

Customer Relationship Management practices implementation for successful business development in a transport industry

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Abstract

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Abstract <p>Efficient Customer Relationship Management nowadays is regarded as one of the core drivers for the success of a business and many efforts are put into finding the suitable approaches assisting in handling relationships with current and potential customers.</p> <p>The purpose of the thesis was to investigate what CRM practices are leveraged in a transport industry company for business prosperity achievement. The focus is put on exploration of Customer Relationship Management practices implemented in a case company and in logistics and transportation sector in general and on the comparison of the findings with the theoretical grounding. In order to fulfil the objective, the deductive approach and qualitative research method were utilized. The primary data was collected from interviews held with the employees and the CEO of the case company. The secondary data was collected from different written sources, such as books, articles, journals, lecture notes and Internet sources.</p> <p>The key findings and results, which answers the research questions, are presented after the theoretical and empirical parts exploration. The main findings reveal that the transport industry company utilizes common CRM approaches as well as has several singularities connected with CRM utilization, such as addressing Marketing and Logistics cooperation.</p>		
Keywords Customer Relationship Management, Customer Experience Management, Marketing, Logistics, Transportation		

Contents

1	Introduction	1
1.1	Research background.....	1
1.2	Case company	1
1.3	Research problem.....	2
1.4	Research questions	3
1.5	Objectives and delimitations	3
1.5.1	Objectives	3
1.5.2	Delimitations	4
1.6	Thesis structure.....	5
1.7	Methodology and data collection	7
1.7.1	Interview design and data acquisition	8
2	Theoretical framework	10
2.1	CRM concept definition and key objectives.....	10
2.2	Main types of Customer Relationship Management.....	10
2.2.1	Operational CRM	10
2.2.2	Analytical CRM	11
2.2.3	Collaborative CRM.....	12
2.3	Key processes of CRM.....	12
2.3.1	Strategy development.....	12
2.3.2	Value creation.....	14
2.3.3	Multichannel synthesis.....	15
2.3.4	Data management	15
2.3.5	Performance evaluation	16
2.3.6	Differences between CRM in B2C and B2B companies	16
2.4	Customer Experience Management.....	17
2.4.1	The concept definition.....	17
2.4.2	The importance of CEM to the company	18
2.4.3	Customer Experience strategy fundamentals	19
2.4.4	Customer strategy and customer journey map	21
2.5	CRM and Marketing	22
2.5.1	Customer segmentation.....	22
2.5.2	Customer satisfaction	24
2.5.3	Customer retention	25
2.5.4	Customer loyalty	26
2.5.5	Customer Lifetime Value	27
2.6	CRM implementation in logistics and transportation sector	28
2.6.1	The significance of CRM implementation in the sector	28
2.6.2	Benefits of logistics CRM systems utilization	28
2.6.3	CRM through Marketing and Logistics departments cooperation	29
3	Empirical Research.....	31
3.1	Data collection and correspondence with research questions	31
3.2	CRM prioritization.....	32
3.2.1	CRM strategy essentials during the pandemic	34

3.3	Customer journey management	35
3.4	Organizational culture.....	37
3.5	Marketing efforts	38
3.5.1	Singularities of marketing activities.....	38
3.5.2	IBM Watson Marketing	38
3.5.3	Customer segmentation.....	39
3.5.4	Customer retention	40
3.5.5	Advertising.....	42
3.5.6	Customer channels and data management	43
3.6	Performance evaluation	44
3.7	Marketing and Logistics cooperation.....	45
4	Conclusion	47
4.1	Key findings and discussion.....	47
4.2	Benefits of CRM focusing.....	48
4.3	Recommendations for the case company	49
4.4	Suggestions for further research	50
5	Summary	52
	List of figures	54
	References	55

Appendices

Appendix 1. Interview questions

1 Introduction

1.1 Research background

In a modern world, efficient customer service is undeniably one of the core drivers of promotion of the business and provision of a great customer experience is one of the most significant goals of every company. In the past several decades, Customer Relationship Management has played an important role in business operations of every company and is leveraged in order to stay competitive on the market and explore rises in productivity and profitability.

Customer Relationship Management is utilized for supporting connections between an enterprise and its existing and prospect customers as well as for nurturing long-term business relationships. The main mission of CRM is coherent with exploration and interpretation of information concerning the history of customers and the focus is put on customer retention methods advancement. (Zeynab, Batool, Farnaz & Nima 2018.) The system implies the involvement of all departments of a company incorporates a variety of actions and approaches that need to be addressed for the successful implementation.

A case company that is addressed for the empirical research on the theory was chosen according to the excellent performance achieved by the company through Customer Relationship Management practices implementation and to practical observations received during the internship period, spent in the company.

1.2 Case company

The company "Interservice" was established in St. Petersburg in 1995. It is a transport company with excellent logistics operations and with its own fleet, comprising several vehicles such as luxury cars, tourist buses and minibuses. Since the foundation of the company, the focus has been put on providing superior customer experience to corporate clients, which are commercial companies, state and non-governmental organizations. The company is the official transport operator of large-scale events of national and international level; it provides a variety of services, such as bus rental, transportation of children, organization of transfers, corporate shuttle

service, fleet outsourcing and other services. The company also provides qualified personnel for organization and support of transportation, including licensed guides and interpreters. (Interservice 2020.)

The company is highly committed to developing an efficient CRM practices and addresses the cooperation among departments as one of the main contributing factors. The company has several departments: sales department, customer department, HR department, PR department, and legal department, transport department, IT-department, CEO's reception, accounting department and workflow department.

Interservice is among the leaders in transport services provision and its core distinctive advantages are prominent level of service, reliability, and professionalism, 24-hour dispatch service, flexible pricing policy with loyalty programs for regular customers, individual approach to each client, his needs and requests and prompt provision of transport in the required volume. (Interservice 2020.)

The empirical research represents the major insights and key findings related to CRM practices implemented in a company obtained via the primary data collection. For the purpose of the data collection, the interviews were conducted with the CEO of the company as well as with the marketing department manager in order to analyse the effectiveness of Customer Relationship Management activities addressed in the company.

1.3 Research problem

Nowadays Customer Relationship Management practices are developing rapidly and the opportunities that they provide are expanding, which results in multiple benefits obtainment from their implementation for the majority of companies around the world. The transportation industry companies have real needs in terms of sharing customer information, detecting and monitoring business opportunities, handling complaints and other connected issues. These are all major challenges for this sector and therefore it is needed to figure out what CRM practices are efficient to be leveraged by a transportation company.

The aim of the research is to investigate what CRM practices can be addressed in transportation industry and how their implementation can contribute to improvement of business performance of a company.

1.4 Research questions

It is undeniable that research questions are necessary in order to reveal what is needed to be found out and they provide a work with a clear focus and objective. The questions should be practicable in terms of following of the timetable and in terms of possible research delimitations (McCombes 2021.) Moreover, clear research questions pose a focus of the study and reflect core purposes of the research paper.

The main research question that is answered during the study is: What CRM activities are leveraged in a transport industry company for successful business development?

The sub-questions could be determined in order to get explicit and accurate answers, and the sub-questions are the following:

- 1) What singularities does the transport sector has regarding CRM activities implementation?
- 2) What is the relevance of CRM activities implementation for the transport industry?
- 3) What marketing activities are addressed during efficient CRM pursuit?

1.5 Objectives and delimitations

1.5.1 Objectives

A definite objective determination is indispensable step assisting in further research questions exploration and comprehensible research intentions can be viewed as a framework for the study advancement. Moreover, a determined purpose of the research assists in combining the relevant theoretical information obtainment and empirical data gathering as well as reveals how the research will be structured and what research questions will be answered.

The objective of the research paper is to identify what CRM practices are leveraged in a transport industry company for successful business development. The focus is put on exploration of Customer Relationship Management practices implemented in a case company and in logistics and transportation sector in general and the comparison of the findings with the theoretical grounding will be provided. The research aims at the exploration of the CRM practices, of the importance of implementation and of positive impact of the CRM activities implementation that the company can benefit from.

1.5.2 Delimitations

Delimitations have been indicated as being indispensable components in the qualitative research as they pose the borderlines set for the study, implying that they reveal what is included in the study and what material is omitted. Delimitations should be supported by explanations of reasons for inclusion or exclusion of information and they are essential in order to stress the definite goals of the study. (Editage Insights 2020.)

The delimitations in the research paper are divided into theoretical and empirical. The theoretical delimitations disclose what theoretical concepts will be utilized in the study, whereas empirical delimitations reveal issues that will be included or omitted in the research paper according to the specific company, market or customer segment.

Concerning theoretical delimitations, the Customer Relationship Management concept is observed from the perspective of its relevance, main components and types that are utilized in companies to contribute to business development and prosperity. The Customer Experience Management concept is analysed with the perspective of being one of the core improvements that can be achieved via the successful CRM implementation. The marketing approaches addressed in order to improve Customer Relationship Management practices are presented from the general perspective, therefore the limitation is put on the generalization of marketing approaches by all industries.

The research together with the observation of CRM concept from the general perspective highlights the main components and advantages of CRM system that are leveraged in transportation industry, therefore the delimitation is put according to one definite sector and generalizations cannot be made regarding the CRM implementation practices in other industries. The emphasis of the theoretical part that concerns CRM in transportation industry is put mainly on the utilization of marketing efforts since the case company has been successful in establishment of efficient marketing approaches connected with Customer Relationship Management.

Regarding empirical delimitations, the study focuses on those dimensions of Customer Research Management that are addressed in the case company, considering the singularities of the industry the company operates in and taking into account the focus of CRM practices implemented in the company, which is put primarily on marketing efforts. The number of interviews held, which amounts to two or three interviews conducted, is not sufficient to theorize the results of the research and the key findings are limited to the CRM operations implemented in a definite company. The generalizations regarding CRM practices implementation and utilization cannot be made concerning other industries or enterprises.

1.6 Thesis structure

The research incorporates the theoretical baseline presentation, which reveals in detail the key concepts and empirical part that presents the results of a practical observation of implementation of a studied theory. The main parts of the study include introduction, the theoretical part that comprises several topics exploration, the empirical part that relates the theoretical concepts to the operations implemented in the case company and conclusion part that provides the analysis of the empirical observations.

