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MEASURING THE IMPLEMENTATION OF A CRM FOR SALESPEOPLE

– A case study in a Sales Organization



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MEASURING THE IMPLEMENTATION OF A CRM FOR SALESPEOPLE

Nowadays the modern technology offers us many possibilities to ease up different kind of tasks in the companies. If the workforce know how utilize them correctly, many times these kind of changes can bring competitive advantage to the company. However, there are quite great amount of people in the work life, who barely use any IT systems or Internet. So, if an organization is going to implement some kind of modernization in their daily activities, the organization must make sure, that the benefits will be greater than costs that implementation of such system will bring.

In this research we have been following the activities of two sales organizations, during the implementation of CRM system for the sales force. Our intention is to clarify percentage of usage the implemented CRM tool, and the level of satisfaction with it. We have also measured if the CRM has bring direct benefit by increasing the sales or by bringing cost-effectiveness to the way how the sales force drive from customer to another.

The method of this research has been case study, and we have analysed the collected data from a quantitative and qualitative point of view. The data has been collected from records from the company, using questionnaire and semi-structured telephone interview.

The results of the study demonstrate that 94% of those who answered the questionnaire are using the CRM, and they were satisfied with the system and in their opinion it improved their sales performance. Also the comparison of the statistics about sales figures and driven kilometres between 2010 and 2012 showed, that it was possible to drive more cost-effectively. It seemed also that it was easier for new sales representatives to start their work with the implementation of this system. Many of the respondents estimated their skills to use this CRM better than their general skills to use computers, which lead to the conclusion that the system is easy to use and the training to use it is effective.

There are always room for improvement, during the research we found out that for instance, at the moment ,the system is not enabling prospecting new customers. If the first contact with new possible customer does not lead to sale, there is no way to add this contact to the system.

KEYWORDS:

CRM, sales organization, sales force, IT systems, change management, cost-effectiveness.

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CRM:N KÄYTTÖÖNOTON MITTAAMINEN MYYNTIORGANISAATIOSSA

Nykyään tietotekniikka tarjoaa yhä enemmän mahdollisuuksia helpottamaan erilaisia työtehtäviä yrityksissä. Hyvin usein tällaiset uudistukset voivat tuoda yritykselle suoraa kilpailuetua, jos niitä osataan käyttää oikein. Kuitenkin vielä hyvin suuri määrä työkäisistä ihmisistä ei juurikaan käytä tietotekniikkaa eikä Internetiä. Jos yritys aikoo ottaa käyttöön tietoteknisen uudistuksen on sen varmistuttava, että siitä koitua hyöty on suurempi kuin käyttöönotosta tulevat kustannukset.

Tässä tutkielmassa olemme seuranneet kahden myyntiorganisaation toimintaa, kun he ovat ottaneet käyttöön myyntihenkilöstöä tukevan asiakassuhteen hallintajärjestelmän. Olemme tutkielmassa pyrkineet selvittämään järjestelmän käyttöastetta, sekä tyytyväisyyttä järjestelmään. Olemme myös mitanneet, onko järjestelmä tuonut suoraan hyötyä kasvattamalla myyntiä sekä tuomalla kustannustehokkuutta myyntiedustajien asiakaskäynteihin. Menetelmänä olemme käyttäneet tapaustutkimusta ja olemme analysoineet kerätyt aineistoja niin määrällisesti kuin laadullisestikin. Aineisto on kerätty käyttämällä yrityksen omia aineistoja, kuten myyntilukuja, sekä kyselylomakkeella ja puolistrukturoitujen puhelinhaastatteluiden avulla.

Tutkimustulokset osoittivat, että asiakassuhteen hallintajärjestelmä oli käytössä 94% kyselyyn vastanneista, ja kaikki olivat hyvin tyytyväisiä järjestelmään. Heidän mielestään järjestelmä paransi myyntisuoritusta. Myös myyntilukujen ja ajettujen kilometrimäärien vertailu vuosina 2010 ja 2012 osoittivat, että järjestelmän avulla on mahdollista muuttaa ajamista kustannustehokkaammaksi. Myös uusien myyntiedustajien työnteko näytti helpottuneen järjestelmän käyttöönoton myötä. Monet kyselyyn vastanneista arvioivat omat tietotekniset taitonsa heikommaksi kuin uuden järjestelmän käyttötaidot. Tästä voimme päätellä järjestelmän olevan helpokäyttöinen sekä siihen annettavan koulutuksen tehokkaan.

Parannettavaa toki on aina, esille tutkimuksen myötä tuli esimerkiksi uusien asiakkaiden hankinta, jota järjestelmä ei tällä hetkellä tue millään tavalla. Jos ensikontakti uuden mahdollisen asiakkaan kanssa ei päädy kauppaan, ei tätä kontaktia pääse päivittämään järjestelmään.

ASIASANAT:

Asiakkuudenhallinta, myyntityö, myyntiedustajat, tietojärjestelmät, muutoksenhallinta, kustannustehokkuus.

CONTENT

LIST OF ABBREVIATIONS (OR) SYMBOLS	5
1 INTRODUCTION	6
1.1 Background	6
1.2 Case Company	7
1.3 Product Provider	8
1.4 Purpose of the Study and Research Questions	9
2 THEORETICAL FRAMEWORK	11
2.1 Successful sales organization	11
2.2 CRM systems	13
2.2.1 Benefits for salesperson	15
2.2.2 Measuring the success	15
2.2.3 Reasons for dissatisfaction	19
2.3 Change Management	19
3 METHODOLOGY	21
3.1 Research Methods	21
3.2 Data sources and collection	23
3.3 Limitations	25
4 DATA ANALYSIS	27
4.1 Analysis of the questionnaires	27
4.2 Analysis of the two sales representatives sales performance	33
4.3 Semi-structured interview	38
5 CONCLUSION	42
SOURCE MATERIAL	45

APPENDICES

Appendix 1. Questionnaire of the usage of computer

Appendix 2. Semi-structured interview

Appendix 3. Sales figures on November 2010 and 2012

Appendix 4. Records on driving during November 2010 and 2012

FIGURES

Figure 1. Employed labour force by age (Suomen virallinen tilasto, SVT, 2010 [referred to 7.1.2013])	7
Figure 2. Sales Effectiveness Drivers (adapted from Zoltners, 2009)	13
Figure 3. CRM system components (Zoltners, Sinha and Zoltners, 2001)	14
Figure 4. Customer view of Salespeople and Technology (Zoltners, Sinha and Zoltners,2001)	17
Figure 5. Respondents by age and years of service at the company	28
Figure 6. Usage of computer in the work by age groups.	29
Figure 7. Usage of MASSI in the work by age groups.	30
Figure 8. Computer aiding the sales force's work.	30
Figure 9. Sales force estimation on their own computer skills.	32
Figure 10. Sales force own estimation on their skills of using MASSI.	33
Figure 11. Amount of sales orders in November 2010 and 2012.	34
Figure 12. Average order size in Euros.	35
Figure 13. Driving kilometres.	37
Figure 14. Driving efficiency.	38

TABLES

Table 1. Metrics for measuring CRM project success (Zoltners, Sinha and Zoltners, 2001)	16
Table 2. Sales performance in amount of orders.	34
Table 3. Average order size in Euros.	35
Table 4. Driving kilometres.	36
Table 5. Driving efficiency.	37

LIST OF ABBREVIATIONS (OR) SYMBOLS

B2B	Commerce transactions between businesses
CRM	Customer Relationship Management
ICT	Information and computing technology
IT	Information Technology
MASSI	IT based tool for sales force created by Company Z

1 INTRODUCTION

1.1 Background

Nowadays the modern technology offers many ways to aid our daily tasks in the working life and to speed up or to improve our performance. According to C.S.G. Krishnamacharyulu and Lalitha Ramakrishnan company's competitiveness is dependent on providing goods and services more efficiently than the competition and the efficiency depends on the company's ability to exploit new technology and resources in a timely and cost-effective manner (Krishnamacharyulu et al. 2008: 14).

