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Benefits of Customer Relationship Management Software of Satakunta Chamber of Commerce

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Benefits of Customer Relationship Management software (CRM) used in Satakunta Chamber of Commerce

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The goal of the thesis is to find out the benefits of the CRM software the organization is currently employing. Through various research on the CRM system and survey conducted on user satisfaction has provided an important information about the organisation. The results can help the organization to understand its CRM system better about the benefits and impact it has provided.

Having worked with the organisation as a trainee for 3 months has provided a deep understanding of the current CRM system such as objectives and challenges in implementation. This thesis is part of an agreement with the Satakunta Chamber of Commerce on conducting the research. It is in my interest to provide to results the organization.

The main objectives are finding out types of benefits the software is providing the users, impact on overall business process, the overall technicalities and functionalities, and types of improvement that can be made on the CRM software. Identifying the research problem and questions will help to create a guideline and focus on the most important part that needs a solution.

The primary method of collecting the data was done through an online survey and the theoretical part support in gaining the results. Most of the sources were gain through electronic database systems such as Ebook Central, EBSCO, and Finna. The questionnaire was constructed and created based on the research questions and the research problem. The reason problem is, what are the benefits of CRM software that is currently being used in Satakunta Chamber of Commerce?

Based on the research results of the CRM software, there were several issues that have been identified such as, business and customer strategy, organization understanding of its CRM system, and how to take advantage of the tools of the CRM system. It is important for the organization to understand what types of strategy need to be implemented when employing the CRM system.

Key words : CRM, Customer, relationship, management, benefits, strategy, implementation

CONTENTS

1 INTRODUCTION

CRM or Customer Relationship Management is a data collecting system that helps companies to manage their customer data in more efficient ways and maintain the reliability of customer information. The purpose of CRM is to help companies to improve relationships with their customer. Advancement in technology has provided different tools that help to understand customers better, target the right customer, and understand the cost of acquiring a customer.

There are different varieties of CRM software available in the market for different purposes. Companies need to understand and know how to maximize the benefits of a CRM system they are currently employing. When companies know the advantages and disadvantages of their current CRM system, it provides a better understanding of the capabilities and the effectiveness of their CRM system.

Poor understanding of the current CRM system will lead to poor business performance, a decrease in the number of customers, and increase in the costs. This eventually will lead to failure to improve business profitability and the same mistake could repeat if company do not have the objective and purpose in implementing CRM system.

The main reason for choosing CRM as a topic for the thesis is because it is based on an agreement to find out the benefits of CRM software used in Satakunta Chamber of Commerce. The organization employed CRM software for its business operation to manage customers better and have a data system that can be integrated from a different department. The result of the thesis can be useful to the organization to improve certain aspects of the CRM system in the future and understand its current CRM better.

2 PROBLEM SETTING AND CONCEPTUAL FRAMEWORK

2.1 Research problem and research objectives

The research problems in this thesis: what are the benefits of the CRM software used in Satakunta Chamber of Commerce? and how could the overall technical and other functions of that CRM software be improved?

Based on the research problem the following research questions can be defined for the thesis:

i. What types of implementation need to be considered when providing the CRM software to the organization?

ii. What types of functionalities the CRM software is providing to the organization?

iii. How easy it is to find and manage customer information when using the CRM software?

iv. What is the user satisfaction level on the use of CRM software?

v. How long does it take for the user to adapt to the system?

vi. How could the CRM software be improved?

To achieve the objectives, important data need to be collected such as user experience and satisfaction, research on the functionalities and technicalities, and disadvantages and advantages of the CRM software. Using guideline from the conceptual framework process help to provide a better picture in which and how the data can be obtained. Data gathered will be analysed to determine what types of benefits does the CRM software provides to the user and organization of Satakunta Chamber of Commerce.

The objective of collecting primary data will be done through a survey. The purpose of the survey is to find out users' satisfaction in using Customer Relationship software. Throughout the process of completing the objective, it is important to make sure the data collected, and the methods used are reliable to gain accurate data as possible.

2.2 Conceptual framework
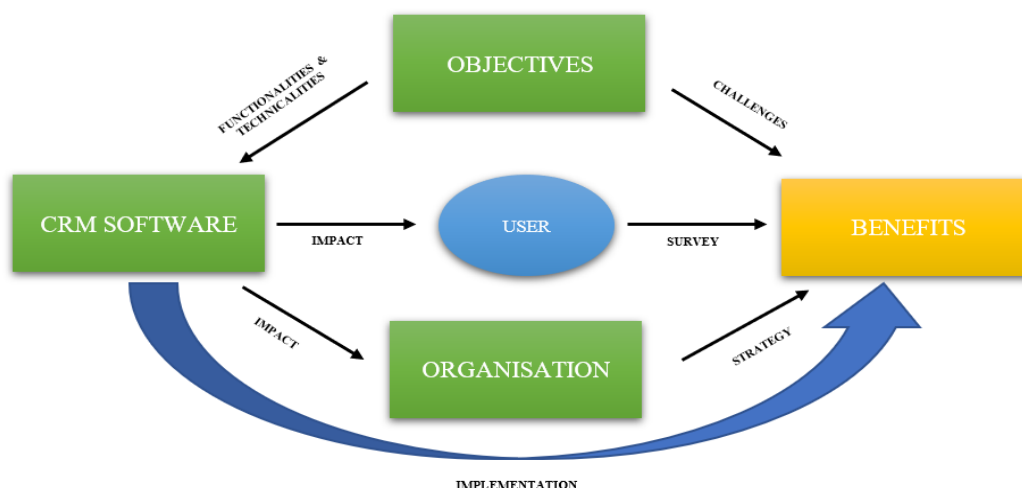
Figure 1. The Conceptual framework of CRM Software. (Ngadiman 2020)

As shown above in figure 1. The conceptual framework is an illustrated image created to provide a better understanding of the whole process of the thesis. It is a useful and important tool in writing a thesis because it helps to organise the information flow, creating guidelines, and capturing the reader better since the image is easier to understand.

The objectives of the research are to collect data from the Customer Relationship Software of the organisation such as the functionalities and technicalities, and types of impact, and benefits it does to the organization. The information gathered will be analysed to find out the benefits and challenges of the software. The method of gathering information and data will be done by research and survey. The challenges of the research are finding out what types of tools and sources can be used to gain information on the benefits and challenges of the software.

Implementing the objective to the result could provide a CRM strategy through its customer database. Implementing certain types of strategies depending on what types of goals the organization is trying to achieve. To obtain accurate results, daily check-up on customer information must be done to maintain the reliability of the information. In order to identify the benefits and challenges of the software, information must be evaluated to provide a better understanding of the types of benefits the software is providing to the organisation. Following each guideline from the conceptual framework process will gain vital data in finding out the benefits of the software.

3 CUSTOMER RELATIONSHIP MANAGMENT

Customer Relationship Management or CRM refers to practices of collecting, storing, and analyzing customer data. The data collected can be used for the business decision process of a firm to improve profitability, improve customer relationships, improve customer segmentation, and build loyal customers. Benefits of CRM depend on the types of CRM systems an organization is employing since there are varieties of different functionalities, size of the database, and cost of CRM system. CRM involves automating, enhancing, and integrating core business processes such as production, operations, sales, marketing, and finance. The power of CRM lies in its adaptability to improve the performance of any individual activity. (Kumar & Petersen 2012, 3)

CRM was developed based on the foundation of marketing and the purpose of CRM is to enquire about the knowledge about a customer and to seek better management of them to improve profitability and reduce the cost of spending. CRM has three major objectives: customer acquisition, customer profitability, and customer retention. The ability to retain loyal and profitable customers and channel to grow the business profitably is the main goal of CRM (Johnston & Marshall 2013, 113)
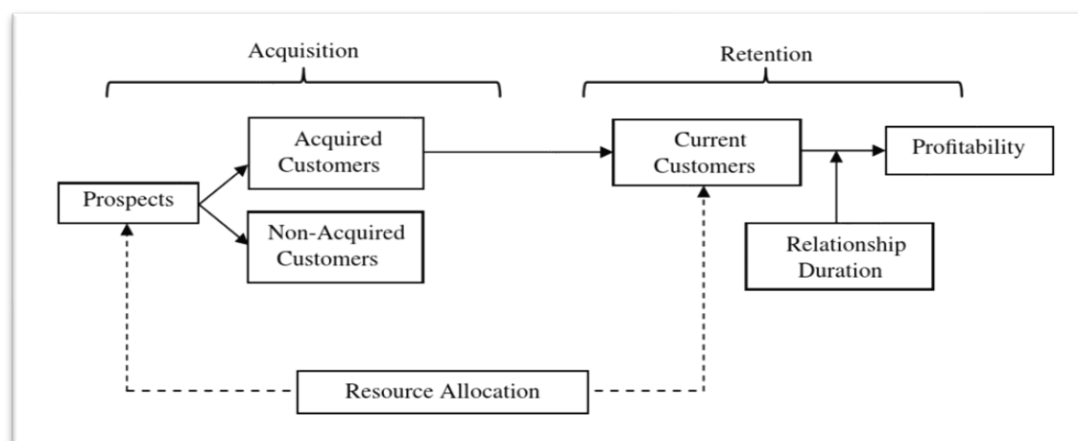
Figure 2. Issues addressed in balancing acquisition and retention modeling. (Kumar & Peterson 2012, 122)

The goal of CRM is to improve customer acquisition and retention of profitable customers by understanding customer needs, focus on customer profitability, the cost of serving and improving relationships with current customers. Companies can improve their customer management by having a bigger database, more tools and functionalities, and an advanced automation system. The improvement of the CRM system and its data integration makes it possible for an organization to collect a larger amount of customer data at once then can be analyses automatically by powerful computer hardware. This allows the organization to do less job in managing its customer data and decrease the cost of running them. (Payne 2005, 4-6)

Many factors need to be considered when focusing on customer acquisition and retention. Usually, customer acquired costs more than the ones that are retained, and the customer retains usually are the ones that will buy more products than the customer acquired. Most important is to know who to acquired, to retain, and understanding the cost serving them. When the cost of retaining and acquiring a customer exceed the profit generate, it will cause loss. (Kumar & Peterson 2012, 122)

3.1 Customer acquisition

Customer acquisition is the foundation of the CRM process and it is important to develop and have the right customer strategy to have an effective customer acquisition.

Successful customer acquisition has a significant impact on cost reduction. Through CRM technology, it provided effective ways of acquiring the right customer by analyzing the data collected to understand the cost of acquisition, customer behavior, customer interest, and its profitability without having to increase cost drastically. Sustainable customer acquisition provides organizations to stay profitable in the long run. (Kumar & Petersen 2012, 22-27)

The most important process of acquiring a customer is knowing how much it costs to acquire and serve the customers. Having the ability to understanding the cost of serving a customer can help to provide information in targeting the most profitable customers. Most companies know the cost of gross margin customer purchases and other direct costs, but they do not understand how to evaluate customer profitability after all the costs have been calculated. (Gordon 2013, 63-65)

Calculating cost to serve is a simple process, by mapping all the connection that a customer has with a company and then determine how long does it take to attain the customer, and how much it is the total cost on acquiring the customer. It is essentially walk through the customer perspectives to gain better information about customer profitability opportunities. (Gordon 2013, 63-65)

Acquiring customers is the first step in building a business and a CRM database. Three factors that must be considered when acquiring customers such as, which prospects to target, how to communicate with them, and what offer to communicate to them, and through what channel to target those customers. In principle, the key strategy is to know which customers have the potential to become an important asset, the one that will continue to use the services for the next ten years. But in general, every customer helps to generate profits for businesses but, getting the wrong customers can cost more than keeping an old prospect. (Kumar & Petersen 2012, 22-27)
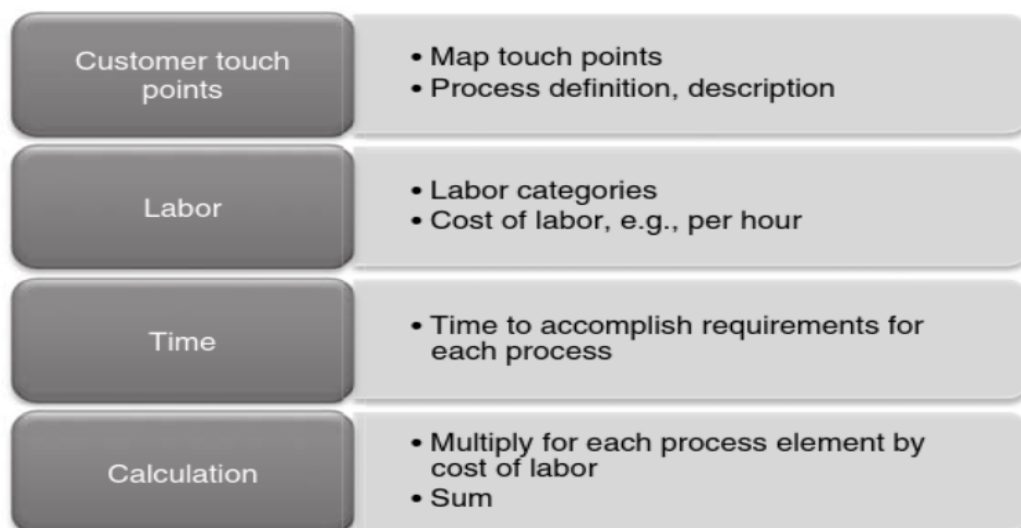
Figure 3. Calculating Cost-to-Serve. (Gordon 2013, 66)

The importance of the customer acquisition role is depending on the organization's goals. New companies tend to focus on acquiring customers and well-established companies are more concerned about retaining customers instead of acquiring customers. Identifying the right customers can be a difficult process without specific planning. The main goals of acquiring customers are to determine which customer group costs less, providing the best profits to the organization, and have the highest retention rate. To find out which customer is providing the best value to the organization is by comparing each customer segment. (Payne 2005, 140-143)

Table 1. Customer segment data template United Electricity PLC. (Payne 2005, 141)

	Segment	No. existing customers (S)	Acquisition target (N)	Cost of acquisition (C)	Annual retention rate (α)	Profit per customer per year (K)
Group 1	Struggling empty nest super-loyals	421 300	500	£110	99%	£6
Group 2	Older settled marrieds	618 000	66 000	£70	97%	£9
Group 3	Switchable middles	497 900	110 000	£55	94%	£18
Group 4	Promiscuous averages	459 600	220 000	£30	90%	£22