The introduction part presents the background of the research, main research questions defined, and the method chosen in order to justify the significance of the research. Moreover, objectives and delimitations as well as research questions are included to set the direction of the research process. Finally, methodology and data collection methods are stated to outline the process of working on the research.

The second part, which is the theoretical framework, explains the concepts and theories that form the baseline of a research study, contributes to the comprehension of the variables related to given definitions, and fosters new findings appearance by confirming or confronting theoretical assumptions (USC Libraries 2020). The theories and concepts related to the topic are presented in the theoretical part in order to guide the research and define what things will be measured and issues addressed.

The theoretical framework is based around the Customer Relationship Management concept, which is addressed with the general perspective as well as with a specific industry perspective.

In the first part, the concept is examined via stating the main objectives of CRM, types, key processes and core differences between CRM practices implemented in business-to-business(B2B) and business-to-consumers(B2C) enterprises.

The second part presents the Customer Experience Management concept and its core constitutes as an issue that poses relevance and has correlations with Customer Relationship Management. The Customer Experience Management concept is presented as a process that can be improved through successful CRM activities implementation.

The third part reveals the marketing efforts put in the company that strives to ameliorate the CRM practices via addressing the issues such as customer segmentation, customer retention, profiles management and other CRM-related concepts. The focus in the part is put on the significance of dealing with the customer data in order to contribute to improved interactions with current as well as prospect clients of the company.

The last part of the theoretical framework covers the main singularities and the importance of CRM practices implementation in the transport industry according to the focus of the empirical research, which is based on case study of a transportation company. The emphasis is put mainly on the leveraging of marketing efforts in pursuit of efficient CRM practices implementation since a case company chosen for the empirical study stresses marketing approaches as being core drivers of successful CRM practices utilization in the company.

The next chapter of the research is the empirical part, which is aimed at testing the concepts and theories addressed in the theoretical framework. The empirical research is presented using a case study method, which explores a phenomenon within the practical context and is based on the preliminary development of theoretical premise (Press Academia 2018). In the research the logistics company is chosen for the investigation of the phenomenon.

The final chapters represent key findings, conclusions and discussion based on both theoretical and empirical findings. Moreover, the recommendations for the case company and suggestions for further research are included.

1.7 Methodology and data collection

The research method is needed to be chosen according to the objectives and the scope of the study as well as according to defined research questions and delimitations. For the research phenomenon investigation, the deductive approach and qualitative research methods are chosen.

A deductive approach implies a creation of a hypothesis based on existing theoretical grounding, and the further development of a research plan to verify the hypothesis in the predetermined conditions. The approach assists in investigation of cause-effect connections between notions and gives a chance to conclude the key findings to a definite degree (Dudovskiy 2020). It has been acknowledged that the deductive logic implies reasoning from the general knowledge, which is a theory, to the detailed knowledge, which is presented by the key findings and observations (Bradford 2017). The approach is chosen since it assists in pursuing the core objective of the research, which relates to the investigating the theory behind the Customer Relationship Management and testing the theory on an example of CRM practices implemented in a definite company.

The qualitative research method is utilized to provide the holistic view of the phenomenon and to test the theory in a particular context. The method implies combining the theoretical baseline and empirical findings and implies studying things in and interpretation of various phenomena in accordance with the connotations people appoint to them. (McLeod 2019.)

The theoretical framework in the research paper is created based on previous literature and studies as well as on the lecture material. The secondary data was obtained from internet sources, lecture notes, books, articles and reports in order to provide the theoretical grounding of the issue under the research.

The empirical part of the research paper comprises a case study. For the objectives of the study, a logistic company was selected and the primary data was obtained via interviews conducted with the CEO and the Marketing Manager of the company according to the purposes of the study.

An interview as a method assists in gathering the information from people having their own perspectives and experience connected with the issue and therefore provides a base for an in-depth analysis and interpretation. The research interviews according to the objectives can be unstructured, semi-structured and structured interviews. (Jamshed 2014.)

1.7.1 Interview design and data acquisition

A semi-structured interview was chosen for data obtainment purposes since it enables to ask some following questions in accordance with the answers of the interviewees, to have the smooth flow of the conversation and it allows the respondents to give detailed answers to the questions. This type of interview is conducted once with an individual or with a team and generally lasts for 30 min to more than an hour (Jamshed 2014).

The interviews were conducted with the CEO and Marketing manager face-to-face in the company premises in order to create a comfortable atmosphere for the interviewees and to avoid any problems related to mobile or internet connection, which could adversely affect the conversation process and the interpretation of the responses. The interviews included open-ended questions that were composed to get a detailed understanding of activities leveraged in the enterprise that are connected with efficient CRM and superior customer service pursuit. In order to obtain the interview data efficiently, recording of conducted interviews was regarded as an appropriate choice of data collection tool.

The data obtained via the dialogues was abundant, sufficient to analyse and gave the interviewer a deeper comprehension of CRM focus maintained by the enterprise. All the questions were answered and the responses appeared to be detailed enough, considering that several qualifying questions have assisted in arriving at the comprehension of the whole picture of CRM practices addressed by the enterprise. Both interviews were conducted in Russian language since it appeared to be the most comfortable way for interviewees to be able to express their thoughts freely and explain the terms and approaches the way they are used to.

2 Theoretical framework

2.1 CRM concept definition and key objectives

Customer Relationship Management (CRM) implies the synthesis of approaches, strategies and technological tool that enterprises utilize in order to handle and assess cooperation with customers as well as to analyse the customer data in order to reform customer service practices, contribute to customer retention, and profit generation. CRM systems gathers customer information from multiple channels in order to analyse personal data of customers, their purchasing preferences as well as buying history and many other issues (Rouse 2013.) Customer Relationship Management focuses on value provision to customers and it is executed through cooperation among departments as well as through the utilization of a conventional marketing mix. (Nykamp 2001.)

CRM is a complex business approach that is not easy to define since it applies to various customer levels, for example partners, buyers, retailers or intermediaries. Moreover, there is a difference in key components of CRM regarding business-to-business and business-to-consumer contacts. In addition, the structure of the system varies depending on the size of the company, despite having the same purposes and approaches. (Baran & Galka 2016.)

2.2 Main types of Customer Relationship Management

2.2.1 Operational CRM

Operational CRM includes various business activities and approaches that assist in efficiency improvement and in enhancing the accuracy of daily customer-centered processes, including promotion, selling and service automatization. The technology is applied to handling the activities connected with sales in order to foster sales efficiency by accelerating the flow of data and in turn contributing to improvement of cooperation between the management actions and selling processes. In marketing, the technology is applied in order to assist companies in marketing campaigns handling via enabling business to select effective channels for reaching customers. The service provision can be advanced by technologies utilization via the

usage of service automatization, which helps the companies to pursue increased customer satisfaction by speeding the requests and feedback reception processes crosswise various communication modes. (Iriana & Buttle 2006.)

The major purpose of Operational CRM is to ameliorate customer management activities, by addressing the customization and by advancing the firm's response to clients' desires (Iriana & Buttle 2006). Operational CRM's practical activities aim at facilitating customer communication and customer value provision. One of the core objectives is to attract customers, establish a contact with them and leverage all the needed details for further excellent service provision during the customer lifespan (TechOneStop 2020).

2.2.2 Analytical CRM

Analytical CRM is the practice of assisting decision-making activities that ameliorates connections with customers and enhance the value of client interactions. Analytical CRM systems comprise reporting concerning company processes, foreboding analytics and data mining techniques. (Gillman 2014.)

Analytical CRM utilizes technological advancements to gather, reservoir, classify, portray, allocate, and handle customer data, which should be scrutinized in order to develop customer profiles and possibilities that must be allocated to touch-points and tunnels for more effective Operational CRM system implementation. Client data assists the company in more in-depth comprehension of consumer behaviour, which in turn contributes to sales processes optimization and efficient customer segmentation. (Iriana & Buttle 2006.)

Analytical CRM processes foster increased profit generation via implementation of various selling campaigns, foreseeing which clients make purchases more frequently, figuring out valuable customers, enhancing brand recognition, and advancing customer retention and loyalty. Core success elements for Analytical CRM setups application are the empowerment of the administration via the partition of customer data and effective collaboration between marketing and selling departments. (Iriana & Buttle 2006.)

2.2.3 Collaborative CRM

Collaborative CRM aims to deliver excellent customer experience via fostering the improvement of data sharing and information management within a company. Through efficient data allocation within the team, the most suitable actions can be taken for supporting contact with customers and enabling continuous communication. When all the departments share the customer information, every point of communication with customers can be handled and clients' needs, or potential changes will not be overlooked or missed. (Sirk 2020.)

Moreover, collaborative CRM contributes to communications with multiple applications, making sure a company can gather data from various channels and manage interactions in all of them. Via data distribution and connecting the processes across multiple channels, the company may benefit from rises in profitability and productivity as well as from the opportunity of thorough data visualization. (Sirk 2020.)

2.3 Key processes of CRM

There are five core processes that are addressed in Customer Relationship Management: strategy development, value creation, multichannel synthesis, and data management and performance evaluation. (Baran & Galka 2016.)

2.3.1 Strategy development

Customer Relationship Management strategy should be unified with the company's whole strategic plan for the enterprise to be able to embrace latest business and industry tendencies (Lassar, W., Lassar, S. & Rauseo 2008.) The strategic plan should comprise development of an efficient mission statement that displays the core reason of brand existence and shows how the company accomplishes its mission. Moreover, the plan should also contain a list of definite goals needed to be achieved and these goals need to be understandable and approachable. In addition, the plan should comprise strategic initiatives, which are definite methods the company uses to reach the goals as well as should include evaluation techniques mentioned that assist in assessing the results. (Webb 2017.)

The strategy aiming at efficient Customer Relationship Management initiates with the analysis of a customer base by gathering customer data and transforming it in the way that enables to comprehend the customer needs and segments, the spheres the clients are coming from. It also enables to analyse market opportunities with the perspective of entering a new market area where the service or product will be in demand. (Lassar et al. 2008.)

A viable Customer Relationship Management strategy requires a supporting atmosphere within the organization, a customer-centred approach and organized operational processes. CRM prioritization should be embraced and supported by all the employees in order to make sure that all workers utilize, analyse and continuously update client data. The core focus of the strategy is support of the main business purposes by formation and efficient utilization of relationships with customers for creating a competitive advantage and outperforming competitors. (Lassar et al. 2008.) CRM strategy differs among companies and depending on the focus of the enterprise, the customer data derived is utilized in order to optimize marketing, selling or customer service activities, whereas the core purpose is always to contribute to customer satisfaction. (Voss 2017.)