But are the final users of those new and fancy technologies capable to use them efficiently enough? If we take a glance to a medium worker in Finland, he would probably be in his fifties, has a medium level education and does not use too much of technology in his daily life. According to the Kaarina Vainio's article published in Helsingin Sanomat there are 25 000 Finnish adults aged between 45 and 54 that have not used Internet at all, and the experts in the article confirm that many workers do not have sufficient IT competence, even though most people know how to read newspapers in the Internet or to pay their bills through their bank's webpage (Vainio, 2012). Can a person like this take fully advantage or gain some improvement in his tasks when new IT application is adopted in the company?

In addition, as it is shown in the Figure 1, during the year 2010 the same age group between 45-49 and 50-54 are the two age groups that are most employed people in Finland, so it suggests that the phenomenon is quite common in any workplace and by that even more important and interesting to study.

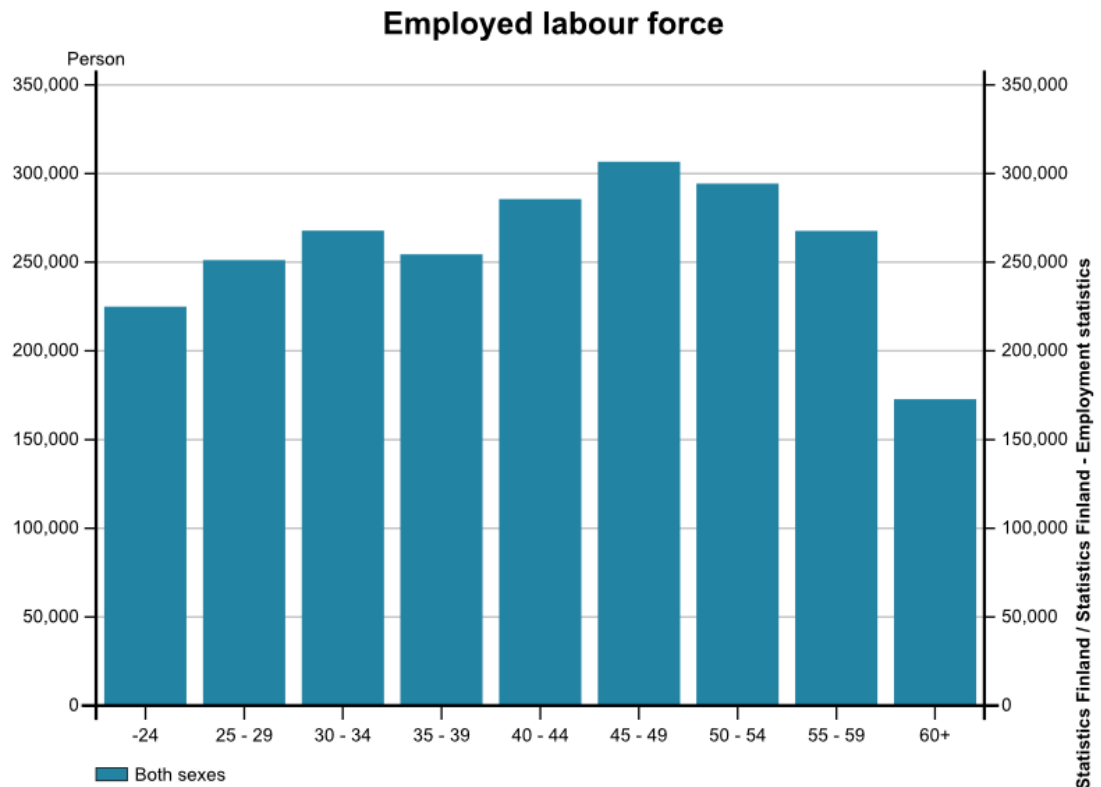


Figure 1. Employed labour force by age (Suomen virallinen tilasto, SVT, 2010 [referred to 7.1.2013])

As these previously mentioned age groups are strongly present also in the case companies, which makes it interesting to study how these new technological solutions are used among the workers of the Company X and Y. How widely the phenomenon presented by Kaarina Vainio is affecting to the behaviour of the employees in the two case companies. Should the company pay more attention in training the workers to use technological aids? In this study we will concentrate particularly on one IT service, MASSI, which is a CRM product of the Company Z, designed to ease up the highly demanding work of the sales representatives.

1.2 Case Company

The case company, which during this research and from now on will be named as Company X, is a young and dynamic Finnish company, specialized in B2B

selling on almost all parts of Finland. According the European Commission's definition it's a small size company if we take into consideration the annual turnover and the number of employed staff (European Commission, 2003). The company offers products such as safety shoes, working clothing and other safety products destined to small and medium size businesses, for instance, in agriculture, construction, transportation and other industries.

The business idea of the company is to have 'the shop on the wheels' so that the sales representatives go where the clients are with most of the products the company is offering. The clients can prove, see and touch and select the best products for themselves and in approximately four days Itella delivers the selected products directly to the clients. The intention is to create good and long-term business relationships with the clients. (Company X, 2013 [referred to 12.1.2013]).

In the same location and under the same business concept is also operating another company, which will be called Company Y in this case study, specialized in selling different kind of electric, hydraulic and hand tools for professional use. We decided to extend our study also to this company when it comes to our questionnaire, to get greater amount of responses and more material to analyse. The implementation of the new CRM tool has been done simultaneously in the both companies.

1.3 Product Provider

In 2011 the case company started cooperation with the Product provider, which from now on will be called Company Z, by buying their MASSI service, which is a tool designed to sales representatives to make it easier to plan the visits to their customers and manage them better. As it is said in the company's webpage the idea is to save sales force time and gasoline by better planning their workdays. The tool enhances organization, continuity and by that the sales people have more time to use for selling effectively. Also the management can have through the service different kinds of reports to follow up how the sales process is functioning.

According to the company webpage:

“Company Z is a ICT- solutions service company. Company Z designs and delivers information system projects and offers subcontracting services. Company Z offers mobile soft wares for mobile work control. Under the same roof can be found markets best video conferencing services and up-to-date data centre solutions as a cloud service. Range of services also includes the whole service concept WWW- and Internet services.

Company Z offers quality domestic software development work. Over 40 skilled IT workers in Kajaani and nationwide cooperation network allow fulfil assignments effectively and flexibly.” (Company Z, 2013 [referred to 12.1.13])

This tool is a kind of CRM tool, in a form of ‘front office’, which is aligned to the main CRM software used at the office. But these are two totally separate soft wares from two different IT solution providers.

1.4 Purpose of the Study and Research Questions

During this case study our main goals were to find out how widely the sales representatives have adopted the new IT service. Are they using the MASSI tool in they everyday work? And in addition, our purpose is to find out if they find it useful and also to analyze what kind of effect this IT service, MASSI, has to the case company’s sales performance.

By analysing the sales performance we can find out if the sales performance is increasing. Or how the sales performance is changing or if it is not changing at all, why not? Do the sales force use less gasoline, drive less, and have more sales orders per day? Do they find more new clients? Are they managing their existing clients better?

As this same tool is used also in Company Y, which has sister companies in addition to Sweden, also in Norway, Denmark and Poland, in those sister companies they are not yet using this kind of CRM tool for sales representatives, so all those companies can have interesting insight about MASSI through this thesis. Moreover, any company involved with direct sales

could find interesting this research, if they are also planning to have similar kind of tool to aid their sales representatives.