The cost of customer acquisition is divided by the profit per customer per annum, the results are the number of years required to break even. The goal of customer segmenting is to identify the lowest break-even year using the data gathered on customers. The use of this customer segment is a great way to identify the most profitable customers and help to redefine organization strategy and the goal of acquiring customers. (Payne 2005, 140-143)

The number of new clients acquire can be predicted and guide through a model of acquisition campaign but the difficulty in using the model is the availability of input data. Usually, the more data collected about customers, the more accurate the results will be, and without, data it is impossible to build. Thus, data on prospects must be available. The customer acquisition model aims to increase market share by increasing the customer base and drawn them from the competitors. The acquisition model campaign was done by mining information about customers, mining approach, the number of populations, target population, and way of scoring the population. A pilot campaign and high profiling of high-value customers for example is model use to predict customer acquisition. (Chorianopoulos 2016, 95)

3.2 Customer retention

The term customer retention is referring to retaining a customer that has been acquired in the past. The difficult questions of customer retention are to determine which, who and how to retain customers. The main issues with retaining a customer are predicting their future profitability and costs of retaining. A customer is unprofitable when the cost of retaining exceeds the revenue generated. The process of customer retention needs to be well planned and carefully executed to avoid spending too much. It is easy for a company to conclude that a profitable customer in the past will be profitable in the future, but it is not necessarily true because customer needs can change over time. (Kumar & Petersen 2012, 15-17)

The goal of customer retention is to understand, how to keep relationships and nurture them to create a loyal advocate. Customers have the opportunity and power to leave and go to buy competitors' products, but they instead stay voluntarily. By given them

the highest priority in supplying their needs and focusing on customer satisfaction they will remain loyal for the next 10 years. The firm must first find which customers have defected, and who among them can be kept. (Raab & Ajami 2016, 80)

Improving customer retention is an important part of CRM implementation and generally, a retained customer is more profitable than newly acquired. The fundamental of focusing on customer retention ensures that the company maintains a relationship with value-adding but, it may not be a good idea to focus on every customer company retained. A customer can be too costly to maintain or serve. Specific customer retention strategies or models can help determine which are the most profitable customers to retain. (Catalán-Matamoros 2012,8)

It is important to identify and understand what do the organization needs to offer to the lost customers in order to win them back. Lastly, is measuring the costs that are associated with winning back a customer. There are a number of factors that companies need to identify to win the right customer such as, customer interest, the needs of customers, and the customer life cycle. (Raab & Ajami 2016, 80)

Although reacquiring can be a difficult task but the chance of selling a product to a lost customer is higher than selling to a new one. To do so is by implementing the necessary data modelling techniques to identify and pursue lost customers who still exhibit a strong tendency to buy. Understanding what to offer customers in winning them back is an important step in the win-back process. The CRM system becomes more advanced so do the improvement in data mining and innovation in analytic technology. It has enabled companies to use that data for win-back purposes. (Kumar & Petersen 2012, 63-65)

3.3 Customer profitability

Customer profitability can be calculated by minus the costs of serving and revenue generated by the customers over a specific period. Once the profitability of a customer is understood, the company then can project the cash flow over an extended period and minus the cash flow with the cost of capital and this is referring to customer lifetime

value. There are a number of necessary rules to be able to calculate the lifetime value of each customer such as collecting data on customers, creating customer data analytic, projection and creating a model, and assess customer lifetime purchasing. (Gordon 2013, 66-69)

Usually, most profitable customers are the ones that are satisfied with the services or products that the organization is providing. The most important parts of customer profitability are building and maximizing customer value and focus on improving relationships with the customer. Happy customers tend to buy more and will continue to use the service when they are being understood and when the company is giving something back in return, such as a membership discount. To increase the profitability of a business, companies need to focus on their current customer base and target most value customers by developing a model or customer segment that helps to maximize their value. (Payne 2005, 139)

All these rules are to provide view and integrated profile about each customer and having the ability to mine data to understand customers better by creating customer analytic on behavior or annual purchase. Also creating projection and predictive models to have the ability to rate the profitability of customers. Most importantly is assessing the customer lifetime purchasing, by monitoring and collecting data about customer purchasing history. This will provide information in projective and predicting their profitability and helps assess customer loyalty. (Gordon 2013, 66-69)

Most companies tend to focus on improving their services or products rather than improving relationships with their customer when it is the customers who are generating revenue, not the products. The most crucial factor in targeting the most profitable customer is the cost to keep them. When costs exceed the amount of revenue provided by a customer, it will create a loss. Customers have different needs, interests, and expectations. There are many different ways to identify the most profitable customers, such as through market segmentation or customer segmentation. (Payne 2005, 139)

Customer segmentation is a process of dividing customers into distinct, meaningful, and homogenous subgroups based on various attributes and characteristics. Customer

segmentation enables an organization to understand the customers, target the right customer, and build different strategies based on their characteristics. Customers can be segmented according to their values, sociodemographic and life stage information, behavioral, needs/attitudinal, and loyalty characteristics. The type of segmentation is depending on the specific business goal. The segmentation always starts with defining the business goals, understand the and ends with marketing strategies for each segmentation. (Chorianopoulos 2016, 112-113)

4 CRM IMPLEMENTATION & STRATEGY

4.1 CRM implementation

The requirement for the successful implementation of CRM focuses on process areas such as leadership and organization structure, database, system automation, and CRM strategy. Understanding customer-oriented management where each process is connected through the support of operational, analytic and collaboration contribute to customer profitability and retention. (Fjermestad & Robertson Jr 2006, 78)

When implementing a CRM system within their organization, it is important to review its CRM readiness and identify the barrier that could affect the process. The main reason for difficulty and delay are the most common issues associated with internal attitudes and organizational structure, and lack of skill of software vendor when implement and developing the CRM. An organization needs to have a service provider that understood CRM well that can help to identify the types of issues that the organization is facing and how it can be solved and improved. (Payne 2005, 336-338)

The risk of a CRM implementation process depends on the size of the company and for a smaller organization changing the whole system can be less risky than a company with a hundred thousand clients in its system. Transferring all that data can be a big task and technical issues such as loss in information can occur but certain risk management must be considered to avoid certain issues. (Murray & Shaughnessy 2011, 52-53)

Lack of support from a higher executive in an organization can lead to weak constituent relations. Lack of instructions on follow up training can cause anxiety to users and will cause misuse of the system that results in poor handling which leads to poor business performance. Technical challenges that are associated with CRM implementation can occur when there is no strategy or framework to follow in which can lead to cost overrun, poor design and build software, poor user experiences, and incomplete or invalid data. However, these types of challenges can be overcome through effective implementation planning. (Murray & Shaughnessy 2011, 52-53)

Investing in the right CRM system can be difficult when an organization does not have the right planning or team when implementing it. Investment should be profitable and investing in something that an organization is not familiar with, is a risky investment. As a result, they end up with poor implementation and loss of revenue. The ideas and tools provided by the CRM are important for more efficient operations and provide powerful tools that help to create a competitive advantage. To have successful implementation CRM must be approached strategically, understand customers' needs and trend demand, and must be implemented with an enterprise-wide perspective. (Bligh & Turk 2004, 4-6)

4.2 CRM strategy

The main purposes of CRM strategy are to help an organization to achieve an excellent business performance strategy and understand the weakness and strength in its business process. CRM Strategy is identifying organization business & customer goals help to focus on competitive advantages, identify the right business and customer strategy, defines the organization overall objectives, and improve its customer value. (Payne 2005, 39-40)

Business and customer strategy are a high priority for all organizations to focus on, where different departments should be involved in these two areas of strategy development. When developing business and customer strategy it is important to review and

gather all the information on current business and customer strategy to find the weaknesses and advantages and understand which strategy fits with the goal and vision of the organization. (Payne 2005, 39-41)

4.2.1 Business strategy

Business strategy is a process that leads to the development of an effective strategy that helps companies to achieve their aims. It involves analyzing the external and internal competencies and environment of the company. When analyzing the external factor, a company should focus on issues such as political, social, technology customers, and competitors. (Payne 2005, 41-42)

For a company to have the right business strategy is to have the right business model to follow. A business model is a platform which enables companies to have the right strategic choice which creates value both the operational, tactical, and strategic level in the organization to improve profitability and value proposition. It is important to conceptualize and analyze the choice of business model to identify which platform helps to deliver the value proposition. (Beckmann 2011, 37-49)

A business vision is an important part of the development of a business strategy. A business vision forms an important key for the company's strategy and without a clear and concise vision, the company is less likely to be successful in achieving its goals. For organizations to realise the importance of business vision, is by setting up a guideline within the organization, and to develop a functional business that is built around the foundation of business objectives and vision, and without a proper guideline, the chances of achieving long term success are low. (Payne & Frow 2013, 214-216)

4.2.2 Customer strategy

Having a customer strategy encourages employees to think about the customer first and supporting in delivering customer value. When a proper customer strategy is defined it provides the customer with a specific guideline required for each function.

Customer strategies ensure that each department adopts the policies that are designed to provide the best services to each customer. (Bligh & Turk 2004, 139-142)

The most important part of developing a customer strategy is knowing which customers the business wants to attract, to keep and would prefer to be without. This can be done by examining the firms existing and potential customers and identifying which forms of segmentation most appropriate. It is important to identify the characteristics of customer segments, but this may require an analysis of a considerable number of customer data. (Payne 2005, 61-64)

A customer strategy provides a guideline on how to deliver unique value based on different customer segments and strengthen the firm competitive advantage. Customer strategy ensures that customer performance is set and measures and incentive plans in each department and role reflect the goal. Most importantly creating customer strategy provides information in which customer is the best fit for the company business to have. (Bligh & Turk 2004, 139-142)

To target the most valuable customer is by predicting their future profitability of the current customer base and to predict their future profitability is by planning and managing relationship with them. Focusing on improving relationship provide beneficial information on which current customer is the best to keep, to maintain, and to nurture. Relationship management must focus on which customer to select, what is the reason to keep the customer, how to develop (Gordon 2013, 57)

4.2.3 CRM Metrics

The purpose of a metric is to measure performance in which focusing on two elements: efficiency and effectiveness. Performance cannot be calculated without knowing the outcome of effectiveness. Efficiency is measured by dividing outcomes with input and ROI is a good example of efficiency because it measures how well an investment performed. The efficiency of a metric can be measured by comparing one subject to another. An important part of understanding metrics is knowing how effective it is in measuring certain subjects. (Tanner 2013, 102-104)

Metrics are used to help companies to track and assess the business performances and evaluate the return of the CRM initiatives. The benefits of developing and using metrics are important in developing CRM strategies for companies. The benefits provided to the firm such as tighter control over business processes and CRM activities, measuring the change in revenue, costs, and profits and win back profitable customers. The benefits can be limitless the company can determine which metric to used and how to measure it. (Kumar & Petersen 2012, 8-10)

Table 2. Example, of CRM metric (Kumar & Petersen 2012, 8)

Metric	Definition	Use of metric
1. Market share	The percentage of a firm's sales to the sales of all firms in a given market	Brand-level
2. Sales growth	The increase or decrease in sales volume or sale value in a given period compared to that in the previous period	Brand-level
3. Acquisition rate	The proportion of prospects converted to customers	Brand-level
4. Acquisition cost	The acquisition spending of a focal firm per prospect acquired	Brand-level and customer-level
5. Retention rate	The average likelihood that a customer *makes a repurchase* from the focal firm in period t, given that this customer has purchased in the last period $t-1$	Brand-level and customer-level

5 CRM SOFTWARE

The software design of the CRM system is an important aspect when develop or implement CRM because well design system provides the better user experience, simplicity in operating the system, well organize content, deliver what user need, enhances usability and discoverability data. When implementing a CRM software company needs to focus on certain elements such as information visualization, navigation, text size and color, usability, performances, and responsiveness of the software. (Klimczak 2013, 65-66)

Poor software design can lead to difficulty in operating, understanding how to operate the software, and more cost to train the employees to operate the system. Furthermore, a poorly design interface promotes inaccurate data entry and which can cause bottleneck and error in the business process. Well organize software can minimize or if not eliminate bad data. CRM software must focus on the functionalities and not user interaction. This way it helps to ensure better customer experience and provide a beneficial impact on the business operation of a company. (Klimczak 2013, 65-66)

There are a wide number of CRM software vendors in the market that are providing different range of solutions for companies but, relatively not many of them can provide the full functionality that is fitted with the organization's business needs. A company tends to seek to improve or adopt a CRM system in their business, and it is important to have the right service provider that is offering the right CRM solution. CRM software can be classified into several types: Operational, Analytical, and Collaborative. Together these three components of CRM support and feed into each other, which results in superior customer experiences, knowledge and improves the performance of the business process. (Payne & Frow 2013, 26-29)

CRM software that is difficult to navigate or configured leaves the customer painfully aware of the limitations of a company's customer management expertise and once a CRM application is published on the web, the performance, responsiveness, and usability issues are experienced firsthand. Usability of a CRM application is a crucial element in delivering high customer experiences and the easiness in operating the software usually, required less training for users due to its highly responsive usability. (Buttle & Maklan 2015, 203)

5.1 Data repository

Data repository enables an organization to collect data about the current and potential customers that are embedded with a set of analytical tools to help develop a better understanding of customers. Data repository makes up two main parts, data warehouse, and database. There are two forms of data warehouses, conventional data warehouse, and operational data store. A data warehouse is a collection of related databases that

are collected for purposes to extract important information. It is a single data storing that consists of about business and customer activities. Databases are computer program software packages that store and gather data from sources such as sales, customers, or surveys. (Payne 2005, 233-235)

A data mart is a data repository for a specific user group. It contains summarized data that can be easily understood, process, and apply. A data mart requires a data warehouse because each data warehousing is unique. Each data mart is a collection of tables that is organized according to its user and user group. (Prabhu & Venkatesan 2006, 95-96)