Depending on the type of CRM addressed, the fundamentals of CRM strategy can be defined. For operational CRM, the core strategic issues are the gathering of customer information aligned with complaints or requests, customer contacts maintenance, sale automatization and customer service automatization. For analytical CRM, the focus is put on assessment and preparation of derived information, data warehousing and information mining. When collaborative CRM is implemented, the emphasis lies in management of channels of integration with customers in order to contribute to customization and customer profiling. (Voss 2017.)

The efficient Customer Relationship Management strategy implementation will benefit the company in terms of enhanced customer retention and customer loyalty as well as in terms of increased revenue and will steer the company towards the accomplishment of the overall strategic goals. (Lassar et al. 2008.)

2.3.2 Value creation

Value creation process implies the determination of main products or services that the customers like as well as the determination of what types of customers are indispensable for the company (Baran & Galka 2016).

The value creation process for customers is divided into the provision of financial, nonfinancial value and time value. (Haksever, Chaganti & Cook 2004).

Financial value customers obtain when the company offers products of a high quality at affordable prices and the excellent quality implies that the product should meet and exceed customer's desires and prospects. When the product is well-composed and there is no need in additional services or maintenance costs, the financial value is created for customers due to decreased operating expenses. Efficient Customer Relationship Management practices assist in gathering data concerning customers' expectation as well as in obtaining and analysing the customer feedback in order to improve the quality of products. (Haksever et al. 2004.)

The nonfinancial value creation implies provision of benefits that the products or services offer to customers, considering that the benefits match with the stated ones. The nonfinancial value can be also created when the support for the goods is provided as well as when timely, credible and decent service is provided at a rational price. (Haksever et al. 2004.)

A time value can be created for customers when a product saves time for a client and therefore firms strives to generate time value through the development of new features or upgrading the existing ones to assist customers in saving the time in different situations. Moreover, when the products succeed at benefits provision for a prolonged period, the time value is also created. Besides, even more value is generated when the firm prolongs the benefits' duration since customers tend to value long-lasting, durable products as well as services with longer lifecycles. In addition, time value is created when the products are obtained by customers when they need them. Regarding services provision, the possibility of having a service in anytime when it is needed generates time value for the client. (Haksever et al. 2004.)

2.3.3 Multichannel synthesis

The multichannel synthesis implies the actions aimed at achievement of excellent customer experience via integration of all possible channels that customers use in order to reach the company, for example social media, direct promotion or via personal e-mails (Baran & Galka 2016).

CRM enables the data obtainment from multiple channels via customer profiles leveraging and assists the company in communicating with the customers in a definite way that appears the most suitable for them. The multichannel synthesis helps to understand clients' behaviours more and contributes to more efficient tailoring of marketing activities to the expectations and desires of customers, which in turn fosters establishment of valuable and durable connections with them. For example, after the obtainment of data regarding a definite customer, the company can learn more about him or her, leverage the information in order to customize the messages further sent to the customer, and in turn promote genuine relationship building. (Ledbetter 2016.)

2.3.4 Data management

Data management comprises gathering, organization, and utilization of customer information from every kind of connection that a current or prospect customer establish with the enterprise in order to analyse customer types and contribute to effective customization practices (Baran & Galka 2016).

Big data handling fosters continuing relationship foundation with customers through in-depth comprehension of the life cycle and behavioural patterns of clients. Data management is an indispensable process for CRM success since customers spontaneously share enough information about themselves via stating their preferences during the product choice and purchase making. Through that data utilization, big data analysts can form a profound view of customers to assist the company in enhancing customer service via addressing customer satisfaction, engagement and customization. (Anshari, Almunawar, Lim & Al-Mudimigh 2018.)

2.3.5 Performance evaluation

Performance evaluation implies the usage of performance metrics for the success measurement via conducting the analysis of customer lifespan, customer lifetime value, customer retention and other issues (Baran & Galka 2016).

Performance measurement as a core focus of performance evaluation should be addressed by studying the parts of a customer journey and relevant touchpoints independently and immediately when experienced. Customer feedback should be collected in order to assess the performance and it should be done via a combination of various methods, such as customer satisfaction surveys, mystery shopping, and spontaneous feedback obtainment, analysis of complaints, following customers on social media channels and via thorough analysis of all the customer touchpoints. (Likierman 2009.)

2.3.6 Differences between CRM in B2C and B2B companies

Due to the number of varying selling activities, the CRM in B2B and B2C businesses differs considerably. Firstly, in B2B enterprises, customers are easier to manage since there are fewer leads than in B2C companies, and the bigger number of leads require more advanced and sophisticated management implemented in B2C companies. In B2B companies contact level management is utilized, when multiple contacts are maintained within one company, whereas in B2C companies lead level management is applied, which implies that each customer is treated as an individual entity. (Leadsquared 2020.)

Secondly, in B2B companies the lead path is less complex than in B2C companies since in B2B companies leads usually come from few sources, whereas in B2C companies the one lead may come from different sources. (Leadsquared 2020.)

Thirdly, B2B enterprises usually steer CRM efforts towards better sales management and sales performance tracking, whereas B2B companies focus on CRM for combining marketing and sales operations in one point. (Leadsquared 2020.)

Moreover, in B2B, companies there are less customer interactions and tracking of them is not the highest priority, while for B2C the focus is put primarily on tracking of customer information for CRM improvement. (Leadsquared 2020.)

Finally, there are fewer touchpoints involved in CRM process in B2B companies and the engagement with the customers via social media channels is less significant than in B2C companies, in which there are multiple customer touchpoints that need to be tracked and managed. Moreover, the communication should be supported with clients constantly through various social media channels, such as Facebook, Twitter or via e-mails. (Totah 2020.)

2.4 Customer Experience Management

2.4.1 The concept definition

Customer Experience Management is viewed as a continuous maintenance throughout multiple communication channels of emotional bonds and cooperation with customers that a company strives to achieve. It is a process of strategic management of a customer's whole experience connected with a product or with a service integrated via various customer touchpoints. (Mashingaidze 2014.)

The core difference between CRM and CEM lies in the learning process connected with the customers and the company. In CRM, when the company employees and clients interact, the enterprise acquires the data about the client and the information analysed is utilized for Customer Relationship Management practices improvement. Whereas the nature of Customer Experience Management implies that when a firm and a client communicate, the client learns something about the enterprise and the emotional bond appears which in turn defines the behavioural patterns of the client. (Mashingaidze 2014.) Moreover, CEM should be differentiated from CRM because CRM activities are focused more on customer cooperation and satisfaction, whereas CEM focuses on current and stored history of client experience (Lamin 2020).

CEM management implies the strategical plan formation, which is aimed at creation of memorable experiences across core client experience journey (Lamin

2020). Customer Experience Management can be regarded as a strategy that puts the focus of business activities around the desires of a single customer by striving to comprehend the feelings regarding the company that are arisen when a customer encounters the firm or have a deal with it (Mashingaidze 2014).

2.4.2 The importance of CEM to the company

In a modern world, efficient customer service is undeniably one of the core drivers for promotion of the business and provision of a great customer experience is one of the most significant goals of every company. Customer Experience Management is one of the most important issues to be addressed during business operations of every company in order to stay competitive and explore rises in productivity and profitability.

Customer experience is becoming more and more relevant for companies due to rapid increase in competition and the ease of making purchases by multiple various means. The strategies aimed at reaching excellent customer experience management along with the client loyalty enhancement and increased profit generated may contribute to creation of a competitive advantage of a company. (Menezes 2019.)

The power in a modern business world has turned from the companies to the customers since customers are now able to buy whatever they like and whenever they wish. Therefore, it is essential to create an affiliation with customers and treat them, their desires and their abilities as major drivers for prosperity of your business (Webb 2017). Companies strive to advance the customer experience practices in order to meet and exceed clients' expectations and if a firm fails to provide excellent customer experience, it will be outperformed by competitors, despite offering more exceptional products or services (Menezes 2019).

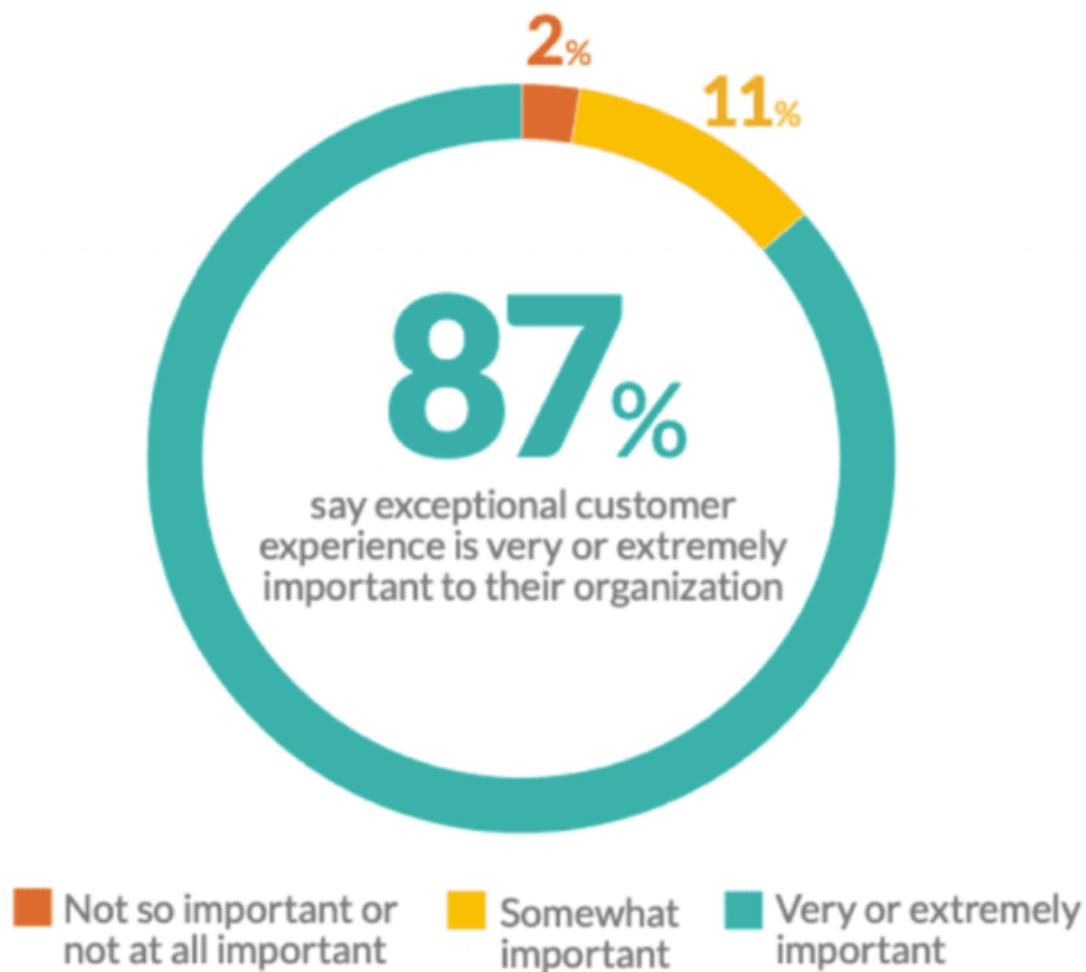


Figure 1. The importance of Customer Experience management (Smart Insights 2020).