In addition our study can be interesting also to IT solution provider company Company Z, to get some feedback about their product, and perhaps this research can even trigger idea generation about how to continue with the development of MASSI.

2 THEORETICAL FRAMEWORK

2.1 Successful sales organization

Everything in sales depends on skilful sales force. Here Karen Mantyla (1995) present four key factors of a successful salesperson:

1. Positive attitude
2. Extraordinary work ethic
3. Excellent selling skills
4. Total product or service knowledge (Mantyla, 1995)

Positive attitude sounds simple to maintain, but compared any other profession, sales people are the most emotionally charged, and need to face many different situations and pressures that are beyond the salesperson's control, e.g. cancelled appointments, increased competition, hearing a lot of no's, company making mistakes in orders, and so forth. The reaction on these situations makes the major difference in sales performance. (ibid., 1995).

Extraordinary work ethic includes starting the day earlier, devoting time to planning and scheduling calls and visits. The sales force has to continue to give it's best efforts throughout the day, especially when they've had success early in the day, remember to make 'one more call' and recognize and deal with it, if a sales representative have experienced a bad day. (ibid., 1995).

The excellent selling skills include wide range of different type of skills from time management to individual and group presentations and closing the deal. Those skills can be learnt, practised and improved such as product knowledge, but having good ability to listen or sense of humour, those you just have, or not. (ibid., 1995).

Total product or service knowledge means that you know why these products were created, what they can do for your customer, where the competitive edge

comes from, what customer-support services are available, what you sell and how it helps your customers. (ibid., 1995).

When all these factors are present in the sales force, we can start looking for improved performance with, for instance, CRM systems that assist the sales force.

Also Zoltners agrees on the importance of effective sales force by stating that in any sales organization the sales force is a powerful driver of revenues. At the same time it is also the origin of the high cost of maintenance. The sales force have a significant and determining impact on the company's success, since they are in close contact with the organization's most valuable asset, its customers. (Zoltners, 2009). Therefore it is important to enhance the performance and effectiveness of the salespeople. Of course, as Zoltners states, it is not an easy task to discover which is the best way for increasing the productivity and improving the salespeople's competence. Depending from the point of view, it might comprehend the following:

- Providing value to the customer by changing sales process from transactional to consultative
- Increasing sales force morale and motivation through better incentive compensation programs
- Increasing sales force competency through training programs
- Increasing sales per person
- Lowering the costs of sales force (Zoltners, 2009)

Zoltners presents a figure, which explains the different drivers for the sales effectiveness. In this figure we notice that CRM is an Enlightener driver, according to Zoltners enlighteners means that a successful sales organization has good information and uses it effectively to help salespeople to understand customer and be successful. This means knowing well their customers' buying processes, attitudes and needs. Giving tools for sales force to decide who to spend time with and what to do with each prospect or customer, therefore they include processes and systems that provide sales force with customer

knowledge, enables them to understand the marketplace, prioritizing opportunities, to solve customer problems and use their time effectively. (Zoltners, 2009).

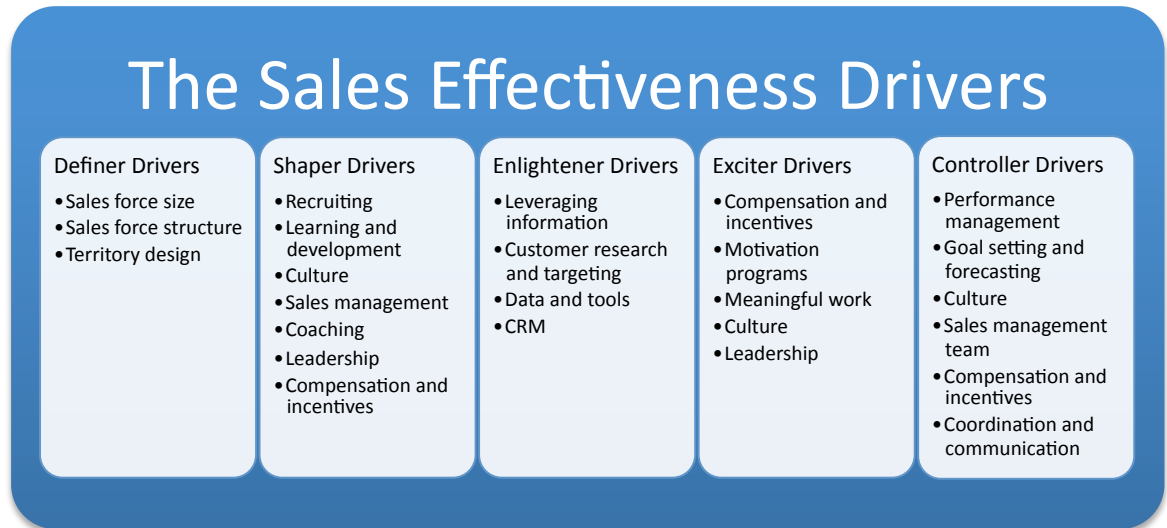


Figure 2. Sales Effectiveness Drivers (adapted from Zoltners, 2009)

The use of IT in sales is constantly evolving and nowadays light, nimble and flexible solutions assist the sales force, and thus increase sales impact. As we can see CRM is only one part of one effectiveness driver, naturally if the other drivers are not taken into consideration the impact of this one part perhaps will not be visible.

In our opinion, also any IT-based sales assistant tool will not enhance good results, if the most basic is not in order.

2.2 CRM systems

According to Zoltners et al. most of the large companies have already automated their 'back office' referring that almost every company use technology to manage accounting, order entry, finance and production. Currently the companies are evolving on the automation of so-called 'front office' meaning sales, marketing and customer service (Zoltners, Sinha and Zoltners, 2001: 389-390). The authors explain that successful CRM

implementations result in cost reduction, revenue increase, cycle time reduction and enhanced customer satisfaction while unsuccessful implementation only waste time and money (ibid. 2001:390).

