few service providers to the new situation that another big service provider led the market and force it to push in the market competition [49]. Thus it poses great challenge toward the content of business contents, service consciousness and management of national Telecom operator [49]. About 3 years ago Iran has just on operator and Telecommunication didn't have any competitor and the customer didn't have the meaning that nowadays have, because the customer they didn't have another choice and they had to use this operator, but about 3 years ago emerged a competitor for the first operator and all the things change at that time the power was in the hand of the first operator and that was customers how needs the services of that operator but today by changing the operator to another operator for existing customer and for the new customer to choosing another operator the power come to the hands of the customer ,customer and competition get the meaning for them and day by day Telecommunication lose its customer and this cause to get them in crisis, today Telecommunication had to implement novel strategy to keep the existing customer. Within the present business environment, characterized by an increasingly aggressive competence, the battle to win customers is stronger every day. Companies that enter to compete in a new market weaken the already existing and solid ones, due to the new ways of doing and conceiving businesses. One of the factors that have driven all these changes is the constant change and the evolution of technology. Because of this reality, the CRM concept has evolved in such a way that nowadays it must be viewed as a strategy to maintain a long-term relationship with the customers [1].

To eliminate weaknesses in customer contact, many companies are either planning or in the process of implementing CRM systems. According to a Gartner survey 65% of US companies intended to initiate CRM projects in 2002. In

Europe, roughly 3% of companies had fully implemented a CRM project in 2001, 17% had initiated more than one local project and 35% were developing concepts for the introduction of CRM. Another 45% have not pursued any CRM activities to date [13]. In the end 1960s, Levitt suggested that the goal of businesses was to “create and maintain customers” [33]. After more than two generations, it can be appreciated how the CRM concept, and the need to maintain a long-term relationship with customers, is becoming an important issue. The main reason for this customer’s importance return within the company is the change in the way of doing business nowadays [32].

1.3 Statement of the Problem

Customer Relationship Management (CRM) initiatives have gained much attention in recent years [26]. Actively managing relationships to achieve a desired transactional/relational state is accompanied by some problems, and between 35% and 75% of CRM programs fail [34]. Moreover, programs not only fail to succeed in economic terms, but also damage the organization’s relationships with its customers [1].

In today’s scenario, communication has become much faster day by day by telephones, internet, media etc. Today many organizations provide services for the telecom purpose. This study will help to understand customer preferences and their satisfaction by the service provider. It will also help to these organizations to form various strategies and getting the results from marketing efforts. Liberalization of telecom sector of the Iranian economy aims at improving accessibility, availability, reliability and connectivity through private sector participation and to bring about much needed improvement in the Quality of Service. Through increased competition, the service provider is expected to become more sensitive and responsive to the customer’s needs and choices and endeavors to give him greater satisfaction.

This research study investigates the CRM key factors with a focus on the case of telecommunication of Iran in Mashhad. So main questions of this research are:

- What are key factors of CRM?
- What are the factors which are essential for Iranian Telecommunication Company in Mashhad?
- How effective do Iranian telecommunication companies manage their relations with their customers?

1.4 Objectives of the Study

The exact research targets are explained as is shown below:

- To investigate the CRM success factors based on review of literature in field of Customer Relationship Management.
- To assess CRM factors which are essential for Iranian telecommunication company
- To give some recommendations for Iranian telecommunication manager and CRM practitioners in the case of CRM components.

1.5 Scope of the Study

This research is undertaken to identify and review key essentials of CRM in the context of Iranian Tele communication in mobile segment in Mashhad, to carry on in worldwide marketplaces.

1.6 Significance of the Study

Not too long ago, many companies did not consider this an important factor and often ignored their customers with the result that many of these customers did not come back. Often, these objectives become constraints for businesses and their employees when they do not have appropriate tools, equipment, or methods to achieve this goal [18].

With consideration of importance customer relation role in organization prosperity, reasons for necessity of CRM usage in Telecommunication Industry could be outline as follows:

- Service Improvement, operators can create service plans and expect the customer to choose from one of them. With growing competition and a higher level of customer expectations, the need for service offering and service improvement become serious for telecommunication.
- Client Satisfaction, Sharing client insights can help telecom operators understand and greater impact on customer satisfaction and loyalty.
- Expenses reduction, CRM tools not only began to reduce the expenses by capturing lost revenue it is also enabling clients of company to get the right amount of the right material to the right place at the right time.
- Person to Person communication –even with million’s of customer, today's customers increasingly wish to communicate and interact with service providers on their own terms.

How to improve the customer transfer costs, extend the customer life cycle and maximize the customer profits become problems the companies need to solve. At the same time, the uncertain increase of customer demand, the growing trend of individuality and diversification, and the intensified changes make the operational risks of enterprise increased significantly, CRM is an information

system that tracks customers' interactions with the firm and allows employees to instantly pull up information about the customers such as past and current sales and/or service records, outstanding records or unresolved problem calls [18].

A CRM system stores all information about its customers in a database. Information such as customer names, what they bought, and what problems they have had with their purchases, is retained in the CRM database. The system not only uses this data to generate simple reports but can produce critical information to help coordinate sales, marketing, and customer service departments to better and faster serve customers' needs [18].

A Telecom CRM system is the combination of customer-centric business strategy and IT technology, in fact, it is a strategic initiative that can enhance competitiveness and increase the new profit-points by increasing business revenue, optimizing profitability and improving customer satisfaction. Yet there is much more in CRM that telecom operators not only can do -- but must do -- to hold current customers, gain new subscribers, and more profitably manage their consumer information resources. Therefore, the study of CRM success factors of a telecom is particularly important.

1.7 Summary

This chapter focuses on the purpose and the need for this project to be done. Background of the problem, objectives, scope and significance of study is expressed in this chapter. In next chapters all the relevant information is covered as a reference to achieve the objectives of this project.

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