Figure 1 depicts the results of a recent survey conducted on customer experience relevance to companies. The importance is proved by the fact that the 87% of people working in spheres of marketing, customer experience management and analytics reckon that customer experience is significant to the business operations (Smart Insights 2020).

2.4.3 Customer Experience strategy fundamentals

Efficient Customer Experience Management contributes to competitive advantage acquisition since client-based data enables enterprises to respond to customer

needs faster than competitors. Efficiently designed CEM offers more solid relationship foundation between the company and customers even when the service or product fails to meet the customers' needs or a client is dissatisfied. (Lamin 2020.)



Figure 2. The steps of CEM strategy (Morgan 2020).

Figure 2 depicts the crucial steps that are needed to be addressed in order to achieve successful Customer Experience Management. The first step implies the evaluation of the customers' desires, their values and identification of what the customers need from the product, service or service provider. The step includes customer segmentation process based on demography, geography, behavioural patterns or needs of consumers, including the investigation of core drivers of customer decisions. (Morgan 2020.)

The second step implies formation of a complex client journey map that corresponds to every segment and every journey should be unique according to a single segment. The map should portray client touchpoints from the initial deal making to the actual usage and post-evaluation. (Morgan 2020.)

The third step is to figure out the target level of the experience in order to develop excellent customer experience provision. The step involves the comparison of the actual experience with the estimated one, which assists the company in the review

of the activities in the company and their improvement in the pursuit of more enjoyable customer experience achievement. (Morgan 2020.)

The fourth stage implies the designing of a brand experience, which is fostered by the understanding of core mission, values of the company as well as the emotions that the firm strives to arise in customers to promote closer relationships foundation. The step comprises addressing the approaches that are undertaken in order to provide experience and the extent to which employees reflect the values of the brand. (Morgan 2020.) Moreover, the brand experience comprises the feelings that are arisen in customers when they encounter the logo, image of the company and when clients evaluate the packaging (Shmitt 2003).

The next step includes the structuration of client touchpoints to make sure that proper activities are implemented to arise needed feelings regarding the brand to promote customer retention. The stage involves ensuring that the brand value is emphasized throughout all touchpoints handling. (Morgan 2020.)

The last step implies performance measurement, which can be accomplished via the usage of multiple approaches, such as client satisfaction surveys, tracking surveys, which include tracking of customer desires and performance on all touchpoints as well as measurement of financial conditions. The stage is aimed at the thorough analysis of the data conducted in order to improve the customer experience delivered to all the customers. (Morgan 2020.)

2.4.4 Customer strategy and customer journey map

The first step in formation of a strategy aimed at CEM improvement is to analyse all customer profiles in order to investigate target customers and the kind of an experience they may desire. Then the strategy must imply the tracking of the experience on every client touchpoint in order to comprehend how the experience can be ameliorated throughout all the stages of the decision-making process. Every step of the decision-making process can be perceived as a separate touchpoint and therefore it is essential to analyse what experience customers crave to obtain at every touchpoint. The analysis can be conducted via asking several questions during different stages of decision-making process, such as: “When does the need for a product appears?”, “When the customers are arriving at decisions?” or “What experience are

customers eager to obtain at various stages, for example when they search for the options, decide on a particular item, purchase and utilise the item?”. After thorough analysis on every touchpoint handling, the approaches to differentiate every touchpoint experience should be created and implemented by a company in order to achieve successful Customer Experience Management. (Shmitt 2003.)

In order to pursue the customer strategy, the customer journey map, should be addressed, which represents the majority of ways the customers may engage with the company (Rouse 2020).

The customer journey map consists of at least four stages. The first stage is the discovery stage, when a client becomes aware of the company with the help of social media channels, word-of-mouth or through other ways. The second stage is comparison, when clients investigate the competitors of the company and the features, costs and other issues related to products offered by the competitors. The third stage implies purchase, which is regarded as the initiation of the customer retention formation and obtainment of customer loyalty. The last stage is support stage, when the efforts of the company are put towards creation of a superb customer service and where the retention and loyalty can be nurtured. (Rouse 2020.)

A crucial stage of formation of an efficient client journey maps is the exploration of client personas. It is essential to decide for whom the map will be created, for example for a definite customer type or for a segment of clients. When the definite personas are created, a company may leverage them in order to develop customer journey maps, which reveal the experience of every persona during multiple touchpoints throughout the customer lifecycle. (Visual Paradigm 2020.)

2.5 CRM and Marketing

2.5.1 Customer segmentation

Customer segmentation is a marketing approach that implies division of customers on separate groups according to definite similar needs and buying characteristics that the customers possess. The segmentation is based on categorical differ-

ences among people, for example social or behavioural, that the companies embrace and analyse to further customization and efficient marketing practices implementation. (LeBlanc 2019.)

There are four kinds of customer segmentation, which are formed according to corresponding characteristics of consumers. The first one is geographic segmentation, for which the variables considered are the place of customers' residence, the density of the population, the time zone, the climate and the season as well as cultural specialties and language. This kind of segmentation is regarded to be one of the simplest as it offers efficient ways of reaching customers using only the location as an initiation point. (Thomas 2020.)

The second kind is demographic segmentation, which relies on variables such as gender, age of customers, their family size and structure, occupation, education, social class, religion, income level and other variables (Goyat 2011). The demographic segmentation can successfully contribute to improvement of customer relationships since it enables the personalized marketing strategies implementation, which in turn fosters customer loyalty and customer retention. Moreover, it is assumed that the more loyal customers the company has, the higher is the probability of acquisition of a more profound understanding of customer needs, which in turn can lead to improvements of products or services. (Mialki 2020a.)

The third kind of customer segmentation is called psychographic segmentation and it is based on division of customers according to their interests, beliefs, values, attitudes and opinions (Goyat 2011). Psychographic segmentation aims at targeting marketing efforts in accordance with the analysis of customers' behavioural patterns, for example via investigation of what is of value for the customer and why he or she acts in this or that way as well as of activities that different people enjoy and kind of lifestyle they are used to. This kind of segmentation helps to get to know customers better in order to utilize the information for further customized value proposition offering. (Mialki 2020b.)

The last kind of customer segmentation is behavioural segmentation, where the variables analysed are usage rate, advantages sought, readiness to buy, and response to company's products (Goyat 2011). Behavioural segmentation aims at understanding of the ways to handle definite preferences of various consumer groups, customize the products to meet those needs in order to streamline the customers' journeys and in turn utilize firms' time and resources more efficiently. This type of segmentation correlates with the other types since for instance several demographic variables correspond to behavioural data. (Mialki 2020c.)

2.5.2 Customer satisfaction

Customer satisfaction is one of the crucial concepts in marketing nowadays and it is regarded as a feeling that a customer has when the offer of a company meets a range of the requirements and provides the value from the usage of a particular product (Biesok & Wyrod-Wrobel 2011). Customer satisfaction is assumed to pose a significant relevance for every company mainly since it is seen as a core contributor to consumer loyalty establishment and to improvement of financial performance of the company (Fripp 2020).



Figure 3. Crucial and less significant determinants of customer satisfaction (Biesok & Wyrod-Wrobel 2011).

Figure 3 presents the key factors that determine the customer satisfaction. There are three levels that influence the degree of the customer satisfaction, and the core level reveals the crucial determinants of a satisfaction, which are

the attitude towards the value of the product and its quality, its compliance with the customer desires and positive feelings regarding the purchase made. The second level implies the process of making a purchase, which also encompasses the planning stage and expectations analysis for support of the customer satisfaction. The third level reveals that exceeding customer expectations is not the most crucial step for customer satisfaction achievement, contrary to the careful planning of the purchase. (Biesok & Wyrod-Wrobel 2011.)

Customer satisfaction can be achieved if a company is aware of the expectations of a customer as well as of the things that he or she likes or dislikes. Despite having a long-lasting relationship with a customer, a firm cannot precisely report on the satisfaction level since customer expectations are rapidly evolving nowadays and companies need to keep up with them. In order to keep a stable level of customer satisfaction, a company needs to constantly increase the level of regulations implemented and to regularly add new benefits as well as develop products or services in order to meet and exceed changing customer expectations and in turn foster long-term customer satisfaction nurturing. (Raab et al. 2016.)

2.5.3 Customer retention

Customer retention is known as a process of encouraging and stimulating clients to continue purchasing goods or services from the company. The most efficient customer retention activities allow the company to contribute to long-lasting relationship building with customers, which in turn fosters brand loyalty nurturing. (Patel 2019.) Customer retention is becoming more and more relevant for companies to address due to increased number of options provided for consumers regarding the choice of products or services (Raab et al. 2016).

One of the crucial factors to address in order to contribute to the customer retention is exceeding clients' expectations and consequently companies strive to investigate customers' preferences and desires by maintenance of constant cooperation with them. The data about customers poses a core relevance for effective communication process establishment and therefore feedback gathering is seen as a main tool for acquisition of information about customers' preferences. According to obtained and analysed customer feedback, a firm can ameliorate its products or services as

well as business processes. Social media channels, online surveys and telephone interviews have been proved to be the most effective customer feedback channels, which are leveraged by companies. (Nasir 2017.)