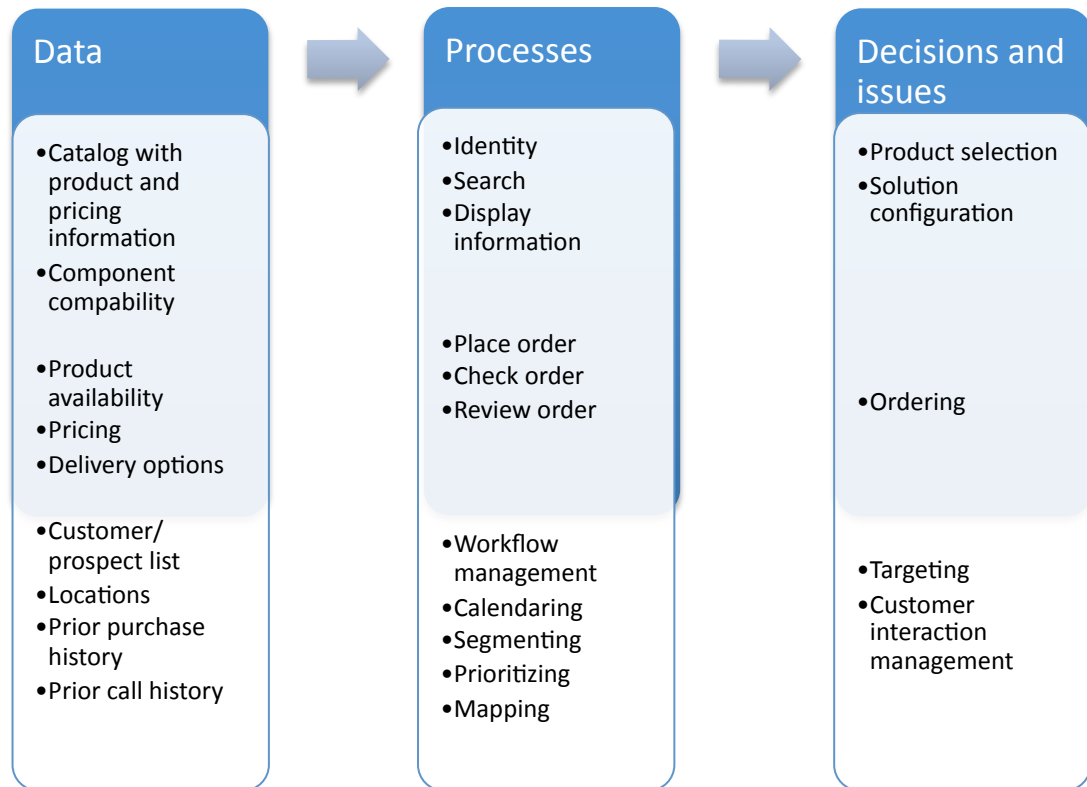


Figure 3. CRM system components (Zoltners, Sinha and Zoltners, 2001)

As it is described by Zoltners et. al. (2001: 395) the CRM offers through reliable data enhanced processes and by that better decisions and issues. As we can see in the figure 3.

In this study we are more interested in the latter part of the figure 3, the data that includes: customer/prospect list, Location, prior purchase history and prior call history. About the processes, such as workflow management, calendaring, segmenting, prioritizing and mapping, and decisions and issues like targeting, customer interaction management, which are exactly the data, processes and issues that can be managed with MASSI.

2.2.1 Benefits for salesperson

CRM systems improve the effectiveness and efficiency of the sales people. Effectiveness gains are derived, for instance, from the better use of customer and product databases. On the other hand, efficiency improvement is focused on three areas: time management, administration and communication. Scheduling system reduces unplanned time, automated tickler files organize and track leads and reminds a salesperson to call on latent customers. Administrative tasks, for example, reporting of expenses and calls are reduced through automated reporting. Good communication means, such as mobile phones and e-mails improves the accessibility (Zoltners, Sinha and Zoltners, 2001: 399-400).

According to Zoltners tasks that are difficult to perform manually, are time-consuming or repetitive should be automated. For instance, sorting through lists of potential customers (2001: 412).

2.2.2 Measuring the success

Even though, CRM systems can bring significant benefits to a company by assisting salespeople, according to Zoltners (2001:395), most studies indicate that majority of implementations are not successful. That is the reason why it is interesting to measure and analyse, if the implementation has been successful or not. Yet, it is important to learn from the past experience and think what can be done differently to improve the performance in the future.

Zoltners et al. present in the table 1, multiple level assessment for measuring the CRM system. This can be utilized in our case also in some level, at least sales results, system usage and user satisfaction will be part of our analysis.

Table 1. Metrics for measuring CRM project success (Zoltners, Sinha and Zoltners, 2001)

	Direct	Indirect
Qualitative	<ul style="list-style-type: none"> • User satisfaction • Customer relationship quality • Customer interaction quality 	<ul style="list-style-type: none"> • Cross-organization communication quality • Cross-organization customer coordination
Quantitative	<ul style="list-style-type: none"> • System uptime • System usage • Data quality • Training time • Administrative time 	<ul style="list-style-type: none"> • Targeting effectiveness • Customer retention • Sales results

According to Zoltners et al. we can analyze the adopted technology from the customer point of view. There are always risks when new technologies are adopted to the sales process (Zoltners et al., 2001: 394-395).

As we can see in the figure 4, the worst-case scenario is that company invests in a new technology, but it brings low value to the customer and to the sales force. In our case, we are seeking high value to the sales force and low value to the customer. The IT solution's intention is by that to enhance sales representatives own effectiveness and efficiency, in other words, assist the salespeople.

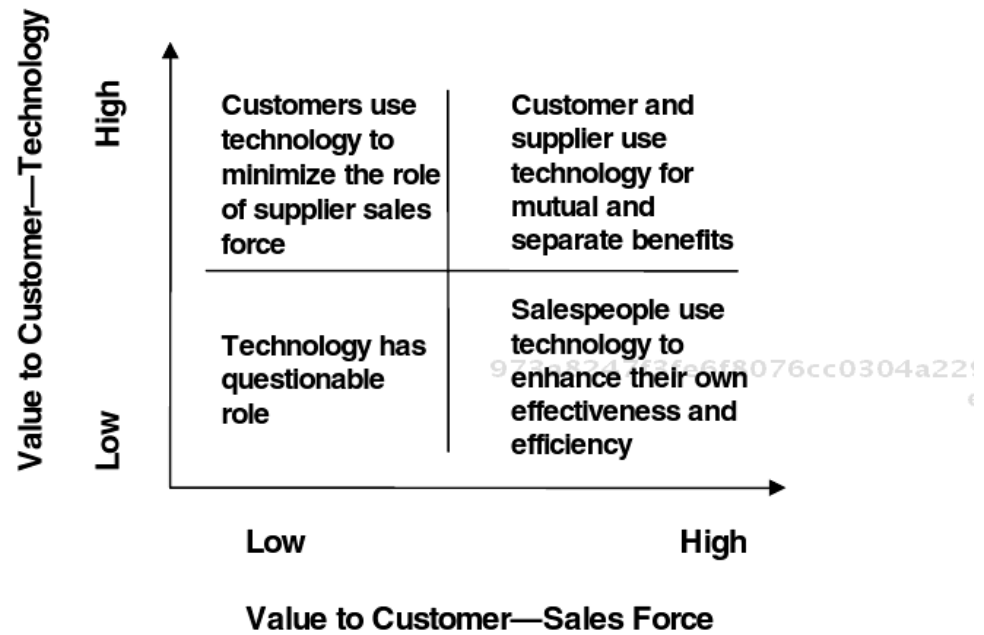


Figure 4. Customer view of Salespeople and Technology (Zoltners, Sinha and Zoltners,2001)

In addition, also Philip Bligh and Turk Douglas (2004) give some guidelines to successful implementation of CRM:

- Attain executive sponsorship and alignment.
- Define the strategic context and business case.
- Build a balanced team.
- Align with customer strategy.
- Develop a roadmap.
- Implement rapidly.
- Address all aspects of change.
- Avoid technology traps. (Bligh and Douglas, 2004)

Bligh and Douglas confirm that to attain the executive sponsorship and alignment is not usually problem in the cases of top-down ideas. However, in the case of ideas generated at lower level, the idea tends to lack both sponsorship and alignment. According to the authors both of those are extremely important to survive the impact of tough choices and difficult changes. In our case the idea came from down to top, since one sales person

introduced this new tool to the management, however both sponsorship and alignment were present in the case company.

The authors explain that in many cases the top management just omit the definition of the strategic context and business case. They say that it would be a good method to measure by benchmarking the current performance to have some data for comparison if any improvements have happened. That is exactly what we intend to do by retrieving some data before and after implementation of the CRM tool.

According to the same authors a balanced team is a team, which includes the firm's top performers, full cross-functional representation, people who are not over-weighted with technology skills, business process and change management experts. In addition, the firm should be disciplined in dedicating enough time and resources for the implementation.

Aligning the customer strategy, according to Bligh and Douglas, enables the firm to deliver consistent customer experiences. It is also good to notice that the implementation of the new tool may require more resources in order handling or in any other work area.

The roadmap development is for far-reaching initiatives, which points out the stage of implementation overtime. In our case company, the particular implementation was not far-reaching.