All the source of a data mart is gain from a data warehouse and each data mart has its department. There are two basic types of data marts: Dependent and independent. Dependent data marts collect data from a central data warehouse that has already been created. A dependent data mart is a single system that is built to draw data directly from operational or external sources of data or both. (Sturdy 2012, 146-147)
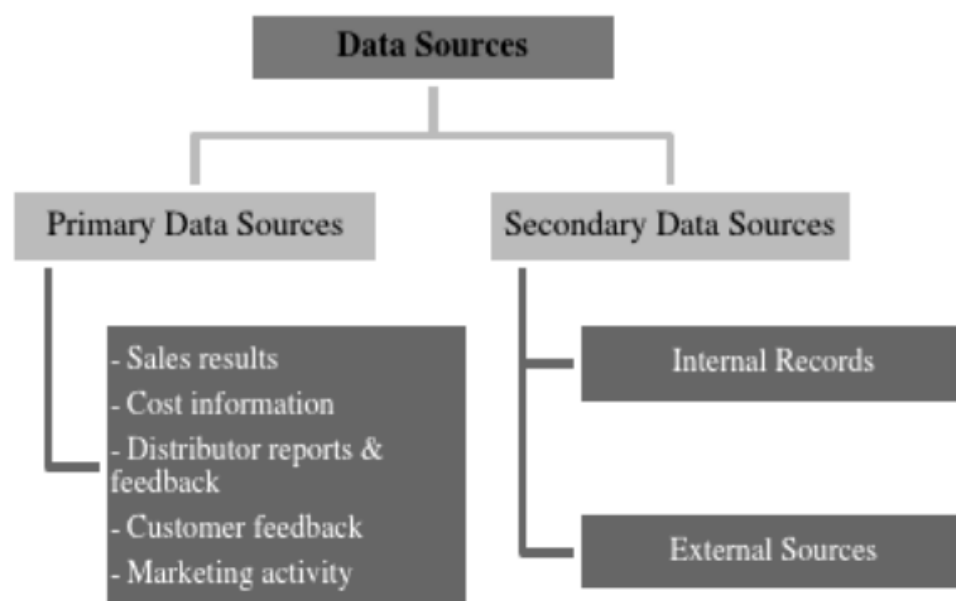
Figure 4. Sources of database (Kumar & Petersen 2012, 6)

There are two types of data main sources: Primary and secondary. Primary data is the original data collected and are secondary data is data that had been collected by others

and available to use. There are two types of secondary data sources: internal and external data sources. Information from internal records is the primary data information that is obtained directly from a business operation such as sales, cost, and results and, it is collected from various departments of an organization such as sales analysis, marketing research or accounting department, etc. (Kumar & Petersen 2012, 4-6)

5.1.1 Data Mining in CRM

Data mining is an important process when implementing the CRM system and without it, businesses cannot have an effective customer strategy. Benefits of data mining help to create guidelines for employees to follow and understand which customers to serve and focus, based on their profitability. (Chorianopoulos 2016, 4)

Data mining is a business process of collecting important data about customers and use it to understand them better in types of behavior, interests, and needs. With the CRM system, it allows them to create a different pattern of information in segmenting and targeting profitable customers and develop effective marketing strategies to increase revenue and decrease the cost. (Linoff & Berry 2011, 2-4)

Creating a model for data mining can be a difficult task because it consists of a different element, steps, and process in which it can end in business failure if the engage team is not guided properly. The CRISP-DM process model chart is a framework business can follow in creating their data mining model. The framework consists of business understanding, data understanding data preparation, modelling, and evaluation. (Chorianopoulos 2016, 4)

Table 3. The CRISP-DM phases. (Chorianopoulos 2016, 5)

1. Business understanding	2. Data understanding	3. Data preparation
• Understanding of the business goal • Situation assessment • Translating the business goal to a data mining objective • Development of a project plan	• Considering data requirements • Initial data collection/ exploration and quality assessment	• Selection of required data • Data acquisition • Data integration and formatting (merge/joins, aggregations) • Data cleaning • Data transformations and enrichment (regrouping/ binning of existing fields, creation of derived attributes, and KPIs: ratios, flag fields, averages, sums, etc.)
4. Modeling	5. Model evaluation	6. Deployment
• Selection of the appropriate modeling technique • Especially in the case of predictive models, splitting of the dataset into training and testing subsets for evaluation purposes • Development and examination of alternative modeling algorithms and parameter settings • Fine-tuning of the model settings according to an initial assessment of the model's performance	• Evaluation of the models in the context of the business success criteria • Model approval	• Create a report of findings • Planning and development of the deployment procedure • Deployment of the data mining model • Distribution of the model results and integration in the organization's operational CRM system • Development of a maintenance–update plan • Review of the project • Planning of next steps

Data mining starts with collecting data, analyze it for long term benefits and decisions created based on the results. The most important part of data mining is understanding and finding the patterns in data. This process can be difficult because it is not to find just any pattern in data but to find benefits and useful pattern within the data. This issue can be solved by developing a business model that is centered around data mining. The process of creating a business model is to define the problem and identify the required data. (Linoff & Berry 2011, 2-4)

Data mining forecasting is an important part of the CRM system and it can be understood through analysis tools that collect customer data. There are two ways that data mining can be used via intelligent statistical or BI approach of segmentation where it can identify target information and also data mining can be used as a calculation of purchase probabilities. The three most important parts of data mining are segmentation, classifying, and associating. (Raab & Goddard 2016, 28-29)

Data mining provides customer insight that is vital for customer retention and customer development, and to establish an effective CRM strategy. Data mining helps to customize interaction with the customer and hence to increase customer satisfaction and profitable customer relationship through data analysis. Data mining optimized customer management through the customer life cycle and improve the relationship to prevent customer loss interest. (Chorianopoulos 2016, 1-2)

As segmentation has an advantage because it filters out potential customers. The tasks of classification are to separate customer information that is still unknown to an existing group or to make a prediction which group fits the most with that particular customer. Important parts of classification are to develop a model to describe each class and group. Associating is useful in understanding customer behavior, trends, interests and identify most profitable customers. It is done through monitoring and reveals customer behavior such as, in purchasing and that information can be used to the determined best position in their life cycle. Associating help a company to identify potential a customer and avoid the unnecessary costs in focusing on non-profitable one. (Raab & Goddard 2016, 28-29)

5.1.2 Analytical and reporting

Analytical data technologies are key tools in gaining a competitive advantage and help in decision making on solving problems. Business intelligence is important for data analysis and reporting tools because it enables an organization to make the right decision in their business process. (Surma 2011, 35-37)

Data analysis is done by looking at the characteristics, distribution, values, and variables in the dataset and a simple form of analysis is done by visualizing the data to make it easier to interpret. A visual inspection of data can be displayed in a spreadsheet and then the distribution can be visualized using graphs. Visualization is an important aspect of data analysis because it can generate and interpret data in a different way to make it simple and easy to understand. Visualizing consists of generating different types of graphs and inspect them to find tendencies, relations, exceptions, and errors, all of which to provide clues, improving data model, and adjusting the distribution. (Nettleton 2014, 119, 122)

A report is a way to help data to be organized and displayed in a way to provide better understanding and easy to interpret. The types of reports are defined by the set of records and data available. The report is based on a relationship between a primary object and its related objects. (Gupta & Arora 2013, 93-94)

5.2 CRM system automation

Business intelligence or BI is an important element for CRM system automation. Advancing technology has developed better CRM software that provides a solution in solving a business problem through useful tools such as marketing automation and sales automation that help to improve business profitability and overall business process. (Surma 2011, 5-6)

BI application or business intelligence provides the easiest way to search for customer data with the ability to extract and present data in a meaningful way that helps improve the efficiency of a business process. Employees suffer from an information overload that creates a slow process that causes impacts to work productivity. BI is a term used in a business which refers to technology and application which are used to gather, access and analyze data about company operation that can be useful in assisting business to understand the factor that affects the business. (Sturdy 2012, 145-147)

5.2.1 Salesforce automation

Salesforce automation is a core feature of a CRM system. It is used to manages sales processes and activities, lead contact records, opportunities, quotes, and forecasts. It enables salespeople to automate manual repetitive tasks and provide information related to existing and prospective customers. Salesforce automation allows the management to control the process of sales within the customer relationship management by enabling it through a CRM system that helps to improve the quality and also minimize the number of work hours. (Goodey 2013, 339-377)

Salesforce automation provides a processing campaign through customer acquisition and retention. At the start of the process, it is usually the responsibility of the marketing team to develop a suitable campaign to generate customers. Salesforce CRM is related to different types of functions such as marketing administration, salesforce automation, customer services, and support automation, and salesforce chatter. All of these elements are crucial in building an effective system. (Goodey 2013, 339-377)

5.2.2 Marketing automation

Marketing is a process of attracting and interacting with a customer through methods such as social media, email, telephone, television or the internet. When a company wanted to improve its profitability, they need to focus on how to attract more customers for their businesses and find the most effective ways of doing it. Having the right marketing strategies is crucial to have effective marketing tactics. (Singh & Sandeep 2014, 22-24)

CRM integration is when data emerges together with the CRM software. Most importantly when connecting marketing automation with CRM is to focus on data cleanliness in order, to have better data performance. By integrating the database with CRM software, it allows having depth view of the effectiveness in business activities such as of marketing campaign. (Leake & Vaccarello 2012, 203-209)

Social media management is part of marketing automation. It is an important tool for companies that want to improve business profitability, customer acquisition, and retention, and improve brand awareness through social media advertisement. With the improvement in technology, businesses now can communicate and interact with customers in an effective way. Facebook, Twitter, Instagram, and LinkedIn are the most common way how businesses advertise their businesses through social media. To understand the use of social media is to understand what drives the consumers to interact through the company's channel. (Bock & Koen 2013, 279-280)

Marketing is focusing mostly on how to increase revenue through brand, it's not about broadcasting a product but to target the right customers and nurture them. Today most companies engage and attract customers via web or social media since it is the easiest and cheapest way to do it. It is done through different types of such as technology such as AI, which help to make the business process more efficient without extra-human power needed. Challenges with marketing are when a company has too much data about a customer and the complexity of the data they receive can be overwhelmed. Without the right technology of marketing automation to run their campaigns it can be a difficult task to achieve an effective campaign. (Singh & Sandeep 2014, 22-24)

Customers tend to enjoy and interact with something that they interested in and sometimes they will engage in a conversation through the channel and provide a certain opinion or feedback through that channel. There are three ways how a company can improve customer relationships through social media: Observe and listen to the conversation, influence in fostering, and shape social interaction and Participate in a role in the interaction. (Bock & Koen 2013, 279-280)

6 BENEFITS OF CRM SOFTWARE

6.1 Improve Profitability

Through marketing automation provides greater marketing activities, enhanced marketing efficiency, improve customer segmentation, and customer services. It helps to increase its revenue and decrease cost by reducing work hours of employees and its marketing activities by automating most of the tasks. Marketing automation provides better cost control and enables companies to have a more streamlined and cost-efficient process. It allows businesses to advertise campaigns through multiple channels without a commensurate increase in the cost and complexity of running a business. Businesses can target specific customers group and help to automate a specific strategy that would save time, cost, and increase revenue fast. (Buttle & Maklan 2015,231-233)

Through CRM system company can develop close relationships with customers and sustained profitability in the long run by getting the right customers that have the potential to become highly profitable through proper customer segmenting. Through data collected from various departments such as sales and marketing. Businesses can understand the revenue a generate customers and the cost of serving the customers. (Payne 2005, 136-140)

6.2 Boost customer satisfaction

Customer satisfaction impacts the key aspect of business and it is an influential factor in increasing customer loyalty and can be a source in obtaining a new customer. The easiest way to understand customer satisfaction is by asking directly if they are accessible or via survey through email or post sent. Most CRM today is embedded with a survey tool that can be used to collect satisfaction data through the CRM system. The organization then uses the information collected to understand the customer better and solve problems that the clients are facing. In order to collect quality data about the service that the organization is providing is by designing a questionnaire that is according to data the objectives goal. (Nettleton 2014, 201)

CRM can improve business performance by enhancing customer satisfaction and driving up customer loyalty. Satisfaction increase because customer insight allows companies to understand their customers better, created improved customer value propositions, and better customer experiences. As customer satisfaction rises, so does customer intention to repurchase. This influences the actual purchasing behavior that has an impact on business performance. (Buttle & Maklan 2015, 41)
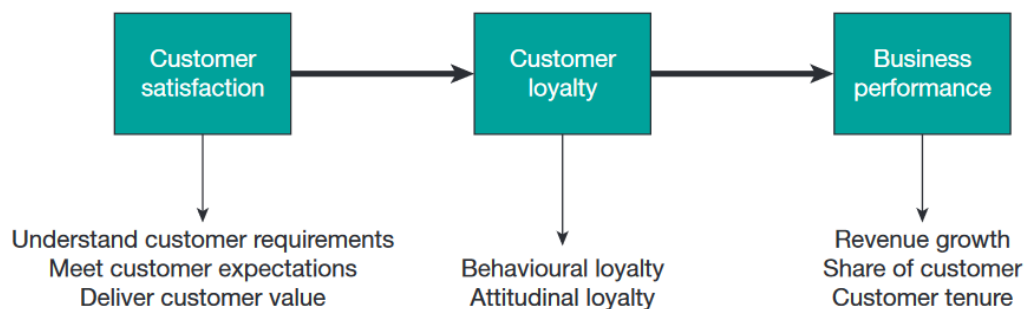

Figure 5. Impact of customer satisfaction (Buttle & Maklan 2015, 41)

6.3 Increase customer acquisition

CRM software provides various tools that help to increase companies' customer acquisition. Tools such as lead management allow salespeople to customize and understand their interaction with customers better through data collected about them such as interest. Through lead management, salespeople can acquire the most profitable customers by analyzing the data they have collected. (Buttle & Maklan 2015, 79,82)

Most CRM today is embedded with data mining that tools that help to increase customer acquisition by identifying the right customer, customer segmenting, and choosing the right channel to reach them. Data mining that embedded with Business Intelligence enable companies to collect data as much as possible about the customer to build a more reliable data source then can be analyses to understand the behavior, interest. and the cost of acquiring. Business Intelligence system that helps companies to identify potential customers, through data instantly without doing much of work and decrease the costs of acquiring. (Surma, J 2011, 92)

A campaign management software tool is one of the most effective ways to acquire customers without increase the cost of acquiring. Campaign managers design execute and measure marketing campaigns with the support of CRM technologies. The tools help in selecting and grouping potential campaign targets, communicating the offer, measuring campaign results, and learning from the results on how to produce effective and efficient campaigns in the future. (Buttle & Maklan 2015, 79,82)

7 METHODOLOGY

7.1 Research design

Descriptive research is to describe social systems, relationships between events, and providing background information about the issue in question as well as stimulating explanations. (Adams & Khan 2014, 2)

Research design is based on descriptive research and the research aims to describe the usefulness and benefits of the Customer Relationship Management system used in the organization. Since no research that has been done on the benefits of CRM software used by the organization, it is in best my best interest to provide the answers and solution to the research questions and problem.