Another crucial benefactor to customer retention is delivering a superior customer service. Customers are willing to experience outstanding service in order to continue using companies' products or services. Superior customer service assists firms in increasing the customer obtainment and retention, which in turn contribute to the success of the company. The high level of customer service can be achieved via continuous engagement with customers which aims to comprehend their needs and to further adjust company's actions to meet and exceed those needs. (Nasir 2017.)

2.5.4 Customer loyalty

Customer loyalty is the analysis of the probability that clients continue dealing with the company and it is regarded as the result of customer satisfaction connected with all steps in the customer journey. Customer loyalty assists companies in creation of strong bonds with customers when a firm is capable to offer them something of value that other firms are not able to deliver. (Keenan 2021.)

There are two main approaches towards customer loyalty measurement, which are objective and subjective approaches. In the first one, the information can be gathered from company's own records and examples of such loyalty information are the records of time allocated to on the website browsing, the amount of items or services bought and whether the client renewed the contract with the company. (Hayes 2013.)

The subjective approach comprises the loyalty metrics that constitutes customers' reports regarding their thoughts concerning the company. The information is gathered from diversified queries that aim to figure out, for example the probability of recommending the firm to friends or co-workers and the likelihood of continuing to deal with the company. (Hayes 2013.)

One of the most efficient methods to increase customer loyalty is a well-planned complaint management. The assessment of complaints received from customers is

viewed as a possibility for the enterprises to ameliorate goods or services provided. Efficient complaint management can foster customer engagement and customer loyalty if the workers are entitled to analyse complaints. (Nasir 2017.)

Customization is regarded as another significant contributor to customer loyalty. CRM activities strive to form solid relationships with clients and a comprehensive approach to accomplishment of the objective is value proposition personalization made in order to lure and retain clients. Customization requires companies to figure out clients' desires in order to improve definite goods in a way to meet customers' needs. (Nasir 2017.)

2.5.5 Customer Lifetime Value

Customer Lifetime Value implies a client's relevance to an enterprise over a period of time and it is calculated as an average annual customer profit multiplied by average duration of customer retention (Kellett 2020). It is an important marketing criterion that enables the company to analyse the influence and results of the CRM approaches and activities (Fripp 2020).

There are few crucial reasons why CLV should be thoroughly addressed by companies. Firstly, CLV provides the information on how much budget the company should allocate to customer acquisition, since the concept enables the company to understand whether the company is having a profit from the customer who has made the first purchase. The company will also figure out which obtainment channels generate the most valuable customers and adjust marketing strategies accordingly. (Kellett 2020.)

Secondly, the concept fosters customer segmentation based on the value the company can deliver to each client since CLV helps to better comprehend various types of customers and therefore makes personalization efforts more efficient. The concept in turn allows planning the advertising expenditure connected with customization and other marketing efforts. (Kellett 2020.)

In addition, CLV consideration promotes the careful addressing of all the stages of the customer journey since the metric implies addressing and answering the questions regarding the time, place and frequency of customer purchases (Kellett 2020).

2.6 CRM implementation in logistics and transportation sector

2.6.1 The significance of CRM implementation in the sector

In transportation and logistics companies, there is a need of transferring and analysing customer data, identifying and tracking business opportunities, as well as controlling and dealing with complaints. (Efficacy 2020.)

A CRM implemented in transportation sector provides the firm with structured information sharing. The salespersons addressing the Customer Relationship Management benefit from having the data connected with customer activity, especially regarding Logistics Service Providers as well as connected with business capacity, nature of activity, for example the lake or the ocean, and sector, for example vessel. (Efficacy 2020.)

2.6.2 Benefits of logistics CRM systems utilization

Customer Relationship Management implementation has a majority of benefits that assists in development of relationships with current and prospect customers as well as to advance productivity in the company (Shybeko 2020).

Firstly, CRM systems automate the requests reception, allocation of them to definite people as well as order handling. A CRM implementation makes it easier to gather messages arriving from various channels, for example via phone, internet sites or via e-mail in one point. (Shybeko 2020.)

Secondly, CRM system utilization contributes to making sales and marketing processes more effective since the system enables an in-depth analysis of requests of customers as well as sales information. For example, using the system managers can figure out the most efficient channels for customer attraction, manage notifications for services offering to current customers and leads as well as remind customers about new or updated products or services through multiple channels. With the help of CRM system, the customer satisfaction can be assessed regarding the definite deal and customer experience information is stored and analysed in order to make personalized offers and foster customization. (Shybeko 2020.)

Thirdly, CRM system provides efficient data handling. Transport companies benefit from utilization of different features for successful adoption of multiple processes. Together with a huge customer database, CRM setups give meticulous information about each client via their personal profiles. The systems enable to analyse daily transactions, order evaluation, vehicle and freight status, documents connected with the shipments, information regarding the payments made and many other issues. (Shybeko 2020.)

In addition, customer service improvement is witnessed with the help of CRM systems utilization since CRM assists in the automated request handling and keeping clients aware of possible challenges that the supply chain processes may pose. CRM systems enables managers to track and overcome potential challenges connected with the transportation as well as to inform customers quickly about all the changes and problems. With the help of CRM systems utilization, the possibility of the loss of goods is diminished and therefore customer satisfaction as well as customer retention are fostered. (Shybeko 2020.)

2.6.3 CRM through Marketing and Logistics departments cooperation

Every company nowadays aims at maintaining efficient operations steered towards achieving efficient Customer Relationship Management. Logistics and marketing are two important departments that help to achieve that goal in a company, and these departments accomplish several different tasks.

The logistics department in general deals with controlling, planning and implementing capital, material and information flows connected with the order-delivery process (Laukkanen 2020). The marketing department relates to actions undertaken by a company to promote the buying or selling of a product or service to achieve the company's goals. The modern logistic-marketing management should be addressed by organizations and these two departments should interact to arrive at superb customer service (Barcik & Jakubiec 2013).

Firstly, the interconnection between decision making in distribution area and product area need to be maintained since all detailed features and peculiarities of products influence solutions regarding their distribution (Barcik & Jakubiec 2013).

Secondly, the connection between sales activation and goods distribution should be kept. The interdependence between the type of distribution channel and intensiveness of usage of activation sales should be tracked since the length of a channel can affect the amount of advertising used to raise the interest among consumers. (Barcik & Jakubiec 2013.)

Moreover, the cooperation between logistics and marketing departments should be maintained in order to achieve the highest level of customers' satisfaction. The logistic system mainly concerns internal transport and after-sales service and internal transport can be used for support of the company's product promotion except for the daily delivery routine. One of the logistic functions is information gathering, logistics can help the marketing department to make the choices of places to promote, and what products should be chosen for the promotion. (Barcik & Jakubiec 2013.)

3 Empirical Research

3.1 Data collection and correspondence with research questions

To complement the literature review with empirical observations, two interviews were conducted in the company premises with the CEO of the company and with the Marketing manager, who was chosen according to focus put on marketing activities addressed in successful CRM pursuit. The interview questions and topics were formed according to the main research questions and research problem defined in the study.

In order to obtain all the necessary information to answer the main research question, which concerns the investigation of CRM activities leveraged in a company for successful business development, the sub-questions were firstly addressed during interview design.

The topics discussed during the interview with the CEO of the company were selected to investigate the significance of CRM activities implementation for the transport industry, which corresponds with the second research question. The interview questions were composed in the way to figure out how CRM focus is embedded in the overall strategy of the company and how it contributes to the pursuit of successful business development. As a leader of the company, the CEO was asked to describe the main objectives of the company and the alignment of strategic goals with CRM practices implementation to reflect on the importance of CRM activities addressing and on the benefits of CRM practices development. Other themes that were covered during the interview were connected with the performance measurement and with the fundamentals of CRM strategy, which are adhered to in the enterprise. In addition, the ways in which the organisational culture is maintained, along with the ways of employee motivation and expectations were discussed in order to investigate how employees address, understand and assess the CRM prioritization. Moreover, the topic of adverse ramifications of pandemic was addressed in order to get to know what measures are taken by the company to adapt to changing conditions and to mitigate the crisis effect.

For the interview with the Marketing manager, the themes for the discussion were selected according to research questions, aimed at the exploration of marketing activities leveraged in the company and the singularities that the transport sector has regarding CRM activities implementation. The primary theme for the discussion was the marketing activities embraced by the company in efficient CRM pursuit. The interviewee was asked to describe how the customers are segmented, retained, and how customer data is managed in the firm. Moreover, the Marketing manager was also asked to elaborate at the singularities of marketing efforts that relate to the transport industry and what marketing activities are emphasized. The interviewee was also asked to mention the definite CRM software utilized by the company and highlight the benefits of its utilization. Another important topic that was covered is the cooperation between Marketing and Logistics department, its significance and the way it is maintained in the company.

The data gathered during the interviews has assisted in understanding the core constituents of CRM strategy pursuit, maintained in the company, which are described in the following chapters.

3.2 CRM prioritization

Together with the CEO of the firm, the core components of the company's strategy were discussed and analysed from the Customer Relationship Management perspective.

It was highlighted by the CEO that having CRM focus embedded in the overall strategy of the company is the core objective for her as for a leader. Firstly, it was stressed that the "core focus of the CRM activities in transport industry is to make the transportation processes reflect, meet and exceed the customers' needs, which are rapidly evolving due to constantly increasing purchasing power" (Interviewee 1 2021). The primary goal is to deliver excellent customer experience to promote customer retention and customer loyalty as well as to generate profit and remain competitive on the market. The goal should be achieved via provision of a "high-quality service in the needed time and in required volume" (Interviewee 1 2021).

The crucial point in the implementation of the Customer Relationship Management practices is to determine definite goals together with plans on reaching these goals. Then the main objectives should be divided into smaller, more achievable goals and then actions to achieve them should be considered. In the company each department is responsible for accomplishment of different tasks which are then combined with tasks completed in other departments in order to achieve the main goal. For instance, to organise the delivery of the group of tourists to the place of living “sales and customer departments should address the initial actions independently and then collaborate and join efforts in order to gather, analyse and prepare all the relevant data” (Interviewee 1 2021). The data is further transferred to transport department, which will deal with the service provision itself.