Implementing rapidly the company should make rapid piloting and collect data and analyse it, make permanent improvement or modify the initiative. In addressing all aspects of change the company avoids emphasizing too much the technology aspects of the implementation. The new idea may change the daily work activities and the workers' interaction inside the company. New skills and roles might be required and the existing ones might be redefined.

To avoid technology traps Bligh and Douglas advice us to remember that technology should be in supporting, not in leading role. Companies receive their

results from how the business is run, not from the software they are using (2004).

2.2.3 Reasons for dissatisfaction

According to Zoltners there are three main reasons why sales force and / or sales managers might become dissatisfied with IT systems that are designed to increase the effectiveness of sales people. IT systems can become overly complex and hard for average sales person to use it effectively. This leads to disuse of the system. IT system may be too rigid and difficult to adapt to different individual customer situation and needs, also sales people differ in their desire and ability to use technology in their sales process. The lack of flexibility of the IT system can make it inappropriate for many selling situation. As a result easily adaptable low-tech solutions are preferred. Thirdly, if the sales force feels that the system is used only to control their actions, the IT system will result unwanted (Zoltners, 2009: 236).

2.3 Change Management

Weick and Quinn (1999) see Van de Ven et al. (2004: 5-6) divide change management theories into two different categories, Theories of change that are episodic, infrequent, discontinuous and intentional. The other category is continuous change characterized and ongoing, evolving and cumulative. We are not totally agreeing with this categorization, since in our opinion many change processes are ongoing, but also intentional. As we can see this categorization is dated back to 1999, and at that time change was perhaps not that fast spaced as it is in modern days.

Murthy defines change as alteration in people, structure or technology and there are either external or internal forces, which brings the need for change (2007: 11). In our case, it is an internal force that stimulates the change and it is precisely the introduction of new equipment and the alteration happens in technology. Murthy defines technological change in the following manner: "A Change that impacts the actual process of transforming input to output" and

gives examples like equipment change, work process, information processing, work sequence (2007: 17).

Murthy lists 12 different types of change: Transformational, Revolutionary, Recreation, Strategic, Anticipatory, incremental, Directional, Fundamental, Operational, total, planned and happened. In our case the change is incremental since it focused only to the sales force not to the whole organization. The change is done gradually, meaning that no one is obligated to use the new technology; hence they are recommended and supported to use it. In addition the change is adaptive in nature. The positive side in this kind of incremental change is that, if it fails, the risk is not that big as in total change, or larger scale change (Murthy 2007: 22).

According to Zoltners when a new IT solution is integrated in the sales force work process, focused change management is essential, at least if using the system requires significant change in work processes or needed skills. It is beneficial for instance, to involve sales force into system design, to clearly demonstrate the benefits of the system, to create excitement through newsletter and broadcasting the results achieved by champion users, to address problems with current processes, to provide excellent training and to address sales force concerns (Zoltners, 2009: 239-240).

Also Murthy agrees with Zoltners by stating that Change is inevitable and happens all the time, and the new way of doing always generates resistance. The new work supporting technologies might generate fear and many times the biggest challenge is to change people's habits (2007: 9).

3 METHODOLOGY

3.1 Research Methods

According to the definition of Pamela Baxter and Susan Jack this is a qualitative descriptive case study and our aim is to try to find answers to the questions mentioned in the introduction (Baxter and Jack 2008: 547-548).

We chose case study as our research strategy, since according to Yin (2003) it is used to describe an intervention or phenomenon and the real-life context in which it occurred (see Baxter and Jack, 2008:548). As well, Saunders refers to Robson (2002:178) who defined case study to be a strategy involving an empirical investigation of a particular contemporary phenomenon in real life context using multiple sources of data (see Saunders 2007:139).

Or as Gillham states, qualitative method enables you to 'get under the skin' of a group or organization to find out what really happens (Gillham, 2010: 11). Also, having the role of practitioner-researcher gives us the advantage of knowledge of the organization understanding the complexity of what goes on (Saunders, 2007:144). Even though, there are many disadvantages in that role as well, as Saunders puts it, the researcher carries around assumptions and preconceptions and those can prevent exploring issues that would otherwise enrich the research. Also many basic issues might get without attention since the researcher and respondents would feel that those issues are known by everybody already (ibid, 2007:144.)

In the company X, where this study is carried out, a new tool was acquired in April 2011 with the intention of offering some help to the sales force's demanding job. The main goal of the newly purchased IT-solution was to improve workflow management, calendaring and mapping. Finland is a large country and in the company the sales representatives are demographically divided. It is important that the sales force does not just drive around trying to

locate the customers, but instead concentrate on selling to as many customers as possible and at the same time drive as cost-effectively as possible.

Before the acquisition of the tool, rapid piloting was done in the case company by this same sales person who introduced the idea to the top management, after which the implementation took place. In addition, with this new tool, the way of sending orders also changed. Traditionally the most common way to send orders to the office was via fax machine, now orders started to send to the office by email, so the old-fashioned fax were replaced by the portable scanners.

During this research, our intention is to find out comparing the sales figures previous to the adoption of the IT solution and those figures after the adoption of the same, if some improvement or change in sales performance has happened. And if so, we could assume that this improvement or change is due to IT solution, even though it is not necessarily the case. Of course, we have to understand that in sales, as in business in general, there are other external factors that also have influence on the performance of the company, which the company cannot control, such as increased competition or new laws or regulations. For instance, during the economic down turn it might get more demanding to get better results in sales, since everyone is focusing on cost reduction.

We can also compare the driving kilometres during those same time periods to find out if it has gone down or not. Are the sales people planning well enough their daily route, they won't be driving back and forth ineffectively.

We are going to concentrate only to two sales representative's sales figures firstly to avoid getting "lost" with the amount of data, which is a common pitfall among inexperienced researchers (Baxter and Jack, 2008). Secondly, our intention is to set definit boundaries this study to better meet the purpose. One of the analysed sales representatives is the one who originally proposed the idea of having the MASSI tool and is enthusiastic about it; he even participated in the pretesting process of the product. The other one is more traditional, he is

used to do things in a certain way and was among the people who latest adopted this new tool. However, both of the sales representatives are top sales people in the organization. Both of them are group leaders, and in addition to selling, they also do training with new sales people. They also have been working in the company somewhat the same period of time.

There are five techniques for data analysis proposed by Yin: pattern matching, linking data to propositions, explanation building, time-series analysis, logic models and cross-case synthesis. We think that the most appropriate in our case would be the second one: linking data to propositions. This technique would also ensure that we would not analyse data outside the scope of research questions, which is one danger among others, according to Yin, when novice researchers are involved in the investigation process. (See Baxter and Jack, 2008: 554-555.)

3.2 Data sources and collection

To increase the data credibility we choose to use multiple data sources as recommended by Patton (1990) and Yin (2003) see Baxter and Jack, 2008:554). The data we intend to use is described by Saunders et al., as secondary data from multiple source (2007: 249). Saunders states that when using a case study strategy it is probable that there is a need to use and triangulate multiple sources of data. That means to use different data collection techniques to ensure that you understand in the correct way what the data is really telling you. (Saunders, 2007:139). According to Gillham it is very useful to have different kind of evidence, Gillham lists six kind of evidence that a researcher could use in the case study (2010:21-22). Among the six we intend to use the following three:

1. Records "things that go back in time but may provide a useful longitudinal fix on the present situation" (Gillham, 2010: 22), by analysing 1 month's sales figures prior to acquisition of the MASSI program and the same month one year after the implementation, so that the salesperson has used already the acquired program. We can also compare the driving costs for those same months.

Saunders et al. mention longitudinal studies and comparative data when writing about this same phenomenon (2007: 259).