The type of data collected for the research was a survey on user satisfaction in using the CRM software. Information collected provide important detail about types of benefits, impact on business performance, types of functionalities, and overall satisfaction and experience in using the software. A qualitative method was used for this research since all the respondent was studied and the primary method of data collection was through a survey.

During 3 months of practical training and personal observation of the CRM software has provided a deep understanding of the advantages and disadvantages of the CRM system, organization business environment, and objectives and challenges of the CRM implementation. This information collected helps to construct the research design, choosing the right method, and construct a reliable survey.

7.2 Research method

Qualitative research is a method used for study social life and the data collected or information collected and analyzed is primarily non-quantitative, consisting of textual material such as an interview or document. The goal of qualitative research is depending on the purpose of a project and outcome is usually essential to be present through analytics synthesis of data. (Saldana, Leavy & Beretvas 2011, 3-4)

Quantitative research is referring to the types of research that are based on the methodological principles of positivism and neo-positivism and adheres to the standards of a strict research design developed before the actual research. It is applied to quantitative measurement and hence statistical analysis is used. (Adams & Khan 2014, 6)

The research method was done through a quantitative approach since the main data collection was done through a survey and the purpose of the survey is to gain data on user perspectives of the CRM system. The survey questionnaire was constructed based on the open-ended question and closed-ended and created based on the research questions and research problem. The questionnaire was constructed to be self-administered, this way the respondents will have more time to answer the question carefully. The research method was done through surveys, observation on the CRM system, and studied research.

7.3 Population

Method of data collection was done through census surveys because all the respondents are studied. The population studied is relatively small, between 5-6 respondents. The target population is the employees of the organization that are currently using the CRM software. The users need to have experience operating the CRM software and, in this case, most of the users have been operating the CRM for more than a year. The process of collecting the census was conducted through a google survey, it is free to use and provided a graphical analysis that is useful. (Krishnaswami & Satyaprasad 2010, 51-52)

7.4 Making questionnaire

The questionnaire was constructed based on research questions and problems; "What types of benefits the current CRM program is providing to the organization? Can it be improved somehow?". The questionnaire focused on the benefits of CRM software to the organization and what type of impact does the CRM software provides to the organization.

Based on the research problem the following research questions can be defined for the thesis:

1. What types of implementation need to be considered when providing the CRM software to the organization?

2. What types of functionalities the CRM software is providing to the organization?

3. How easy it is to find and manage customer information when using the software?

4. What is the user satisfaction level on the use of the CRM software?

5. How long does it take for the user to adapt to the program?

6. How could the CRM software be improved?

The questionnaires were construct based on the research questions and problems. Some concerns were considered when constructing the questionnaire. A barrier such as language issues, number of questions, methods in creating questionnaires, and simplicity of the questions. It is important to have the knowledge and clear understanding of CRM software to create well-designed questions that will provide accurate data and appropriate questions to find the solution.

The structure of the questionnaire was important to have more organise data analysis of the results. In creating the questionnaire, a theoretical and conceptual framework background was used as a guideline to construct it. The questionnaire was created using Google Survey tools. It is free to use and allows the structure and content of the questionnaires to be design freely.

The length of the questionnaire is important because a long survey can cause respondents to fatigue and loss of concentration easily in providing an accurate answer. It is important to just have a questionnaire that is linked to the research questions and problems and basic information such as names and ages are unnecessary for the questionnaire.

The questionnaire was evaluated and well-structured under the thesis supervisor's advice before it was sent. The questionnaire was sent through the respondent email address and to make sure the email was delivered and link to the survey is working perfectly, a confirmation email was sent to all of the respondents. There was no issues or question regarding the survey since all the respondents understood the instruction well.

7.5 Data collection & Analysis

The primary method of collecting data was done through a survey. The survey was sent to respondents via email that included a link to the survey and written instruction in answering the survey. It is important to make sure that the respondents are well informed before-hand when delivering the survey via email addresses. The questionnaire was created to be simple as possible for the respondent to understand and ensuring the quality of the question will not affect by simplicity. The questionnaire contained was mostly closed-end and multiple-choice questions to make sure the respondents could complete within a few minutes. (Krishnaswami & Satyaprasad 2010, 84-86)

The method of data collection was evaluated to make sure the result was sufficient to gain quality and consistent data. The survey method is better in reaching target audiences who are difficult to reach. The respondents can complete the questionnaire at their convenience without having to rush in answering the questionnaire. (Krishnaswami & Satyaprasad 2010, 90-92)

Data analysis was done through a deductive approach and the reason for choosing this approach is due to its nature of developing hypotheses that are based on existing theory. The deductive method thus operates from the general to the specific and testing the hypothesis required relevant data, which may or may not confirm the original argument in the theory. Data analysis evaluated based on the research questions and theoretical part to have the result needed in answering the research problems. (Adams & Khan 2014, 10)

The data collection process started at the beginning of the research, and the theoretical part was the first was data collected to support the research finding. The data was collected through various sources such as Ebook, EBSCO, and Finna. The primary data was collected through a survey, and it was constructed in mid of April and was delivered to the respondents at the beginning of May.

The survey process started by constructing the questionnaire through Google survey tools. The tool is easy, free to use, and can customize the content, and structure of the survey. The survey was sent via respondent email address and a link to the survey was attach in the email. A confirmation email was sent to make sure that respondents received the email and the link to the survey was working perfectly. The answer provided was automatically received through google analytics.

The data and results from the survey can be access through personal Google account and data collect can be customized to fit with the method in extracting the data from the survey. This method of Google survey was simple and easy for the respondents to understand and interpret, due to its simple design and clear visual information, and the flexibility in answering the survey from any mobile device and can be done at any given moment.

Google survey was used as the primary method of data collection. The method was simply easy to use, freedom in construct and designing content, its cost less and reduce time in extracting the results. The data collected was automatically analyses through Google analytics and it was easy to interpret and extract important data without having to go deep in to result.

All the data collected from the google analytics were analyses for the research problem and questions. There were no issues in analyzing the data since all the answers from the survey were automatically provided through a set of analytical graphs. Through the graph analytic it was easy to interpret and extract crucial data needed.

7.6 Validity and reliability

Validity is understanding in which how the accuracy of the data is measured. It is important to emphasize that a result cannot be labeled as valid if it related to the interpretation of data obtained using an instrument, not the instrument itself. Validity has to do with whether an instrument measure what its purpose to measure. A high test reliability score does not guarantee validity. (Dimitrov 2011, 42)

The validity of the survey was important for this research and to ensure the quality of the questionnaire. Pre-testing was done personally on the survey to make sure there was no mistake or issues on the questionnaire. The questionnaire was assessed by the thesis advisor and also has helped to provided ideas and instruction on the improvement. A confirmation email was sent to each of the respondents to make sure it is delivered and the link to the questionnaire is working perfectly.

The clarity, content, length, and structure were considered when constructing the questionnaire. The length of the questions was considered, to save time for respondents when completing it. (Krishnaswami & Satyaprasad 2010, 124)

The questionnaire was carefully constructed and provided clear instructions for the survey on how to answer it to make sure the respondent understood what needs to be done. Since the survey was sent via email, it is important to make sure that the email addressed was written as accurately as possible. The questionnaire was designed to suit the research objectives and it was divided into different sections that are related based on different aspects of the research problem.

The main objectives of the reliability are to have consistency and accuracy in questionnaire results. There are two ways to assess the reliability of the questionnaire. First by checking the stability of measurement using test-retest methods (repeatability) and second examining internal consistency. Assessing the repeatability of a measure is the first aspect of reliability. (Adams & Khan 2014, 246)

The reliability of data collected was done through pre-testing and split-half method where most of the respondent's answer is closely similar to one another. Test-retest

was unnecessary for the questionnaire since it is constructed thoroughly with the thesis supervisor and most of the results from each respondent are closely similar. Due to limited time in completing the thesis and most of the respondents will be unavailable due to work circumstances.

The outcome of the questionnaire was designed to answer the research questions and provide solutions to the research problem of finding out the benefits of CRM used in the Satakunta Chamber of Commerce. The outcome of the questionnaire has high reliability on consistency and evidence has shown from the results that 4 out of 5 respondents have provided a similar answer.

Pre-testing the survey was an important part of the questionnaire. Based on the outcome of the questionnaire, it has provided accurate result and there were no issues or questions regarding the survey and all the respondents understood in answering the questionnaire. Most of the respondent has provided positive feedback on the quality and content of the questionnaire through an email address and are satisfied with the survey question and structure.

8 SATAKUNTA CHAMBER OF COMMERCE CRM SOFTWARE

Satakunta Chamber of Commerce is an organization that focuses on improving business qualities, economic growth, and development in the region by collaborating with companies. The organization focus on supporting local businesses through common interest, promote growth, improve logistics and, infrastructure and build corporate responsibility in the whole region of Satakunta.

The organization currently have more than 500 companies registered in their system with more than 1500 members from different sector. The organization provides services such as business consultants, documentation services such as foreign trade, EU certificate of origin, ATA Carnet, and other certified documents such as invoicing and

price list. The organization organise varieties of training courses and development programs for companies that wanted to improve their business environment, process, quality and develop and improve the skill of their employees. (Website of Satakunta Chambers of Commerce)

8.1 Purpose CRM software

The current CRM system was implemented in January 2019. The purpose of the implementation is to improve the business process and have a database that integrated with other data such as, marketing, sales, accounting, and media departments. The reason for the implementation is because the past CRM system did not provide the functionalities that they need. Even though it was cheaper than the current system, but it insufficient, and do not fit with the organization's business goal and objectives of their goal. The previous CRM system was lack customization and visual information for website automation. Since one of the main goals of Satakunta Chamber of Commerce is to improve its brand awareness through marketing from media platforms and organization websites.

There are two types of a database the organization is using, companies and members database. The data they collect consist of such as name, company name, business addresses, roles in the company, phone number, email address, company website, business ID, and tags. The information is being used for different purposes such as marketing, sales, and financial accounting purposes.

The way how the information is being searched is through a tagging tool. Tagging is a keyword or label that is attached to the particular information to make it easy to find and segmenting it in a way that fits with a certain group. Tagging is a common tool that is being used daily in the organization's CRM system. It is a way of dividing clients into a separate group to make it easy for the users to target and search the right client for purposes such as marketing and sales.

8.2 Challenges of CRM software

Challenge in operating with CRM software in the organization is a lack of functionalities such as visibilities in crucial information, freedom in customization, importing existing data, and adding information. Freedom in adding categories is limited and some of the categories are displayed but there is no place to add the information and it is left empty. Most of the time the users must go through an internet search to find the information that they need, and this can be time-consuming.

The main challenges with the current CRM system are transferring old data from the previous system to the current CRM system. Most of the data was transferred manually by hand and the process took quite a while to be completed. The employees had information about their clients saved on an Excel sheet. This due to the past CRM system not having data system integration that allows data being transferred in a simple way.

Data integration is something that the current CRM system is lacking. For example, a client or company might change the business name or move to another company, this information is not available in a simple search. In order to find the information, the user must use the Business Information system or YTJ to find that information. Company may go bankrupt and the organization still sending bills and magazine to these address without noticing that the company do not operate anymore. This can cause significant in increasing costs in material and working hours.

8.3 Benefits of CRM software

The CRM system allows the users to manage client's information better and the easiness of updating client data has improved the overall work rate. The data collected can search through different options such as, directly from search buttons or tags. This giving the users more options when finding important information, they need.

The benefits are users now can target the right customer better by dividing each customer based on their characteristics such as behaviors and interests. Using tags tools provide a creative way in dividing client that can be useful in understanding and target

the right client groups to improve the relationship by providing them interesting information, contents through their website, news, and events.

The CRM provides analytical data information that helps the organization to understand its performance better and monitored different activities. Now all the department is in a single database and through it, they can select the best customers group to interact with, monitor business and client activities. Through the analytical data, the organization can select the right target groups to delivered interesting news, magazine and it also can target the right client that has not subscribe to the weekly magazine. The main services that the organization provides are development programs and documentation service. Through marketing automation, they can advertise their services directly to the right clients.

8.4 Evaluation of CRM software

The CRM system is a simple built software that easy to learn and use. The users were provided instruction during and after implementation to have a better understanding and used of the system. The software vendor has been responsive in solving certain issues or problems that users face.

The customer data management system was built to be simple and easy to operate. Customer information can be organized, update, and search in a simple way. There are different options users can use to search for information about customers, using tags or basic search button. The system is embedded with different types of automation systems that are integrated with one another. All the data collected from the various department are stored and display analytically. There is financial accounting automation, marketing automation, sales automation, and media automation.

The CRM software of the organization is a cloud-based system that can be accessed from anywhere and anytime. All the data collected and save in a single database. Users can access this information from home or while traveling. This provides solutions in solving issues in a more flexible way. There are two different databases the organization is using, for companies and clients. The CRM provided different tools that help users to work more efficiently. The system provides a segmentation tool that allows

users to divide customers based on their characteristics. Information about the customer can be easily organized and categories to make it easy to search. The layout and design of customers and companies' data can be display differently.