Thirdly, it has been highlighted by the CEO that the performance measurement is one of the crucial issues that contribute to the customer-centred strategy implementation. In a transportation company, the focus is put on performance analysis regarding serving each customer and delivery location it provides. Moreover, expenses and sales revenue should be measured and controlled, with thorough consideration of the channels of outflow of money as well as analysis of freight cost data and sales data.

In addition, the interviewee has pointed out that in the sector, in which the company operates CRM activities must be ready to be altered due to appearance of new customers, demands, products, suppliers and partners since the need to move from one place to another with some aims has always been one of the most important for modern citizens.

It was also highlighted by the CEO that she is proud of employees' level of expertise and of the composition of a team, which shares her values regarding the focus on superior customer service provision. The leader of the company motivates employees by outlining and constantly reminding the strategy and presenting the future positive results of a certain campaign fulfilment in terms of benefits that could be obtained by customers as well as by the firm. The leader demands from workers careful planning of every campaign or every deal in order to establish long-lasting relationships with customers and foster productivity.

3.2.1 CRM strategy essentials during the pandemic

The CEO states that a successful entrepreneur should be always ready for a crisis since this allows building business processes as efficiently as possible long before it occurs. The company has planned several actions that help to cope with the crisis and stay competitive on the market.

Firstly, the company strives to create convenient business processes in relation to customers, meaning that in crisis conditions the company needs to work for the “future “result, trusting the partners and clients. For example, if a client or a partner company do not have an opportunity to fully pay for the services, there is an option of a “deferred payment”. This allows the company as a contractor to retain the client and show loyalty and “enables the client to receive the service in the required volume without any detriments” (Interviewee 1 2021). However, the "deferred payment" is a tool that requires serious legal support, meaning that it requires devoting a lot of time and resources.

Secondly, the company takes actions to foster staff mobility since now specialists who can adapt to a changing environment are becoming especially in demand. It will be much easier to cope with the crisis when employees are prepared for this in advance; therefore, company managers introduce various motivational programs and train employees wider than their professional specialization. According to CEO's words, “Interservice proposes employees to think for themselves about how the company can transform their professional goals to achieve economic benefits and those who are interested in work and their own development surely generate interesting and profitable initiatives” (Interviewee 1 2021).

Moreover, the company tries to redesign some processes or services for new requests to look at the offer from a different angle and leverage new opportunities. For example, as CEO states, “Interservice is now using buses that were previously meant for tourist transportation, to carry out service delivery of employees to the city's life-support enterprises” (Interviewee 1 2021). By this way the company utilizes the same resource, which is a vehicle, while the application is different, therefore the service provision process is altered according to the new need provided by the client.

Finally, it has been stated by the CEO that the company “introduces the possibility of remote access for office employees on an ongoing basis and work outside the office has been practiced at Interservice for a long time” (Interviewee 1 2021). There are many reasons why an employee cannot be present at a stationary workplace, therefore, over the past five years, a remote mode of work has been actively introduced. Due to remote working practices, in the event of a crisis, both the staff and the IT department did not take much time to adapt to the situational conditions and it took approximately one day to prepare a common corporate platform.

3.3 Customer journey management

During the interview with the marketing manager, the issue of customer journey handling was addressed in order to analyse the way the company acts to provide excellent customer experience.

The marketing manager emphasized the significance of working on each touchpoint by pinpointing that the increasing number of touchpoints generate more complications for positive experience creation. In transportation sector, it poses a challenge since service providers need to handle multiple touchpoints from sales, complaints, customer service, R&D and other areas. As an example of a situation that poses a significant challenge, the interviewee emphasized the event of a freight claim, which implies that in case of damage or loss of a shipment a consignee request for financial reparation and efficient measures should be taken to oversee and avert freight claims. As Marketing manager states, “the company tries to avoid freight claims reception by stating any damages or shortfalls on the Bill of Lading (BOL) and by paying freight charges as soon as possible in order to resolve the situation quickly” (Interviewee 2 2021).

To manage customer touchpoints, a TouchPoint Software is utilized by the company, which enables the management to observe member records, track active customers and control the membership growth via member dashboard utilization. The Marketing manager emphasizes that the software “allows managers to create member groups, for example to provide a transport for a tourist excursion, manage group enrolments and assign members to an organization” (Interviewee 2 2021).

Firstly, the software is utilized to conduct surveys on customer satisfaction. According to Marketing manager, “short surveys are created, and customers are requested to fill them in using their mobile devices usually after the service provision, when all the details of the trip are kept in the memory of a customer” (Interviewee 2 2021). To efficiently manage and analyse customers’ responses, the information that is inputted to the software is customer’s contact data, such as name or telephone number, the determination of a contact point visited as well as other customer information that could pose interest for further customization and reporting in the system. The software automatically sends an email invitation to complete the online survey, the answers are stored directly in the database connected with the software and the data becomes immediately available in the reporting system. Moreover, a touchpoint management platform assists in the analysis of feedback received.

Secondly, the application helps the company to see the most relevant information regarding core touch points on descriptive dashboards. As it was emphasized, “a dashboard presents the key performance indicators (KPIs), such as Net Promoter Score and depicts the overall customer satisfaction, assisting the company in the evaluation of the quality of the service provided” (Interviewee 2 2021). To create a suitable dashboard, all feedback sources are incorporated into the analysis and the reporting portal of a touchpoint management software gathers and presents the information derived from various sources simultaneously and in integrated manner.

Moreover, the software allows the company to respond to customers’ requests on an individual level since the touchpoint management software automatically transfers a corresponding notification to the administrator in charge immediately when a case is occurred. It enables the employee to utilize all the relevant information and clearly understand the customer’s problem. Case management supported by the software assists employees in customer contact establishment by contributing to customization efforts while pursuing sales growth and enhancement of customer loyalty.

3.4 Organizational culture

In the modern world every company should realize that customers tend to make choices according to the perception of company's culture and according to the level of trust to the company, therefore it is crucial to maintain and reflect the core values and cultural beliefs of the business. The organizational culture poses a significant relevance to the effectiveness of business processes and its foundation initiates with the internal team management.

During the interview with the CEO of the company it has been highlighted that "Interservice company strives to put sufficient efforts in the organizational culture development and there are several issues that the company primarily addresses for that purpose" (Interviewee 1 2021).

Firstly, the company managers stimulate teamwork by respecting every employee equally and via provision of necessary trainings in all departments. For example, as CEO states, "for a driver there is a possibility to increase the level of driving skills on special courses as well as for all department managers to attend refresher courses at least once in two years" (Interviewee 1 2021).

Secondly, there is a strict control maintained over the work and rest regime of drivers in order to foster job satisfaction. According to the new traffic rules, which came into force at the beginning of the year, bus drivers are prohibited from driving for more than nine hours a day and they must rest every four and a half hours. Moreover, the total driving time of the machine during the week should not exceed 56 hours and every four and a half hours, a driver needs to take a 45-minute break. The CEO emphasizes that the company "sees that policy as an indispensable rule to be followed in order to care about employees' health condition and the quality of a service provision for customers" (Interviewee 1 2021).

Moreover, in the end of each week the Managing Director has half an hour meeting with the managers, where they share the challenges, failures or successes of the trips that were accomplished during the week. During the meeting the Managing Director assesses the quality of the service that was provided and evaluate the speed of transition of the acquired information regarding the definite trip and accord-

ing to the results, the subordinates receive recommendations and comments regarding their tasks accomplished, which can contribute to further improvement of the work. For example, the interviewee highlights that after the provision of transportations of foreign guests, “the drivers and lower managers usually admit that there is a need to advance in English learning for better and more efficient communication with people, arriving from abroad” (Interviewee 1 2021). The Managing Director then in the next meeting proclaimed that he is searching for the suitable courses for the subordinates in order to increase the level of English proficiency, and consequently to contribute to the improvement of the customer service.

3.5 Marketing efforts

3.5.1 Singularities of marketing activities

The crucial aim of the marketing campaigns in the industry is to master the market by expanding the company's share and identifying promising segments. The Marketing manager states that it is also essential to create a solid carrier image and improve consumer pricing and service promotion since the reliability of the company always leads to increased sales and higher profits.

When choosing effective solutions, the business models of a company, its equipment and audience are always taken into account. Each type of transport is a tool capable of solving certain logistic problems and the promotion of a transport company depends largely on the choice of clientele for service. The main task of marketing is to attract consumers to purchase specific services provided by the company. This makes it possible as the Marketing manager states, for example “to attract additional traffic volumes on transport of the class that meets the needs of customers and the main emphasis is shifted to market research, the maximization of compliance with the needs of customers, and on satisfaction of requests” (Interviewee 2 2021).

3.5.2 IBM Watson Marketing

IBM Watson Marketing is a system that has been recently implemented in a company and has provided multiple advantages. The system includes audience insight since it identifies key predictive indicators of customer data. It is based on the

performance of consumers with a brand across a variety of channels, including email, digital media and social media and it also considers the characteristics of the buyer.

As a result, marketing department gets a complete picture of the potential customer reaction to a new campaign, using the feedback of the audience regarding the previous campaign. For example, it has been revealed by the interviewee that “customers who do not open an email newsletter are more likely to leave the company” (Interviewee 2 2021). Marketing manager gets these insights through a visual dashboard that includes details in context and the rationale behind their findings and the information allows to proactively targeting the campaigns by developing them specifically to engage the definite groups of customers and by creating relevant offers, thereby maintaining consumer loyalty.

As a real example to be provided, in July 2019, Saint Petersburg was holding International Economic Forum and the company was providing the transport for the participants of the forum. According to the Marketing manager, after the service provision, “the IBM Watson Marketing system assists in the analysis of customer types and their preferences and further marketing campaigns were targeted at businessmen” (Interviewee 2 2021). The promotion efforts were steered towards advertising placed in business centers, at specific exhibitions, conferences or using e-mail.

3.5.3 Customer segmentation

It is essential for the business prosperity of a company to be able to segment customers for creation of efficient and targeted marketing and sales campaigns. According to the Marketing manager’s viewpoint, “segmentation allows the company to more thoroughly identify specific consumer needs and apply diverse marketing strategies for transport services to them” (Interviewee 2 2021).