2. Interviews "... term for the range of ways in which people can give you information. This may be more informal than an interview, for example an off-the-cut spontaneous discussion" (Gillham, 2010: 22). We make general and quite simple questionnaire to all sales representatives working in the both companies X and Y, so we can have a general idea about their usage of computers and MASSI-tool. In addition, our intention is to find out the relation between age and computer usage and whether the sales force have started to use this MASSI tools or not. We also ask if they see that it has been useful or not. We first did small-scale piloting with the questionnaire at the office with the office staff, and then we decided to send the questionnaire for the sales force of both companies Company X and Company Y in order to get greater quantity of responses, so we sent total of 30 questionnaires to the sales force.

Afterwards, as Wass and Wells, 1994 recommend (see Saunders 2007: 314) we will continue with semi-structured interviews to explore and explain themes that have emerged from the questionnaires as well as validate findings from the questionnaires and from the records analysis. This personal semi-structured interview as Saunders et al. put it (2007:312) will be done only to the two sales representatives, whose sales figures we have analysed earlier. We also expect to get some knowledge about the salesperson's personal relationship towards computers and different automated tools, and more precisely his opinion on MASSI.

3. Participant observation "... this is more usual in case studies, you are 'in' the situation, keeping your ears and eyes open, noticing things that might be normally overlooked." (Gillham, 2010: 21). This kind of observation will be done or has been done even before we started with the thesis. However, Gillham mentions that it is important to keep written record in this type of data collection (2010: 21). Because of the fact, that no data collection have been done systematically by keeping written record, but only unconsciously, since there are few things that are known by everybody in the company because of

observation, maybe we should omit this type of data collection from our research. For example, we have some kind of idea who among the sales representatives are more enthusiastic to use MASSI and who are not.

3.3 Limitations

When planning this thesis it sounded quite easy task to recollect records (data about sales figures and driving costs) which were already created for some other use in the company. But there have been many variables that need to be taken into consideration when collecting those data. For instance, to get a sales figures that are comparable with previous years data, we need to make sure that those months we are intending to compare do not contain different amount of days off, holidays, sick leaves and so on.

In order to get appropriate driving cost figures, we have a program C-track, which gives data according to the car's register plates. But the difficulty here is that many of the sales representatives have changed their car, some of them even twice, and we have no exact data, only vague idea, when those changes have occurred. So it has been a challenging to get the correct data and many different sources has been used to secure the accuracy of the data.

Other challenge has been the character of the data, since these records reveal sales figures among other confidential business information. We have decided not to reveal the written records in the appendices. However, in the analysis we will show the possible changes accurately. The nature of the data also creates a limitation to the utility of the information.

Conducting the semi-structured interview, also created the challenge of the data recording. We chose to write notes while asking the questions and immediately after the interview, to write a clean version of the notes. If needed, we could always make another call to confirm certain information.

We realize that, because of the really small amount of sample our conclusions cannot be considered anything else but description of the specific situation in this specific company. We cannot generalize any phenomenon which we have

encountered during this research. Not even the questionnaire which was sent to each sales representative in both companies is representative enough to draw valid conclusions, since the minimum population size recommended by Saunders, is 30 and then you should det the answer from each member of the category (2007: 211).

4 DATA ANALYSIS

As Saunders et al. confirm we can use either quantitative or qualitative methods or even both methods to analyse the data collected (2007:10). Since our data includes different types of data sources and data, both methods will be used in this analysis.

4.1 Analysis of the questionnaires

We made a simple questionnaire (see Appendix 1) to find out how many of the sales representatives use the new CRM tool in his work routine. At the same time we asked about general use of Internet and computer and if they find those tools enabling their work in sales. In addition, we asked about their age and the time they have been working in the company. Those who have been working more than 4 years have the experience of working considerable time without MASSI, and therefore have needed to change their work routine to learn to use MASSI. On the other hand those who have been working less than two years have used MASSI from the beginning, so no new style needed to be learnt. The age is interesting, as the Kaarina Vainio's article, mentioned in the introduction of this research, suggest that people between certain ages are not comfortable using computer or software. Let's see if the age distribution gives similar indications also in this case.

We made pilot test with the questionnaire at the office with the office staff. Since the questionnaire was simple and no problems with it appeared, we send 30 questionnaires to our sales representatives by the 29th of May post and asked them to return it via fax or email by the end of 4 of June. By the 5th of June we had 16 responses, so the total response rate was 53%. The questionnaire was made in Finnish, because only Finnish people participated in it.

As we can see in the Figure 5 most of the respondents are over 45 years of age. Most of the younger respondents, 39 years of age or less, have been

working in the company less than two years, so they have been using MASSI tool since the first day working in the company.

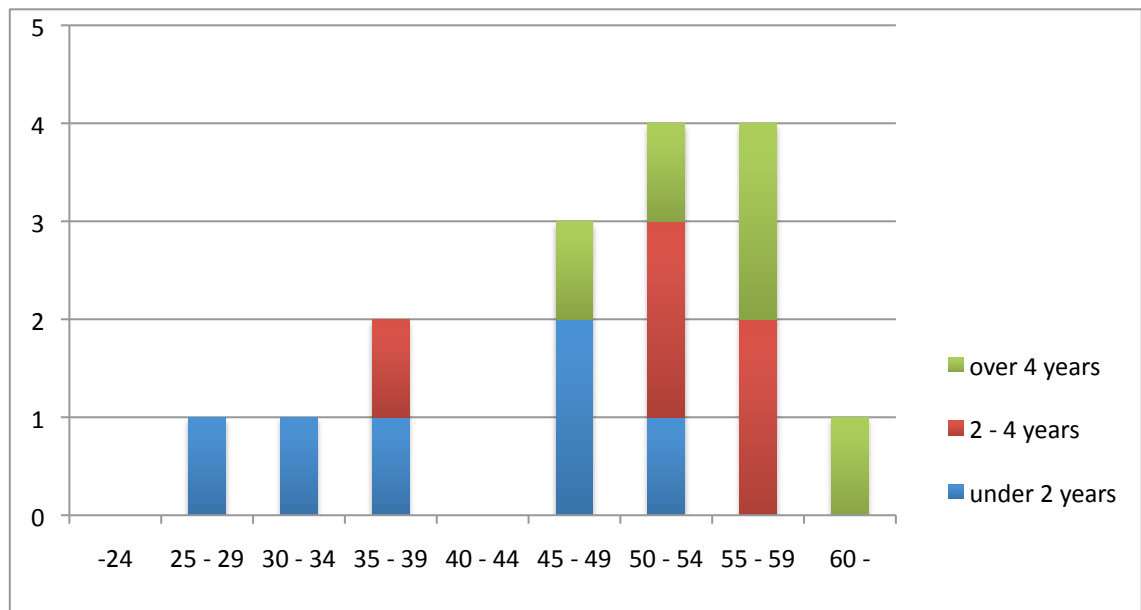


Figure 5. Respondents by age and years of service at the company

If we compare Figure 5 with the Figure 1, which is presented in the introduction, we find out that respondent' distribution by age groups follows the same trend as in the Figure 1 for whole nation. We found only the couple of exceptions: we had no answers from the age group 40 – 44 and in comparison little more answers from the age group 55 – 59 than in the whole nation. By that, we could conclude that the company's sales force is slightly older than the nation wide distribution.

In the figure 6 we can see that 81,3% of respondents uses the computer daily in their work. This is due to the fact that at the same time when the MASSI tool was acquired, a personal computer was given to everyone of the sales force, so that they could use the MASSI tool. Of course, the computer could be used to various other tasks also, including scanning the orders and sending them to the office by email. Before the acquisition of MASSI and computers, most of the sales force used Fax to send the orders to the office. So, those sales

representatives who do not use computer daily, most probably are still using fax to send the orders to the office.