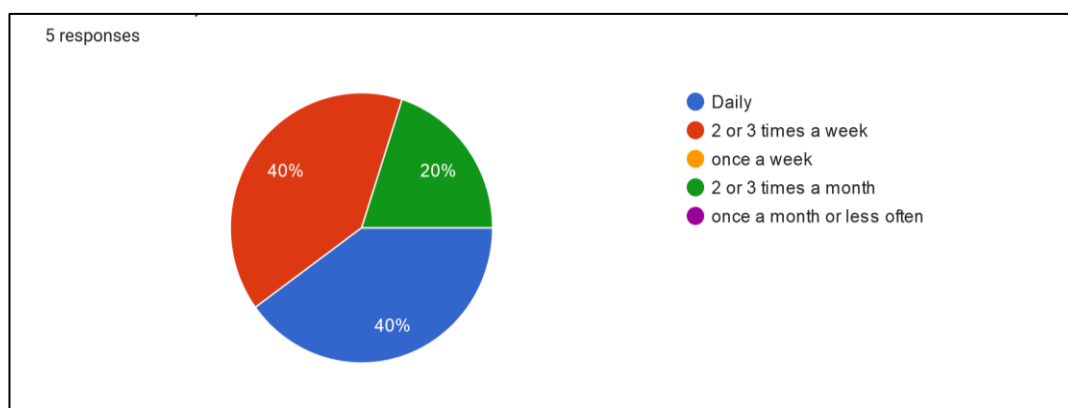# 9 RESEARCH RESULTS

9.1 Operating & adapting to the CRM

Figure 6. How often you used the CRM software

Based on result all the respondent has been operating the CRM more than half of years with 2 out of 5 users operate it daily, 2 out 5 users use it 2 or 3 times a week and one respondent 2 or 3 times a months. Overall, all users use the CRM system frequently.
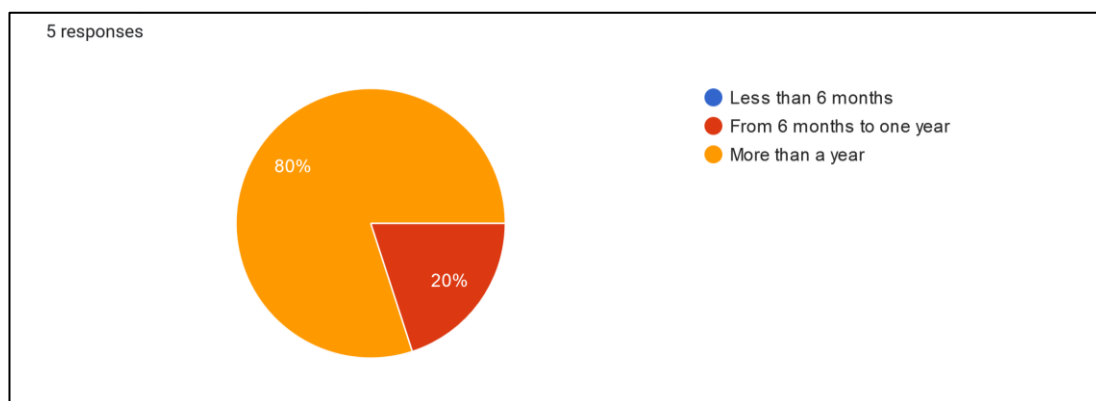

Figure 7. How long have you been using the CRM software?

According to the survey results, 4 out of 5 respondents have been using the CRM for more than a year and one respondent has been using more than 6 months. Based on the results, all the respondents have been operating the CRM system for more than 6 months.
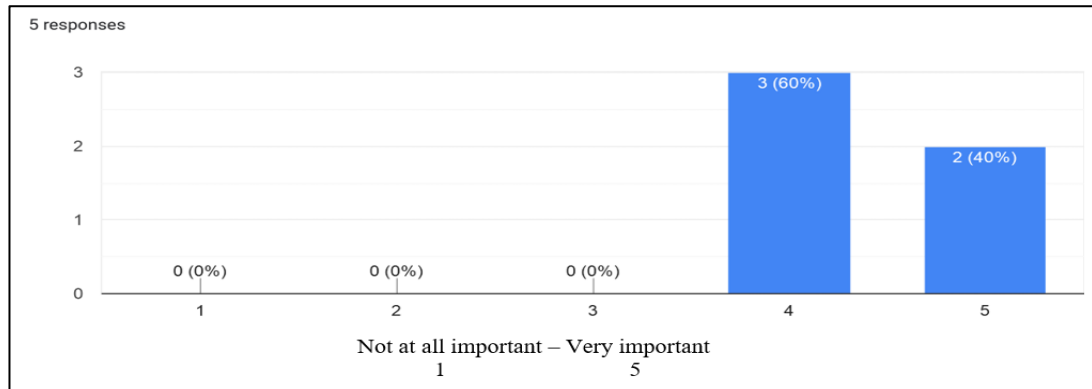

Figure 8. How important is the CRM software in your work field?

All of the users agreed that the CRM system is an important part of their work and most answered are toward important. Based on the survey 3 out of 5 respondents agreed that it is important and 2 out of 5 respondents answered very important. Overall, all the respondents agree that the CRM system is important to them.
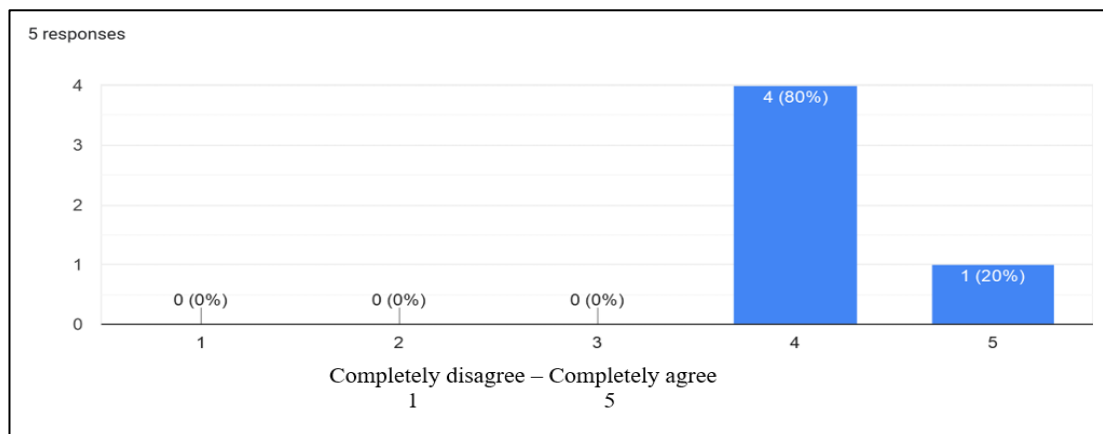

Figure 9. CRM software is easy to operate

Based on the survey results, the CRM system is easy to operate. According to the survey conducted 4 out of 5 respondents agreed that the CRM system is easy to operate, and one respondent very agrees that it is easy to operate. Overall, all the respondents can agree that the CRM software is easy to operate
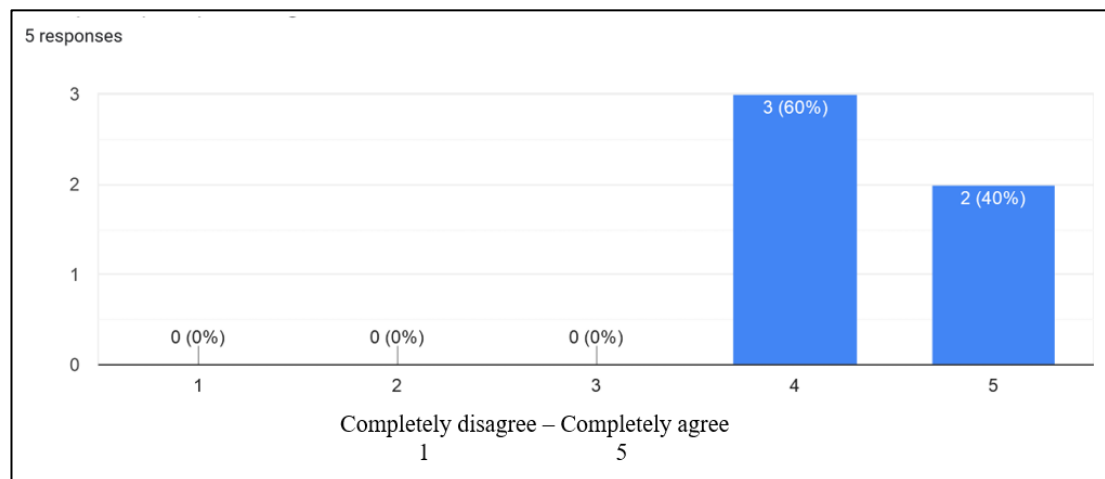
Figure 10. I adapted quickly to using CRM software.

Most of the users adopt the CRM software very quickly and this is due to the easiness of operating the system. Based on the survey results, all of the users can agree that the CRM system is easy to adapt. According to the survey, 3 out of 5 users agreed that they have adapted using the CRM system quickly and 2 out 5 respondents completely agreed that they adapted quickly.

9.2 Impact of the CRM

The CRM system has provided various impacts on the user's work efficiency and improve overall business performances. According to the survey, all the respondents agreed that the CRM software has improved relationships with clients and provided various ways in targeting the right customer groups. Most of the data about a customer can be found easily since it can search using tools such as tag. Business performance has been improved through the use of the CRM software and all of the respondents have agreed that the system provides different ways to interact and target through the benefits of different tools on customer data management. Based on the survey 4 out 5 respondent that agreed that the business performance has improved.
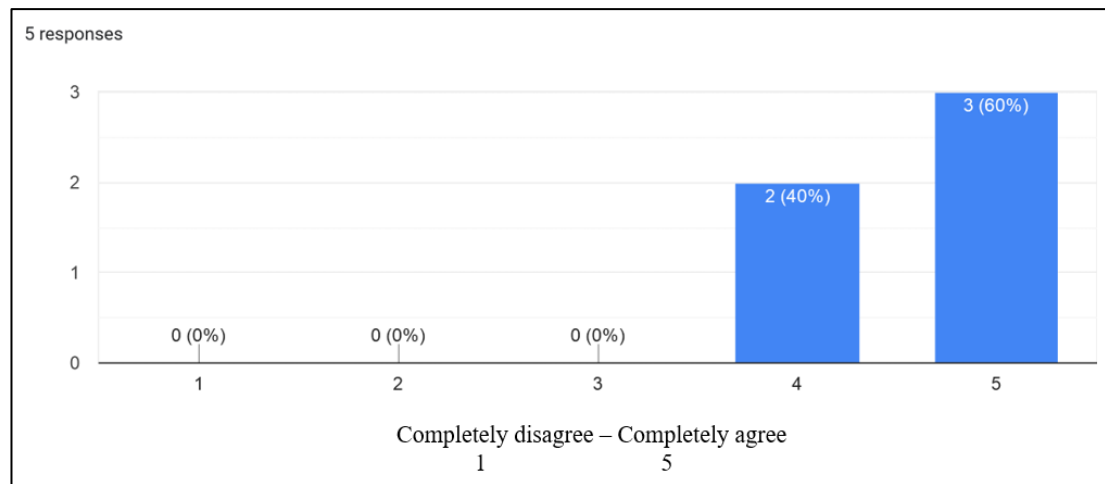
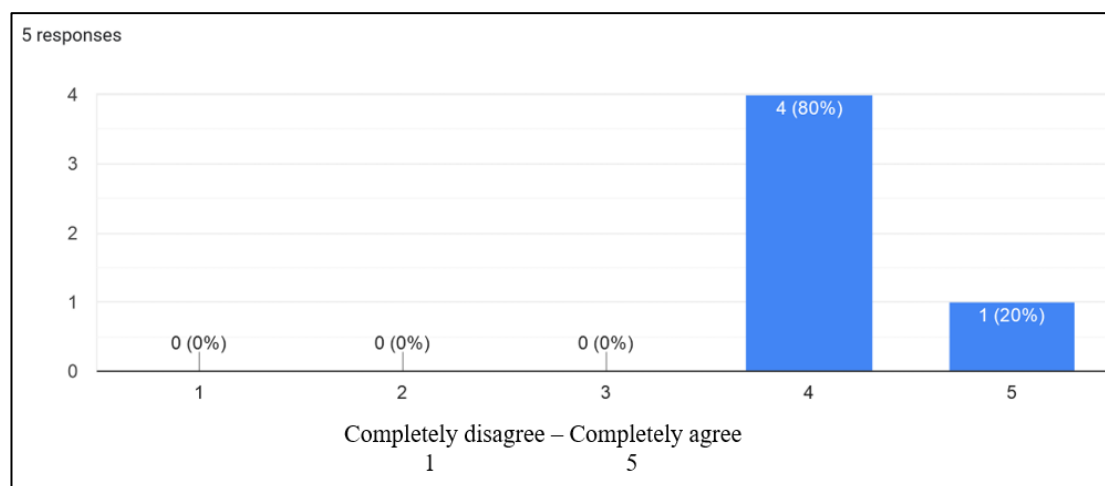Figure 11. The CRM software improves relationship with client.

Figure 12. The CRM software improves the profitability of our organisation.

When a business performance improves so does the profitability of the business. Through the CRM software, the users can target the right customer groups to sell and advertises its services and products with useful tools that provide an effective way of doing it. According to the respondents, CRM software help reduces the time in searching for customer's data. Based on the survey conducted, 4 out of 5 users agreed that CRM has improved the profitability of the organization, and one respondent completely agreed with the statement. Overall, the CRM system has improved relationships with clients, business profitability, and performance.