The main mode of customer segmentation utilized in the company is according to the frequency of vehicle orders and the clients are separated according to permanent ordering, periodical and single case ordering. The clients ordering buses on a permanent basis, such as companies for the transportation of employees, are the VIP clients of the company, which receive special attention from the marketing perspective. Clients that order vehicles periodically may order once a month or a year

and corresponding terms are established accordingly. As an example provided by the Marketing manager, “the sport school of one of the districts is ordering a bus to get to the sport camp every summer as well as periodically orders buses to get from Saint Petersburg to nearby cities located in Leningrad region to participate in sport competitions” (Interviewee 2 2021). The customers connected with single case ordering present relevance for the company since the quality of the service provided will definitely affect the probability of a client willing to deal with the company again and consequently lead to customer acquisition and retention. The single case ordering happens, for example, as the interviewee states, “when the VIP service is ordered, when there is a need to meet important guests, or transport is needed for VIP transportation of the manager of a client, who is sent to an important business meeting” (Interviewee 2 2021).

Another important segment is customers that order international passenger transportation. Each trip is discussed with the customer in detail and the price of renting a bus abroad depends not only on the length of the route, but also on the description of the route (for example, whether there is the need to use international toll roads), as well as on the number of stops that increase travel time. The company has a valid agreement with the Association of International Road Carriers. As interviewee pinpoints, “the clients can be sure that the driver's personnel have passed the necessary training and have knowledge of the specifics of organizing international transport” (Interviewee 2 2021).

3.5.4 Customer retention

The Marketing Manager highlights that in such a competitive industry, creating loyal customers is very important and taking actions to retain existing customers can set a company apart from competitors.

For customer retention practices, the company primarily utilizes feedback obtainment, privately as well as via social media channels. The surveys are given to the clients after or during every trip or sent to clients as a link as well as a special part of the website is allocated for filling the form regarding the experience acquired. Every message is valuable for the company and the analysis of customers' feedback generates further improvements and changes to be made.

Another effective customer retention strategy is offering personalization. The company continuously tracks the actions of visitors on the site, collect information about customers, analyses it and utilizes to personalize offers. For example, as Marketing manager states, “the company always strives to address the customer by name when sending emails and it usually offers personalized birthday discounts or sends suggestions for further deal when some customer’s special occasion approaches” (Interviewee 2 2021).

Moreover, a company strives to emphasize the experience received by loyal customers. For example, when a customer has some milestone with the company, “a handwritten note or a gift is sent in order to provide pleasant after-service memories and show the value of the strong relationships maintained with the customer” (Interviewee 2 2021).

In addition, prompt work of the support service is maintained as a part of customer retention strategy. If a client has questions or difficulties during a purchase or he does not have enough information about the product, there is a support service in the form of an online chat and modes of communication are stated on the website in order to help the customer.

On the company website there is also a part called “customer service”, which is intended for clients who use official delivery. It is individual for each company-client for service delivery, adapted for computers, tablets and smartphones and it has a modern and user-friendly interface that allows to see up-to-date information on all delivery routes in a single information field. Moreover, it provides the ability to centrally communicate important logistics information to employees and allows passengers to give feedback, accompanying it with attached photos. However, even if a person is not a client that uses official delivery, but he or she is interested in receiving company services, there is a telephone provided to contact the managers for detailed information obtainment together with the links to social media channels and messengers.

3.5.5 Advertising

Advertising plays important role in company's business processes and is emphasized since comprehensive promotion and advertising of transport services ensures the successful development of a particular transport company, as well as its competitiveness in the market.

The company utilizes multiple modes of advertising. One of the most efficient types of advertising utilized by the company is via Internet, since more than 80% of all users interested in transportation service are looking for transport companies through the Internet. The company leverages search engine promotion and contextual advertising, where the efforts are put on website optimization for the requirements of search engines and creation of advertisements compiled for point requests and specific services. Moreover, the company utilizes sending commercial offers by e-mail and regular mail, provision of information about the company on highly specialized transport portals and promotion via social media channels, such as Instagram, Facebook, Twitter, and Vkontakte, the specific Russian social networks.

Moreover, the company utilizes outdoor advertising. The use of outdoor advertising is followed by the application of the logo, phone numbers and address data of the company installed on vehicles that belong to the company itself as well as on billboards.

In addition, publications in printed editions and on radio are also relevant for the company for promotion. The company utilizes placement of advertising information on the pages of glossy magazines and profile business reference books in the transport sector.

Finally, for advertising purposes the company also carries out a variety of PR events by organizing exhibitions, conferences, and seminars on the topic of transport, places press releases and news articles of the company and organizes early sponsorship. For example, according to Marketing manager, "on social media channels the company usually posts videos about working days and activities of the company to show what a highly professional work of colleagues looks like in prestigious business and premium vehicles" (Interviewee 2 2021). As another example, as interview states, "last year the company participated in corporate volunteering project "Bus of

Good", which aim was to support and develop social initiatives by provision of vehicles to organizers of a socially oriented events or to those who have a possibility via partnering with a vehicle to present a corporate social responsibility project" (Interviewee 2 2021).

3.5.6 Customer channels and data management

Client data handling is highly prioritized in the company and is addressed in every department. The Marketing Manager highlights that in transportation industry, it is essential to effectively collect and analyse customer data to ensure that the company avoids data breach issues and the resulting loss of customer trust.

For customer data management, the company utilizes the platform called Creatio, that helps companies to streamline sales, marketing, and service processes. The platform allows collecting all information about counterparties, contact persons and clients into a single system and communicating with them via multiple channels, saving the full interaction history. The system allows appearing time-efficient since the unified data repository enables to reduce time spent on routine tasks and focus the efforts on crucial tasks.

Sales processes optimization is enabled by automatic generation and processing of orders based on client requests as well as by calculation of preliminary cost and control of payment status as well as enables cash accounting and commercial document management. The system flexibly customizes the entire sales cycle, from the first call to the client to the signing of the contract. For example, as interviewee highlights, the system can "place an order, select the right vehicles and bill customers in just several minutes and it helps to plan delivery and payment schedules, control the terms of execution and payment of orders" (Interviewee 1 2021). Moreover, the system assists in transportation planning by showing the points of departure and destination, creating routes from templates, traffic monitoring in real time and prompt change of route and arrival time in case of delay.

Marketing activities with the help of the platform are streamlined by utilizing the possibility to find an approach to each potential client. Any question or order from customers immediately enters the system and is processed according to a given scenario. The platform automatically distributes requests among responsible persons,

regulates the processing time frames, track the routing of requests, and also save the history of their resolution.

Moreover, the platform provides analysis of the means of communication and preferred communication channels for clients, of the history of purchasing and non-purchasing activity, participation in events and the level of loyalty. In addition, the system allows web tracking for the analysis of customers' behaviour on the company's site since Creatio saves the information regarding visited pages, the time spent on each page and many other customer activities. Creation of user-friendly charts and dashboards in a system assist in analysis of the effectiveness of online marketing campaigns and help to visualize customer data for better comprehension.

3.6 Performance evaluation

It has been highlighted by the CEO that the performance measurement is one of the crucial issues that contribute to the customer-centred strategy implementation. In a transportation company, the focus is put on performance analysis regarding serving each customer and delivery location it provides. Moreover, expenses and sales revenue should be measured and controlled, with thorough consideration of the channels of outflow of money as well as analysis of freight cost data and sales data.

The performance evaluation is regarded as one of the crucial management tasks. The assessment of the efficiency of the company includes a comparative calculation of technical and operational indicators, the calculation of income and the cost of service provided. For example, as CEO states, "it is advisable to perform a comparative calculation for several brands of rolling stock, choose the most preferred one for the maximum possible volume of traffic and the minimum possible cost" (Interviewee 1 2021). As a result of evaluating the effectiveness of the company's activities, the manager performs the economic justification of investment decisions.

Moreover, in modern fierce competition on the market it is essential for the company to constantly monitor the market conditions to be aware of competitors' appear-

ance and their actions. It is also significant to assess the performance and competitiveness of the company based on comparison with industry specific price ranges, trends, and new possibilities.

3.7 Marketing and Logistics cooperation

The company strives to incorporate Marketing and Logistics functions in order to improve the customer service and maintain customer satisfaction. While Logistics is traditionally responsible for all operational activities, marketing is responsible for all activities concerning the brand, designing a marketing plan, and creating customer awareness.

The cooperation is vital to assess the company's capabilities to meet the demand in its segment within the chosen geography and define pricing and marketing policies according to the length of the routes and the demand for services. The pricing issues should be done in cooperation between two departments since the pricing method used by firm to quote the selling price of the service also depends on transportation cost. While Marketing determines the price for the service, considering the competitive environment, the goals of the company, the planned level of profit and transportation costs, Logistics department is required to provide Marketing with information about the estimated costs associated with customer service, various distribution activities and the trade-offs among them. Together two departments direct the company's activities towards reduction of the total costs that occur in processes ranging from supplier selection to after-sales service.

Moreover, the cooperation is necessary for efficient formation of customer service policy and for customer orders management. Formation of a customer service policy is a direct marketing task, nevertheless it cannot be accomplished without analysing the company's ability to provide services to customers and the logistics costs associated with the provision. For example, as interviewee states, "in customer orders management, Marketing deals with the initial stage of this procedure, which is order planning, whereas Logistics takes over the processes associated with the preparation for service accomplishment" (Interviewee 2 2021).

The logistic system concerns internal transport and after-sales service and internal transport can be used for support of the company's product promotion except for

the daily delivery routine. One of the logistic functions is information gathering, logistics can help the marketing department to make the choices of places to promote, and what products should be chosen for the promotion. For example, according to Marketing manager, “Logistics department provides the information regarding the opening of new transport routes, and the information is utilized by Marketing department to plan advertising campaigns, for example concerning the advertising on billboards installed on a new route” (Interviewee 2 2021).

4 Conclusion

4.1 Key findings and discussion

A transport company gains a more profound understanding of customers' needs and makes marketing and advertising efforts more efficient by utilizing CRM approaches. Transport industry requires efficient Logistics and Marketing departments' cooperation, which can be fulfilled via organized data sharing and information management provided by CRM platforms.

The case company can be regarded as a customer-oriented company, where the Customer Relationship Management activities are leveraged for business prosperity and gaining a competitive advantage in the niche. Customers are considered when making strategic decisions and developing marketing campaigns. The focus of business processes in a company is put on achievement of excellent customer service and provision of a memorable customer journey. The firm strives to maintain customer satisfaction via marketing and customer service automation, efficient customer data collection and analysis as well as through maintaining customer contacts and activities.