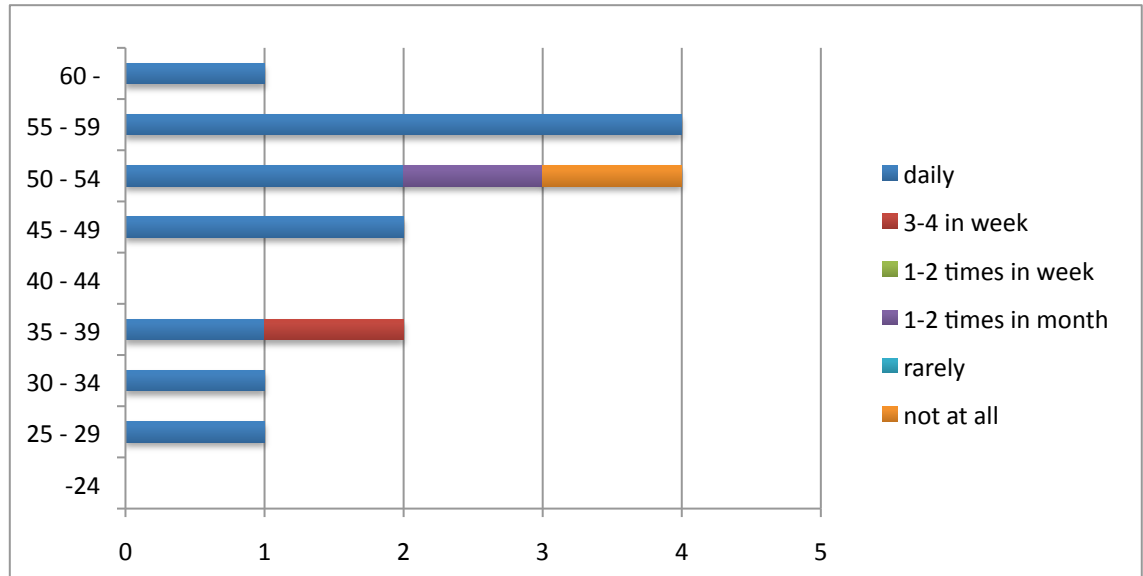


Figure 6. Usage of computer in the work by age groups.

The next figure 7 gives us clear sign that MASSI is quite widely used among the sales force, since 94% of the respondents use MASSI on daily basis. There was only one respondent who uses the CRM tool only once or twice a month. However, this respondent belongs to the oldest age group, so it is in accordance with the results discussed in the Kaarina Vainio's article, about the older the worker less likely she/he will have sufficient IT competence. The same respondent has been working in the company over 4 years, as we can see from the figure 5. This finding indicates us that, at least, for this respondent it has not been easy to change his sales behaviour and start using MASSI in his work. Of course, we do not yet know the real reasons for this. Perhaps the sales person, as well as the company, are content with his sales figures, so he does not feel that he needs to improve his performance, or he might feel that his system "the old way of doing his work" just functions perfectly for him, so why to bother to change a well functioning system. The reason for disuse of MASSI certainly needs to be clarified in our semi-structured interview.

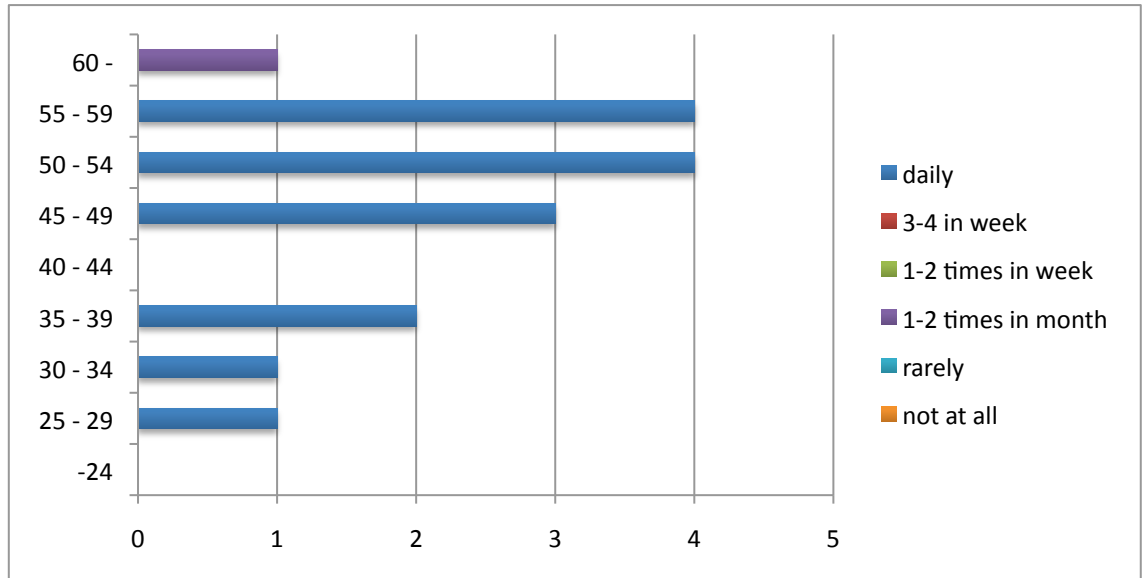


Figure 7. Usage of MASSI in the work by age groups.

Even though some respondents have doubts about computer helping the sales force's tasks, as the pie chart of figure 8 shows us, everyone of them agreed on that MASSI has the utility in helping sales representatives tasks. So we can draw the conclusion that at least those sales representatives who responded the questionnaire are satisfied with the implementation of the new CRM tool.

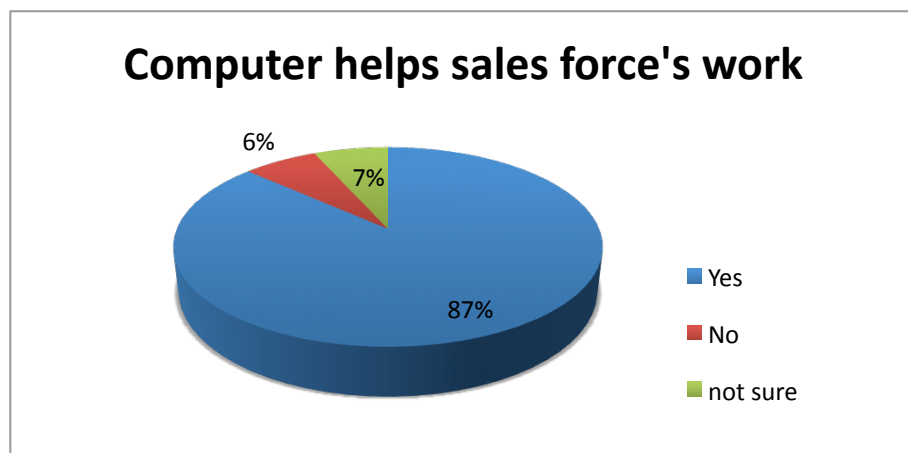


Figure 8. Computer aiding the sales force's work.

Our initial thought was that those who are not using MASSI also would think that it would not be utile to the sales. However, even the respondent who barely uses the MASSI, only once or twice in a month agrees that MASSI helps the sales force work. This raises interesting question: Why does not the respondents use MASSI more often, if she/he thinks it affects positively to the sales?