9.3 Functionalities and design of CRM

The main purpose of a CRM system is to help companies manage customer relation-ships through data and automation. The current CRM system has various functionali-ties that are useful to users of Satakunta Chamber of Commerce. According to the survey conducted, 4 out of 5 respondents agree that they are satisfied with the func-tionalities and technicalities of the current system. Based on the result of the survey, there are several reasons why users are satisfied with the functionalities of the system.
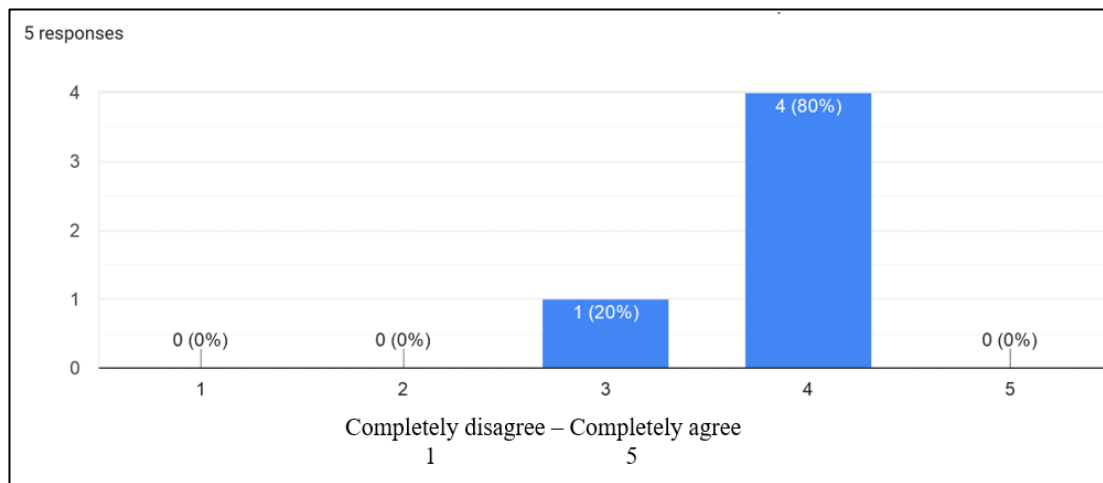
Figure 13. Satisfied with the functionalities and technicalities of the CRM system

Through analysis of the survey, most of the users agreed that the CRM software help improves the relationships with its clients. Useful in its functionalities have provided a various way in segmenting client. Tools such Tag have been useful in targeting the right clients this lead to improve in sales, improve marketing strategy and provided a different option for the communication
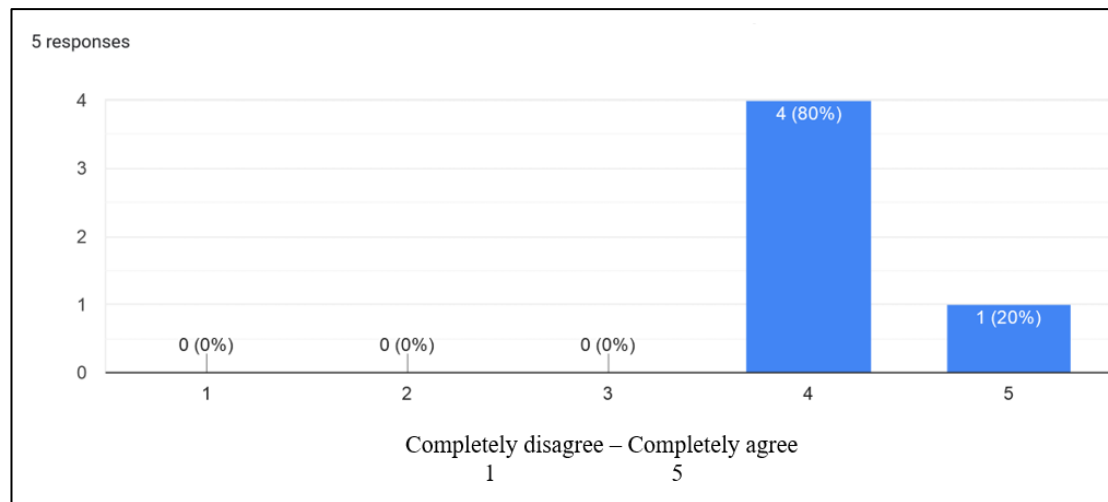
Figure 14. Searching customer information when using the CRM system.

The CRM has improved the way how the users obtain information about its clients, now all the data system between different department is integrated. Data can be organized and managed in more efficient ways. Users can search client's information through various tools such and the data is in one place and can be accessed remotely at any giving moment. Most of the users agree that CRM is providing the marketing automation tools that they need. The organization used its media platform all the time to advertise and improve awareness of its brand. The marketing automation tools help the organization design their content better.

Based on the survey, 4 out of 5 users agree that it is easy to use the CRM software to search for customer information and one respondent completely agrees with the statement. Overall, all of the respondents agreed that using the CRM system has improved in searching for customer data.
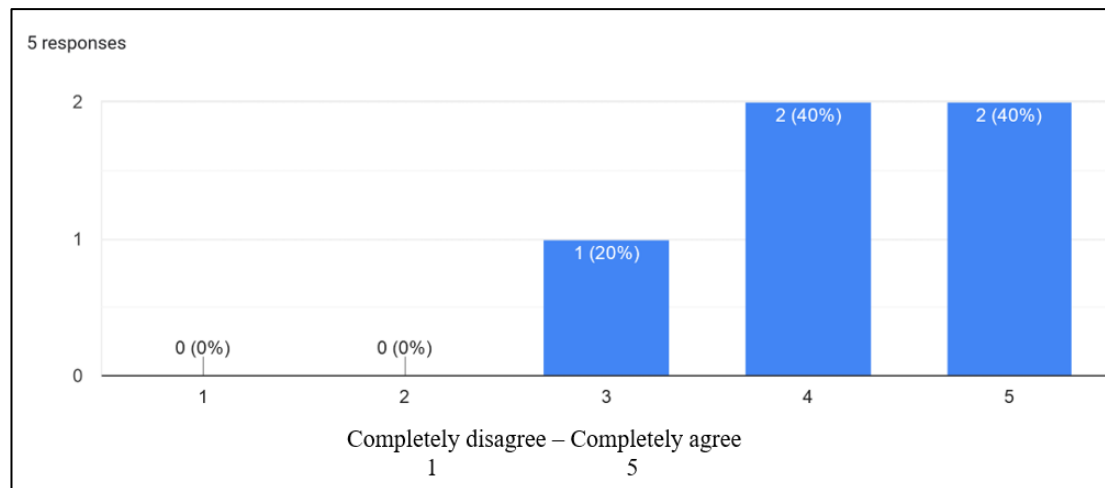
Figure 15. Visual information of the CRM

Visual information and design of the software play important roles in how users can navigate and used the software better. Based on the survey, 2 out of 5 respondents answered, "very agree" and 2 out of 5 answers "agree" on the visual information. Visual information is an important element to have for better data interpretation and clarity in the data gain. Lack of focus on visual information can cause difficulty to navigate and can easily cause an error in data reliability.

Based on the observation done on the CRM system, visual information of the system is simple and there are no issues with understanding or finding information when operating the system. The CRM can be designed to suit the user needs but there is a limitation to the customization of data display. With its simple design and information structure, most of the respondent agreed that they learn quickly in adapting to the software without major difficulty when using and learning it

Data about a customer can be easily obtained from the software since the usability of the CRM software has provided a positive experience to the users. According to the survey, most of the users agreed that experience in operating the software is satisfying, and rarely they stumble upon an issue that could not be solved personally. The reason is due to its simple design and visual information.
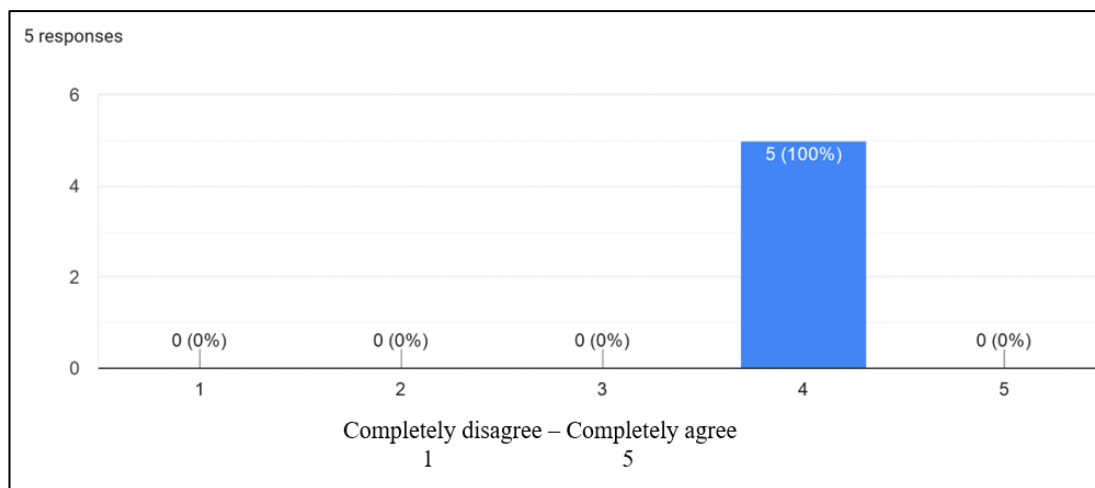
Figure 16. Style and design of the CRM.

The style and design of the CRM system are simple. Based on the survey all the respondents have agreed that the style is modern and innovative. When employing the CRM system having a simple design, play an important role in how users can learn and used the system without difficulty. Element such as font, background colour, button, toggle, search button needs to be easy to recognize and use. In conclusion on the survey, users all users can agree it has the design that they need and match with its business ideas.

9.4 Challenges of CRM software

According to the survey, users face several challenges when operating CRM software. Based on the survey, 4 out of 5 respondents agree that the system is lacking functionalities, but it does not mean that they are not satisfied with the functionalities provided but it is insufficient to the user needs. Importing existing data from the previous software was a challenging task since both of the systems do not integrate between one another and most of the data was manually transferred by hand. According to the survey, 2 out of 5 respondents agreed that the system does not have integration with other systems that they need.

Openness in customization of client data can be useful for the users and since there are limits to what the users can add and customize, users can only use and construct customer data the way how it has provided to them. Through the observation of the CRM

software, there is information about customer data is not available to add or to display. Visibilities in some of the categories of customers data such as in export & import country can be useful information for users. The more detail users can add about their clients, the more data they can gain and understand the client better.
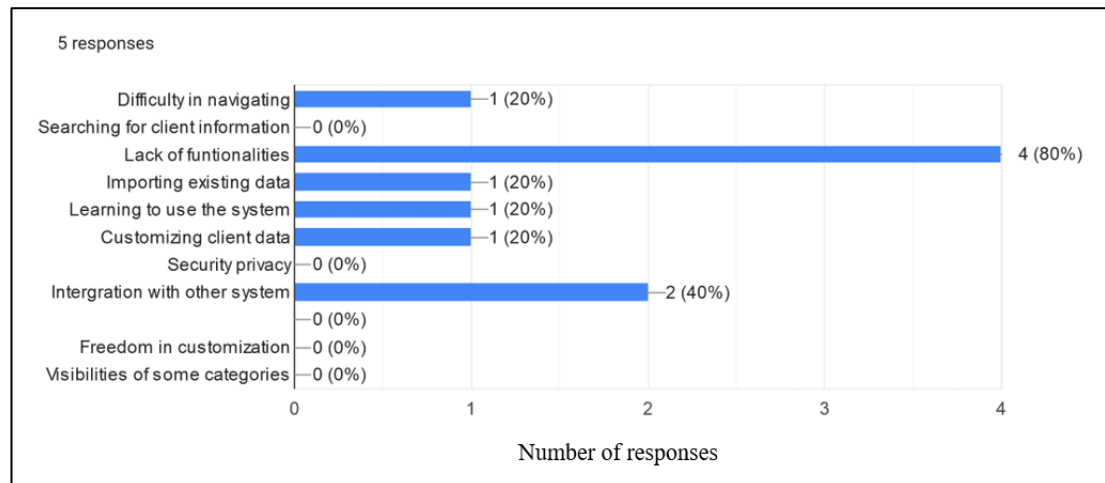

Figure 17. Biggest challenges of the CRM

Based on the survey, there are several difficulties that users stumble on such as, difficulty in navigating and learning on how to use the system. Since there are no instructions or guides that can be used when there are issues that need to be solved. The reason for this is because the system is continuing to develop throughout the years and having instruction books can be unnecessary if there are changes constantly to the system. According to the survey, all the respondents agreed, when there are issues it will be solved by asking help from colleagues. Users rarely face an issue that they cannot solve, and all the respondents agreed on that.

The most important about a product that still under develops having a great service provider is important. The CRM services provider has provided great services and responsive to questions or concerns about the system. Based on the survey 4 out of 5 respondents have answered that the services provider has been helpful and responsive when there are that issues that needed to be solved.

The challenge the CRM software is in its reliability of the client's information. Since most of the time information needs to be updated manually and this can be time consuming. Certain issues can cause the reliability of information about clients such as changes of information, for example, business address, phone number, email or business went into bankruptcy. The problem is the organization does not have the time to check this type of information all the time, update and recheck it. Most of the clients do not inform the organization about this matter. With a large number of clients in the system, double check all client information can take a while. Tagging tools are useful but it only can be used to tag single data at a time.

9.5 Advantages of CRM Software

The CRM software has provided various solutions and improvement to the user work process. Most of the users agreed that the system has many advantages when operating it and according to the survey 4 out of 5 respondents selected it is easy and simple to operate in updating, managing, and organising customer's information. Other advantages such as, help to improve customer services, provide better team communication, improve work efficiency, track customer activities.
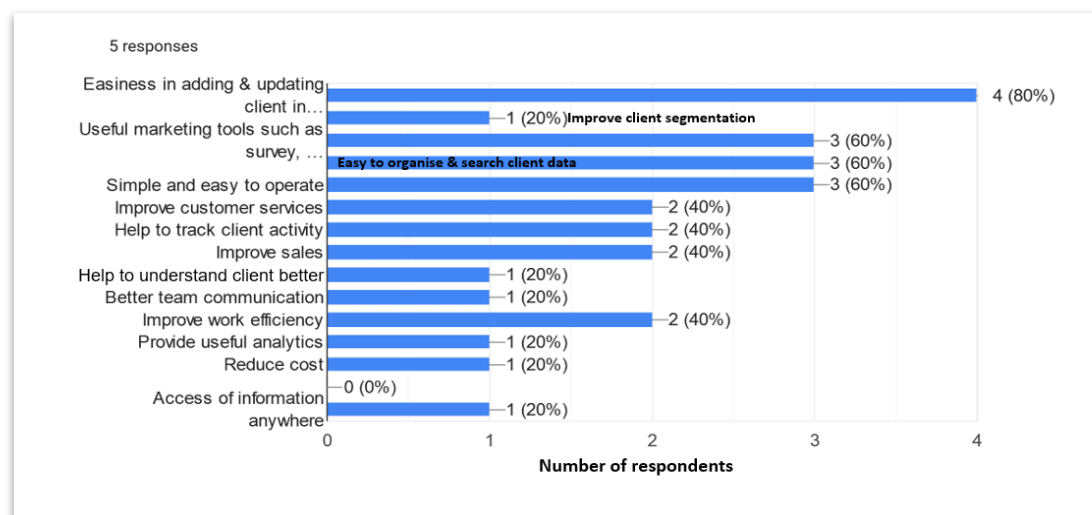

Figure 18. Most important advantages of the CRM

Marketing is one of the main ways how the organization improves its profitability and all the respondents agreed that marketing is the main reason that they operated the

CRM system. The advantages of operating the CRM software, it provides useful marketing tools and analytical data that can be used to improve sales and customer acquisition. In the survey 3 out of 5 respondents agreed that the CRM software has useful marketing tools. Through observation on marketing automation of the software, it has provided effective ways in designing the organization media platform contents and users are satisfied with the way how the CRM has improved their marketing strategy.