According to the observations made and interviews conducted, it can be deduced that the company embraces operational CRM since it strives to leverage technological advancements for customer data analysis and further customization practices, aimed at achievement of customer satisfaction and higher levels of customer retention and loyalty. The activities in the company are targeted at facilitating customer communication, attracting new customers and leveraging marketing efforts to promote the company and deliver excellent customer service.

The organizational culture maintained in the company reveals the focus on Customer Relationship Management since every department corresponds the primary goals with the strategical efforts steered towards improvement of customer relationships. Moreover, continuous discussions are held regarding implementation of new activities that contribute to the increase of customer satisfaction and customer retention.

The company addresses the common CRM practices, such as customer segmentation, performance assessment and utilization of CRM software that contribute to efficient data management, client channels analysis and customer journey management. The focus of CRM activities is put on marketing campaigns and on the cooperation of Marketing and Logistics department, which can be regarded as an industry-specific essential strategic tool. The company has recently addressed the need of more active collaboration of two departments, especially for the demand management since new customer types are constantly appearing on the market. The firm is now developing new models of actions and explores the advantages and opportunities of Marketing and Logistics cooperation that should benefit the enterprise.

4.2 Benefits of CRM focusing

The company has benefited from focusing on CRM a multiple way in recent years. The crucial changes noted are efficiency improvement and simplified collaboration, which relates to the availability of a shared data in CRM software. The data can be updated anytime by any user, which makes tracking and managing customer information easier. With the implementation of the software, the order processing activities, for example, have been streamlined since once the order is received, the Sales department processes it in collaboration with Logistics department. The order information is shared and can be viewed in one place and service provision planning is done with communication among departments, which in turn increases productivity and fosters customer satisfaction.

Another significant benefit that the Marketing manager states is the possibility to efficiently analyze data using dashboards provided by CRM software. For example, when a Marketing manager is interested in email marketing metrics, specifically the click-through rates of each campaign, she sets up a dashboard that immediately displays how many people a particular email was sent to, how many people opened it, what the click-through rate is, and that contributes to analysis of marketing campaigns' efficiency. (Interviewee 2 2021).

The last major benefit that can be highlighted is the increased level of customer satisfaction. The utilization of CRM software allowed the company to be more organized and efficient through automation of different areas of the business processes. It assisted the company in building more effective communication with customers, which in turn increased the level of customer loyalty and customer satisfaction. According to recent performance measurements, “the customer retention has increased by 22% since the CRM software adoption” (Interviewee 2 2021).

4.3 Recommendations for the case company

The case company has been focusing on superior customer service provision since the foundation, nevertheless it has only recently started to address modern CRM practices including various approaches and software utilization. The company has already experienced the notable changes and advancements concerning Customer Relationship Management and has benefited from CRM practices addressing.

The possible recommendation that could be given is to continue the exploration of more CRM approaches and to adjust them to the singularities of the industry as well as to business processes in a company in order to form a strong base of activities related to customer relationships handling. Moreover, it is vital for the company now to have well-designed website that could reveal the core values of the firm. Whilst the website of the company was analysed throughout the process, it can be recommended to consider more targeting in website design as well as to add more on-page surveys, feedback widgets, and other techniques that would help the enterprise to gather and analyse customer feedback.

In addition, it is recommended for the company to provide information about incentives or discounts on the webpage for the customers since now that information could be obtained only via communication with a salesperson. The information regarding possible incentives or discounts can help to personalize the content and further may contribute to improved customer satisfaction as well as to new customers' acquisition and retention.

Moreover, it is suggested for the company to enhance the promotion on social media channels. The company currently efficiently leverages the possibility of communication with clients and practices feedback reception via various channels; however, more news accompanied with photos regarding the company's activities may be posted on social media channels. For example, the company is known for participation in corporate volunteering project "Bus of Good", which aim was to support and develop social initiatives, and Interservice could provide clients and interested people with more news and photos connected with activities associated with the project.

Driven by the previous recommendation, Social Media Marketing efforts could be more emphasized by the company. Managing of communities in the social network are seen nowadays as a way to increase brand awareness and customer coverage as well as attract potential clients, therefore it could be beneficial for the company to embrace new SMM approaches, which could have been lacking attention due to focusing on traditional advertising methods. The company may also address more Social media optimization, since it comprises a set of measures that are aimed directly at the inflow of the target audience from social networks, blogs, and forum platforms and increases the efficiency of the content's use in the communities of social networks.

4.4 Suggestions for further research

Customer Relationship Management is a broad concept that should be addressed due to increased importance it poses to the improvement of the business performance of the company. The concept should be researched further with the perspective of various industries and ways of implementation consideration. For example, each type of CRM should be researched in order to reveal the advantages as well as limitations of every type and find out the most efficient type for a definite industry or field of business.

Moreover, the special attention should be given to the role of Customer Relationship Management in e-commerce since online presence of a business has promising implications for improving customer satisfaction and loyalty via the enhancement of the possibilities to communicate with customers and service offering opportuni-

ties. E-commerce CRM development needs to be addressed since it gives the companies the ability to customize the customer experience and to consequently increase the level of customer satisfaction.

Another issue that needs to be researched is an impact of CRM practices on customers' behaviours. It has been acknowledged that CRM have a positive impact on customer satisfaction and customer experience. A superior customer experience has an impact on customer loyalty and customer retention, consequently it is essential to understand how the effectiveness of CRM activities influence customers' behavioural patterns.

Finally, as it was mentioned that CRM and marketing efforts are closely connected, what needs to be researched is the way in which CRM software can assist companies in creating better marketing campaigns. The study is required concerning the way CRM software simplifies customer segmentation, streamlines focused targeting, helps to create personalized content and to analyse the effectiveness of marketing campaigns.

5 Summary

The purpose of the study was to investigate what CRM practices are implemented in a transport industry company and how they contribute to business development. The thesis was focused on the exploration of marketing activities steered towards efficient CRM as well as on the consideration of CRM approaches utilized in a definite domain, which is a transport industry. The main delimitation was put on the consideration of one industry and therefore it is not possible to make generalizations concerning CRM activities implementation and utilization in other industries or enterprises

The theoretical framework outlined the core concepts related to Customer Relationship Management and Customer Experience management as well as addressed the difference between CRM implemented in B2B and B2C companies. The theoretical grounding also demonstrated the marketing efforts connected with CRM advancement as well as revealed the main singularities and the relevance of CRM practices implementation in the transport industry in accordance with the focus of the empirical research.

The empirical part was presented as a case study of a transportation company. The primary data was obtained via interviews held with the CEO of the organisation and with the Marketing manager. The interview as a method has assisted in gathering the relevant information regarding CRM practices addressed in the company as well as concerning the advantages that the firm gained through their implementation.

The results indicate that the transport industry company leverages the traditional CRM activities as well as has few peculiarities of CRM practices leveraging such as the necessity of Marketing and Logistics departments cooperation for successful CRM implementation. The research revealed that CRM practices established in a firm have benefited the company in terms of management of customer relationships and improvement of the business performance in general. The interviewed persons stress that successful Customer Relationship Management practices have become the key drivers of promotion and development of the business.

To conclude, this thesis study confirms the importance of CRM implementation for the improvement of business performance of the company. It can be deduced that CRM is playing a leading role in enhancing the productivity, streamlining cooperation among departments, as well as in obtainment of the in-depth customer knowledge and in higher customer satisfaction achievement. CRM software implementation is essential for companies striving to improve CRM customer relationships via benefiting from shared and visualized information provision that fosters efficient data management. The availability of various CRM practices makes it possible and indispensable now for every company in any industry to choose suitable CRM approaches, to properly educate the employees on how to use them and leverage the advantages it brings to the company as well as to the clients.

Due to the delimitation put on the industry that is referred to in the study, the further research is needed concerning CRM activities addressed in other industries and organizations since there are many other CRM approaches and advantages of a CRM system, which lie beyond the scope of this research. The need for the further research on CRM practices is also entailed by the importance of CRM addressing for business performance improvement.

List of figures

Figure 1. The importance of Customer Experience management, p.19

Figure 2. The steps of CEM strategy, p.20

Figure 3. Crucial and less significant determinants of customer satisfaction, p. 24

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Appendix 1. Interview questions

Interview with the CEO

1. Every company leader measures success in different ways. Can you tell, what are you most proud of regarding the company?
2. How do you perceive the main objective as a leader of the company?
3. It is important for the leader to convince the employees to succeed in order to run the business successfully. What do you expect from the workers and how do you motivate them?
4. How focus on CRM activities is embedded in the organizational culture of the company?
5. How do you see the fundamentals of a company's CRM strategy?
6. How are CRM practices aligned with the general strategic goals of the firm?
7. The crisis connected with the Covid-19 pandemic has adversely affected every company, regardless of a kind of business. Does the company have a strategy to neutralize the consequences of the pandemic and to plan future actions in conditions of absolute uncertainty?
8. The challenge for many organizations today is to align performance measures with business strategy, structures and corporate culture. What performance measurement practices are established in a company?
9. Your company has only recently started developing CRM practices. What viable benefits of CRM practices development can you highlight for now?

Interview with the Marketing manager

1. How did you start your career in the firm?
2. How do you perceive your role in the company? What makes you passionate about your work?
3. It is assumed that marketing activities may vary depending on the business sector. Are there any singularities of marketing efforts that relate to the industry the company operates in?
4. The transportation sector is known to have challenges regarding customer path management since there are usually dozens of touchpoints starting from sales, transport choice, customer service, claims management, accounts receivable and other issues. How does the company manage the whole service provision process to achieve superior customer experience? How the customers' data is managed?
5. What marketing activities are emphasized in pursuit of efficient CRM?
6. How the company's customers are segmented?
7. What activities does the company embrace to retain customers?
8. Can you tell about the last marketing campaign or novel approach that was implemented, which successfully contributed to CRM improvement?
9. Could you mention CRM software utilized in a company?
10. How do you perceive the advantages of CRM software utilization?
11. In transportation now the cooperation between Marketing and Logistics departments is addressed for efficient service provision and customer satisfaction level increase. Does the company address the cooperation and in which way?