One of the advantages of the CRM software is that, it can be accessed anywhere at any time. Users can access the client's data through the organization website and the whole CRM system just by log into their personal account. It is a type of cloud data storage access and it is beneficial in gaining information needed or solving issues of clients. Cloud technology helps to connect and collaborate with clients and other users.

9.6 Evaluation of CRM software

Based on the research on the survey most of the users agreed that the CRM software has provided great use of experience and is satisfied with the functionalities of the software. According to the survey, 4 out of 5 respondents rate their experience in operating the system is good. Usually when users have great experience in operating the software meaning it has high usability. Since usability plays an important role when designing a system, the service developer has done great work on usability.
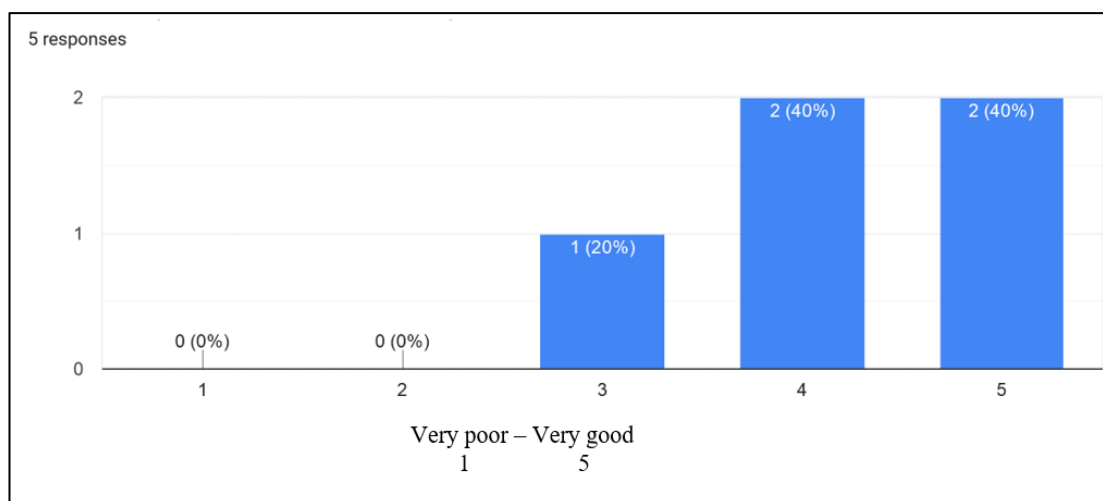
Figure 19. Rate on the CRM software

Overall users are satisfied with the current CRM software. According to the survey result, 4 out of 5 respondents satisfied with the overall CRM system. All the respondent has provided positive feedback on the quality and services has provided to them but there are certain aspects that can be improved.
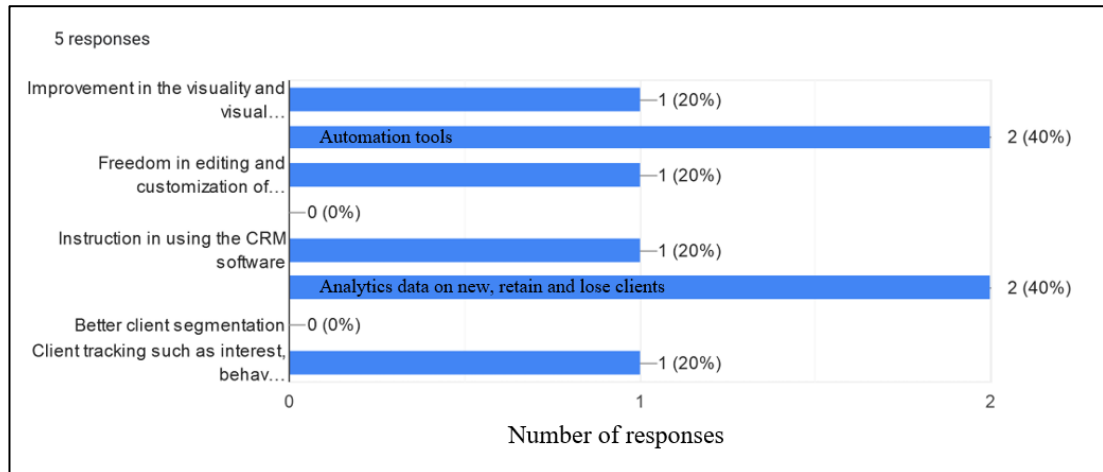
Figure 20. List of improvement that can be made on the CRM

There are advantages and disadvantages in operating the CRM system and it has been useful to all the users on having the tools that they need. Thus, improvement can be made on the CRM system. Based on the survey there are several things that are listed by the respondent that can be improved such as, visualities and visual information, more tools, freedom in editing and customizing, more analytical data about customers such as retain and lose customers and better way in tracking client activities.
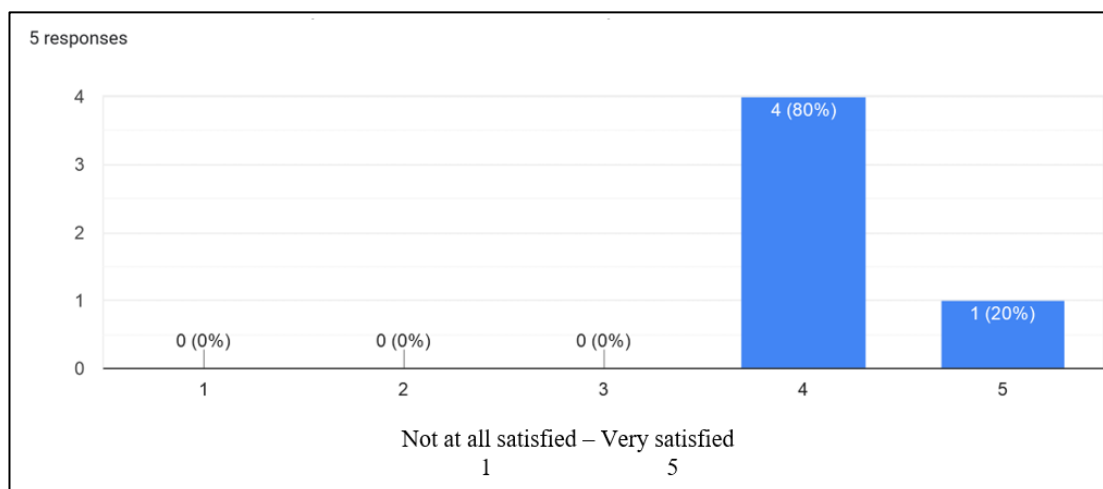
Figure 21. Overall satisfaction on the CRM software.

Based on the survey, the overall benefits the system has provided to the organization and users have been positive since the beginning and benefits they gain has improved overall business process and business profitability. The impact that the CRM system has provided to the user work productivity and performance show in the results of the survey. Better use of customer data is important to the users and having a data management system that is easy to organize, obtained information, and manage, is beneficial to the users and customers too. Analytical data and marketing automation are great tools to have in the types of industry that the organization is focusing and based on the survey, the current CRM system has provided the marketing tools that the organization needs. The transition from the previous CRM system is a wise decision for the organization.

9.7 Overall survey results

Overall survey results, all the users have been using the software system for more than 6 months. The users adapted the CRM software very efficiently due to its simple design and have provided instruction during and after implementation. The user rarely faces issues when using the system and most of the time issues can be solved personally or asking a colleague for help. The responsiveness software vendors have provided great service in solving problems or issues.

All respondents agreed that the CRM software is important to their work and it is used frequently for different purposes such as marketing and sales. The CRM simple design has made it easy for users to operate, finding customer information, and managing customer data. The functionalities and tools of the CRM software provided a positive impact on profitability, improving work performance, and has helped to improve relationships with clients. Most of the users can agree that they are satisfied with the quality and functionalities of CRM software.

The users face several issues when using the software such as difficulty in navigating, searching client data, importing and customizing existing data, and integrating with other systems. The CRM system also provided various advantages such as easiness in

updating client's data, useful tools to organize and track customer data, easy to operate the system, provide useful analytical data and all the data can be access anywhere.

10 SUMMARY & CONCLUSIONS

10.1 Summary

The purpose of this research is to find out the benefits of Customer Relationship Management used in of Satakunta Chamber of Commerce. The CRM system is an important part of the business process to the organization and to know how they can maximize the benefits and understand the impact that the CRM system is providing to the organization is important.

The foundation of Customer Relationship Management is built around customer data information and it can be used to increase revenue. The profitability of a business can be improved by focusing on three different customer processes, customer acquisition, retention, and profitability. The benefits of CRM allow the company to acquire and retain customers in the most effective ways. Successful customer acquisition and retention provide a significant impact on cost reduction and improve profitability.

There are many different types of CRM software available in the market, knowing which to select can be a difficult task. Since there are different types of design, functionalities, size of the database, system automation, and price of the CRM system. When implementing a CRM system, it is crucial to identify the purpose and objectives of the implementation. Having the right team and planning process helps to create a smoother implementation

There are two types of strategies that need to be more focus when implementing CRM system, customer and business strategy. Determining business strategy is an important part of selecting the right CRM that are fits with the organization's business goal in order to improve the internal and external business environment through a CRM im-

plementation. Through the right customer strategy, businesses can target the most profitable customers, manage customer's data efficiently, and maximize customer acquisition, and retention.

The validity and reliability of the questionnaire were sufficient, and the results gain has answered all the questions needed. Searching for sources about CRM was not a difficult task since there were many studies that had been done in the past and the foundation of CRM is from marketing.

10.2 Conclusions

The CRM system implementation was well plan and the organization ensures that the transition of changing the system can affect the whole organization's work process. The previous system was insufficient with the organization's goal and a decision was made to improve the business process and improve work productivity. The beneficial impact of the transition to a different system can be seen. The employees are satisfied with the change and the service provided by the software vendors. Through evaluation of the current system has provided better functionalities and tools to the organization and it fits well with the business objectives and goal. The improvement has provided a significant impact on the social media awareness and helps to increase the brand and value of the organization.

The main goal of the research results to provide information about the benefits of the CRM software the organization is currently using. Through the research results, the organization now can understand its current system better than before and through the data collected, it can help to create a strategy and improve a certain aspect of the CRM software. All the disadvantages and advantages of the software have been identified.

Throughout the research process, is has been easy and smooth in gaining important information and there were no particular challenges that were difficult to solves. Most of the time, the issues are finding out the right sources and understand the structure of the thesis. It was a struggle but through conducting more research, all the issues were successfully solved.

A CRM implementation consist of different types of process and each process are depending on the size of the organization and types of CRM system the organization need. Also, it is important to know the objectives and goals of the implementation. The main objectives of the implementation are to have a data system that integrated into various departments such as marketing, sales, accounting, and social media. Having a data-based system that can be accessed, operated, and manage easily is important to the users and organization. Through improvement of system integration, it allows to have better data understanding when all the department is connected between one another.

10.2.1 Clients of Satakunta Chamber of Commerce

The organization main goal is to improve its brand awareness through the media platform and increase client acquisition and retention. The organization currently has more than 1500 members registered in its system and managing it throughout the year can be a difficult task to do. Through the right customer strategy, the organization can improve its profitability by selecting the most profitable clients to nurture. A customer strategy focuses on how to target the right client, understanding the cost of serving and profit generates by the clients.

Through observation of the research, there are a number of reasons why some clients uninterest in buying a product or services of the organization. Lack of understanding between business and clients or implementing wrong customer strategy can be the reason. Every customer has different needs and interests and most of the time businesses do not really focus on it because of its large number of clients. The way how businesses can benefit from the CRM system is through the use of analytical data about customers. Usually, the most profitable and loyal customers are the ones that are most actives in interacting with companies. Data analytical provide information such activities in opening email, answering a survey, or buying a product. Simple information can be useful to target the most profitable customers.

10.2.2 CRM software database

Customer data is an important asset to the organization and having a system that can organize customer data in the most efficient way, helps to minimize the time looking for the information and improves the accessibility. The current CRM software provided the simplest way of searching and extracting client data without having to go through 1500 registered member's data. There are two separate types of data repository the CRM currently has: client data and company data. There are various options that can be used to search for information about companies or members. Tools such as tags and search buttons are the most common ways of searching for information.

The most important advantage when operating the CRM software is the easiness of updating and adding client information. Through evaluation, the simplicity and design of the system are the reasons why it is easy for users to add and update client information. High usability usually in software creates a better experience for users to easily adapt to the system quickly, without constant help is needed. The advantage of the current CRM software is that most of the data can be accessed anywhere and at any given moment. This providing more options for the user and can solve issues quickly.

Customer segmentation is an important part of any business industry. It provides information on how customers can be grouped based on their interests, profitability, and costs to serve. The current CRM software has a tool that divides companies and clients into a separate group, and it refers to Tags. Tag is basically a way how pieces of information such as client information can be labelled, to make it easier to find. The downside of using tag is that it can be time consuming when it is done manually, each customer needs to be tag separately and most of the time users need to come up with name tags. The amount of work can be reduced if the number of people or companies can be tagged simultaneously.

10.2.3 CRM automation

The website is of one the main ways of how the organization improves its profitability, value, and brand awareness. The advantage of using the current CRM system is the ability to design and customize content for the website. It provided the tools in editing

the way how the content can be structure and strategies to have the most effective ways to increase the audience and improve brand value. Through its websites, it allows the organization to promote business and help to engage and attract more clients. Analytical data provide an understanding of how effective the website attracts audiences, how many prospects have visited, and how long do they stay on the website platform.

10.2.4 CRM implementation

When selecting the right CRM software, it is important to plan it together, choose the right vendors that are dependable, and have the right the knowledge in CRM system. Also understanding the organization's business goals and match it with the right system. CRM implementation is a time consuming and very costly project and each process must be schedule, plan, and evaluate to minimize the margin of error.

Cost of implementation must be considered since there are various types of CRM vendors out there in the market that convince that they have the best quality and cheaper price. It is common in every project that there will be issues and challenges, especially of CRM implementation. It is important to discuss with the team on costs, budget, and determined what is the reasonable cost for the implementation and negotiate with the software vendor in the total cost of implementation.

For the Satakunta Chamber of Commerce, the implementation of the CRM system was well planned, and all the employees took part in the negotiation and process of implementation. Training and instruction were provided during and after implementation. There were no challenges but there was an issue in data transferring from earlier CRM to the current CRM. Each system was lacking data integration tools and most of the data was transferred manually by hand.

Before implementing the CRM software, it is important to evaluate the quality of the software, functionalities, design and data information, size, and price. Creating a schedule or benchmark could help to provide a smoother process on the implementation and assign everyone a task and roles for the project. Most importantly is evaluating the CRM software beforehand.

10.2.5 Advantages and disadvantages of the CRM software

The users rarely stumble upon issues when using the software. Due to its responsive CRM vendor when problems occur it can be solved quickly. According to the survey, most of the users are satisfied with the service and quality of the CRM has provided. Most of the users experience positive ways of operating the software.

Measuring user satisfaction level was conducted through a survey questionnaire and based on the research results, most users are satisfied with the CRM software. The impact it has provided to the users has been. The easiness of operating CRM software is one of the reasons why users are satisfied with the system. Visual information plays an important role in making the system easier to learn, understand, and use. When information is display in its simple way and fewer texts shown, it improves users learning experience. According to the survey 4 out of 5 users are satisfied with the visual information and it provides a clear and understandable system. Based on the survey all users agreed that the style and design of the CRM software are modern and innovative.

Adapting the CRM system is depending on how complicated the system is, and how effective is the learning process in operating it. Most of the users have been using the CRM software for more than a year and it is an important part of user tasks to use the system. Adapting to the current CRM software did not take long for most of the users, because the nature of the system designs, implementation plan, and usability made the system easy to adapt. According to the survey, 4 out of 5 users adapted to the software very quickly.

There are disadvantages in operating the system and it can be improved to fits to user needs. In order to know what can be improved is to understand user perspectives and experience in operating the system. Even though it is still under development, but it has shown continuous improvement throughout the years and CRM vendor's have been responsive to user feedbacks. According to the user's satisfaction survey, lack of functionalities is the main reason why improvement needs to be made.

CRM software involves multiple functions and each function support primarily through databased. Data search is an important part of user working activities and

commonly used for data searching in marketing, sales, social media, and accounting purposes. An improvement can be made to the information display of clients and companies. Having types of information such as client's behavior, interest, the revenue of a company, number of employees, lost and keep customers, can be an important piece of information that can help to improve business profitability. These types of information are beneficial to their task and the more information they have about the client, the better they can understand them.

The current CRM software has a tool that divides companies and clients into a separate group, and it refers to Tags. Tag is a way how pieces of information can be labelled, to make it easier to find. The downside of using tag is that it can be time consuming when it is done manually, each customer needs to be tag separately. The amount of work can be reduced if the number of people or companies can be tag is adjustable.

YTJ is a common website use by the organization to search for a company information. YTJ or Business Information system is a website that consists of data information about companies in Finland. This website is a useful website for the organization because it helps to provide the information that they need such as, business addresses, types of industry, and business status (active or bankrupt). If YTJ and the CRM can be integrated, it would help to reduce searching time.

11 RECOMMENDATIONS

The CRM system has shown that it is dependable and has supplied various tools and benefits to users and organizations. Based on the results of the research and survey conducted, there are improvements can be made to CRM software such as system integration, tools and functionalities, customization of customer data and categories display, improvement in customer data management, and sales automation. There are advantages and disadvantages to the CRM system, and finding it is a crucial part of the research.

Most importantly the organization needs to know if the current system is providing the benefits they need and not just because it is cheap or simple to use. Using metrics or develop a model can be useful and help to measure its business performance and profitability. CRM is an investment and investment should be profitable and since employing CRM can be costly and without knowing the impact it provided, the organization cannot know whether it is a good investment or just a waste of money.

The organization did understand well with the implementation of the CRM software and it was well planned but there are certain aspects and elements that they missed in noticing. When selecting a CRM software, it is important to make sure that the organization identifies the problems they are facing, how it can be improved, and what do they need to do to improve it. Usually, employees are the ones who can identify internal issues and external issues of a business. Employees play the main roles in how productivity and business performance can be improved. Users can identify what types of issues that can cause slow to their work process and how it can be solved. Slow on the work process, equal poor performance and poor performance mean a decrease in revenue.

When selecting a CRM software, the organization need to inspect and test the system themselves to ensure that it fits what they need. Since the current CRM system continues to develop and not into its full functional system yet, it can be difficult to evaluate it. Top management involvement is an important part of the implementation and lack of support from the higher executive of the organization can lead to a poor implementation process. Lack of instructions and follow-up training can cause anxiety to the users and it will cause misuse of the system that can result in poor handling which leads to poor results.

System automation is a crucial part of CRM and it is where all the useful tools are. Since the main revenue of the organization is providing different types of documentation services and organizing events and development programs. Having the right marketing automation tools can help to increase awareness of they are services and this way they can advertise their services effectively.

Magazine sales are one of the main ways of how the organization keeps clients entertained, interest, and improve brand awareness. Having wider options and different tools to target the right client can be useful. Data such as lost, new, and keep customers can help understand why some clients are not interested in buying it. Not having the right sales automation can cause various issues such as weak sales, targeting the wrong client, and loss in clients. Having more deep detail on to who the magazine is selling to, is important.

Through the observation of the research, the responsiveness of the software vendor to solving an issue is noticeable. Having a software vendor that knows about CRM and understood well with what the organization needs are important. Usually, the one who develops the system knows better about the current system, know how it can be improved and what is the limitation in what the system can do. Having a dependable software vendor is crucial to have an effective CRM system.

Analytical data is an important part of the CRM system and the organization needs to benefit the data gain from various business benefits to improve revenue or develop business and customer strategy. The organization should use the analytical data more often and improve its revenue through data available about customers. Simple data such as, who open the survey, who answer the survey, who is the most actives customers, or who interact more with the organization. This simple data tells a lot about clients, organization should benefit this data for various strategy or improvement.

Client information is an important asset to the organization and having more data about the clients can be useful to the user. The more data available to users will help them to understand the client's betters. The organization needs to improve data information about customers through customization of customer's data display. Certain categories are empty on left on display but there is no place added the information. Certain issues with the list of information about customers need to be fixed and update. There are also unnecessary categories about clients that are useless to the types of business the organization is focusing on. The service vendors need to know the business industry of the organization better, to develop tools that can be helpful to the users of the organization.

The organization has more than 1500 clients registered in its system. Organizing, updating, and managing the data can be time-consuming. Customer data need to be updated and checked daily, to ensure the reliability of the information use. Usually when a company went into bankruptcy or clients are no longer working for a company or change of business address can be an issue. Most of the time clients do not provide these types of information to the organization and sometimes letter or membership bills are sent to them and this can cause loss and extra cost to the organization.

The organization needs to have once a month meeting with the software vendor, to evaluate the system. Understanding and knowing what needs to improve is crucial if the organization wants to have an efficient and effective business process through the CRM system. Addressing all the key issues during the meeting that need to be solved, a list of the pros and cons, and what can be improved with the current system.

12 FINAL WORDS

The research on the topic of CRM system has provided a deep understanding of what CRM or Customer relationship is and what is the main purpose of it and benefits that it can provide. It is very useful knowledge to know about CRM systems because most of today companies have a system where they collected and store information about their customers. But the most important question is, do companies know what they can do with the information they have. The benefits of having customer information are the most valuable thing a business can have, only if a company knows what to do with it and how to benefits out of it.

At the beginning of the research on the CRM system, the understanding and knowledge about CRM were absolute zero. I have no idea what CRM was about but, based on the sentence itself Customer Relationship Management seems like a simple idea. Improving relationships and managing customer's information. CRM is more than just nurturing and managing customer data. It about building a company to its full potential through the help of automation tools and customer data.

CRM system was built on the foundation of marketing and it is marketing but more technologically and effectively way. With technological advancing and improvement in IT sectors, CRM will develop into a more advanced system. Today with AI or artificial intelligence embedded in the CRM system, most of the work does not need human power anymore. Most of the work is done automatically by AI.

Focusing on the research on the benefits of CRM used in the Satakunta Chamber of Commerce. There was difficulty in conducting the research that cannot be solved personally since research on CRM has been done in the past and resources can be found easily through different sources such as Finna, EBSCO, and Ebook. There are lots of articles and about CRM that can found and were not challenges in obtaining sources but knowing what types of information needed can be difficult.

The organization employees and the CEO have been helpful for the research by supplying all the information needed for the research. There is something that can be done differently, such as knowing what should be in the literature review. Using the conceptual framework was useful but it is important not to focus to deep into a certain process since CRM has different fragments and elements to it. Software design also important in understanding the benefits of CRM but then it will take the research deeper into developing CRM instead of looking for the benefits of CRM. Creating limitations when conducting the research would be useful.

Researching on the CRM software for the organization was a great opportunity and learning experience. To me, the organization needs to understand its CRM system better since it still has not been measure in its impact and benefits it has provided to the organization. The result could help the organization to improve a certain aspect of their business.

Conducting this research was enjoyable and challenging at the same. There was difficulty in understanding which methodologies would work on this type of research and starting of research was a bit slow but once, when I interest in wanting to know what is CRM, it helps to boost the motivation of conducting the research. Overall experience in the research has been positive and I am satisfied with the results.

For the research quantitative method was used due to the small number of populations. In the beginning, qualitative was the first-choice method, due to change in circumstances quantitative method was used for the research.

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APPENDIX 1

Survey: User satisfaction on used of the used CRM software

Target population: Employees of Satakunta Chamber of Commerce

1. How long have you been using the CRM software? a) Less than 6 months b) more than 6 months c) More than a year

2. How often do you use the CRM software? a) daily b) 2 or 3 times a week c) once a week d) 2 or 3 times a month e) Once a month or less often

3. How important is the CRM software in your work field? Scale from 1 (Not at all important) – 5 (Very important)

4. CRM software is easy to operate. Scale from 1 (completely disagree) – 5 (completely agree)

5. I adapted quickly to using CRM software. Scale from 1 (completely disagree) – 5 (completely agree)

6. The style and design of the CRM software is modern and innovative. Scale from 1 (completely disagree) – 5 (completely agree)

7. The visualization of information in the CRM software is clear and easy to understand. Scale from 1 (completely disagree) – 5 (completely agree)

8. The CRM software helps to improve the relationships with the clients. Scale from 1 (completely disagree) – 5 (completely agree)

9. If you agree with the statement, please explain how CRM software helps to improve the relationships with the clients. (Open-ended question)

10. The CRM software improves our organisation's business performance. Scale from 1 (completely disagree) – 5 (completely agree)

11. If you agree with the statement, please explain how CRM software helps to improve your organisation's business performance. (Open-ended question)

12. The CRM software improves the profitability of our organisation. Scale from 1 (completely disagree) – 5 (completely agree)

13. If you agree with the statement, please explain how CRM software helps to improve the profitability of your organisation. (Open-ended question)

14. How often do you search for customer information when using the CRM system? a) daily b) 2 or 3 times a week c) once a week d) 2 or 3 times a month e) Once a month or less often

15. What are the main reasons that you search for customer information? a) Marketing purposes b) Sales purposes c) Financial accounting purposes d) Social media purposes e) Business strategy purposes

16. It is easy to search for necessary customer information when using the CRM system. Scale from 1 (completely disagree) – 5 (completely agree)

17. It is easy to manage, organize and add customer information when using the CRM system. Scale from 1 (completely disagree) – 5 (completely agree)

18. I am satisfied with the quality and services that the CRM software has provided. Scale from 1 (completely disagree) – 5 (completely agree)

19. I am satisfied with the functionalities and technicalities of the CRM system. Scale from 1 (completely disagree) – 5 (completely agree)

20. I often face some issues or problems when using the CRM system. Scale from 1 (completely disagree) – 5 (completely agree)

21. If you agree with the statement, please explain how you try to solve these issues or problems. a) call the service provider b) asking my colleague c) Trying to solve the problem myself d) ignore the issues

22. The service provider has been responsive with my questions or concerns about the current CRM system. Scale from 1 (completely disagree) – 5 (completely agree)

23. What are the biggest challenges when using the CRM software (multiple selection)? Difficulty in navigating, Searching for client information, Lack of functionalities, Importing existing data, Learning to use the system, Customizing client data, Security privacy, Integration with other system, Organising and managing client data, Freedom in customization, Visibilities of some categories

24. What are the most important advantages when using the CRM software (multiple selection)? Easiness in adding & updating client information, Improve client segmentation, Useful marketing tools such as survey, email etc, Easy to organise & search client data, Simple and easy to operate, Improve customer services, Help to track client activity, Improve sales, Help to understand client better, Better team communication, Improve work efficiency, Provide useful analytics, Reduce cost, Help to keep in touch with client, Access of information anywhere)

25. What would you like to improve to the CRM system (multiple choices)? Improvement in the visuality and visualization of information, Functionalities and technicalities such as marketing, sales and financial accounting tools, Freedom in editing and customization of the CRM, More communication channel with clients, Instruction in using the CRM software, Analytics data on new, retain and lose clients, Better client segmentation, Client tracking such as interest, behaviour, activities etc.

26. How would you rate your experiences operating the CRM software? Scale from 1 (Very poor) – 5 (Very good)

27. How would you rate the current CRM system of Satakunta Chamber of Commerce? Scale from 1 (Very poor) – 5 (Very good)

28. Overall, how satisfied are you with the current CRM system? Scale from 1 (Very poor) – 5 (Very good)

29. Word is free. What else would you like to tell in this survey? (Open-end question)