Figure 7 give us also indication on how successful the implementation of the IT system has been. According to Zoltners (see 2.2.2) the success can be directly measured qualitatively with user satisfaction, since 100% agreed on MASSI aiding their work, and quantitatively with system usage, see Figure 7. Of course, we failed to ask the degree of satisfaction with the system. Here we suppose, that if the sales force did not think that MASSI is aiding their work, they would not be satisfied with it.

In the figure 9 we have the sales force own estimation on their computer skills divided by age groups. On the contrary of our expectations we have in the younger age group (35 – 39) slightly weaker computer skills than in the oldest groups. Could it be that the people in the oldest age groups feel more self confident on their abilities and skills than the younger age group? In addition there were one respondent who did not reveal any information for this question. Of course, here again the very small size of sample has heavy effect to the results.

It might be that the younger respondents have more awareness about the wide amount of possibilities the modern technology offers and the small amount of it they can handle with some level of expertise, while the older respondents possible considered only those IT solutions they use regularly and how well they manage them.

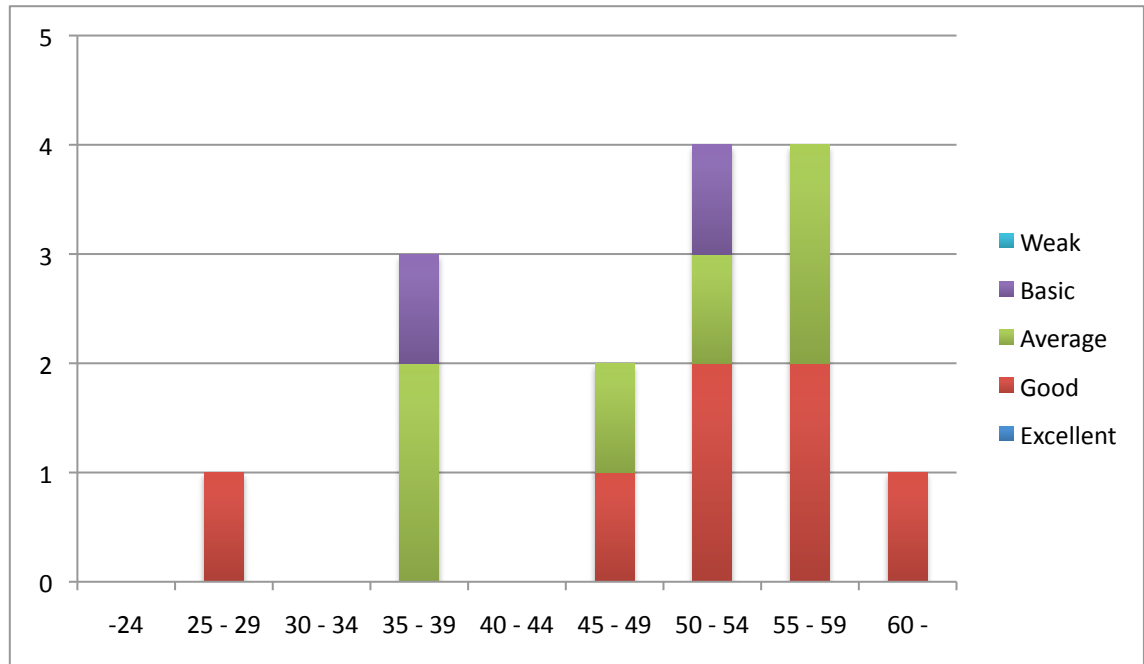


Figure 9. Sales force estimation on their own computer skills.

In the figure 10 we have the sales representatives' own estimation on their skills for using the MASSI tool. Here we witness much more confidence in their abilities. It can be due the very easy and user friendly software, or very good training and support and due to the fact that they use it so much that the usage has become almost automated for them.

Even the respondent who confirmed using MASSI rarely agrees to have average skills to use MASSI, this reveals to us, that probably his skills to use MASSI is not the reason why, he does not use it. Would it be the difficulty of change old habits? This we have to find out during the semi-structured interview.

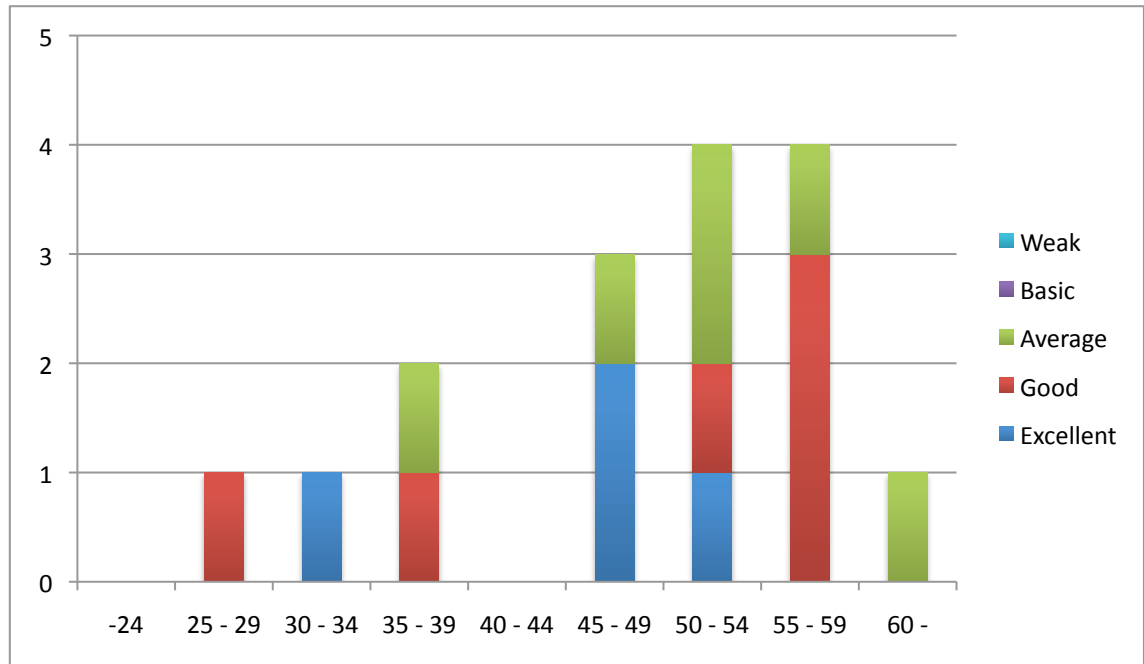


Figure 10. Sales force own estimation on their skills of using MASSI.

If we compare figure 9 and 10 we are able to see that there were three people who thought they have excellent skills for using MASSI, in the figure 9 no one thought having excellent computer skills. Instead we had two respondents who thought that they have only basic computer skills, whereas in the figure 10 everyone estimated their skills at least average or better.

4.2 Analysis of the two sales representatives sales performance

As mentioned earlier, we are analysing the sales performance of two top sales representatives. Both of these sales people also train novice sales representatives in the company, therefore we have been obligated to subtract the days they have been doing training from those total days of work. As well as the kilometres driven on those same days, since that driving is not done looking for or visiting the clients. One of these analysed sales representatives was very enthusiastic about this new CRM tool and in this analysis we name him with *A*. The other sales representative, more traditional one, will be in this analysis *B*.

The Table 2 as well as the Figure 12 reveals us that in fact there was an increase in the amount of orders after adopting the MASSI. There is also quite reasonable difference between the person *A* and *B*. The sales representative with more positive attitude towards the new tool has had more increase in the amount of his sales orders.

Table 2. Sales performance in amount of orders.

	A	B	Total
Amount of orders /day in Nov 2010	4,26	3,18	7,44
Amount of orders /day in Nov 2012	4,67	3,22	7,89
Increase / Decrease in %	9,6%	1,3%	6%

Here in the Figure 11 we have illustrated the information displayed in the table 2.

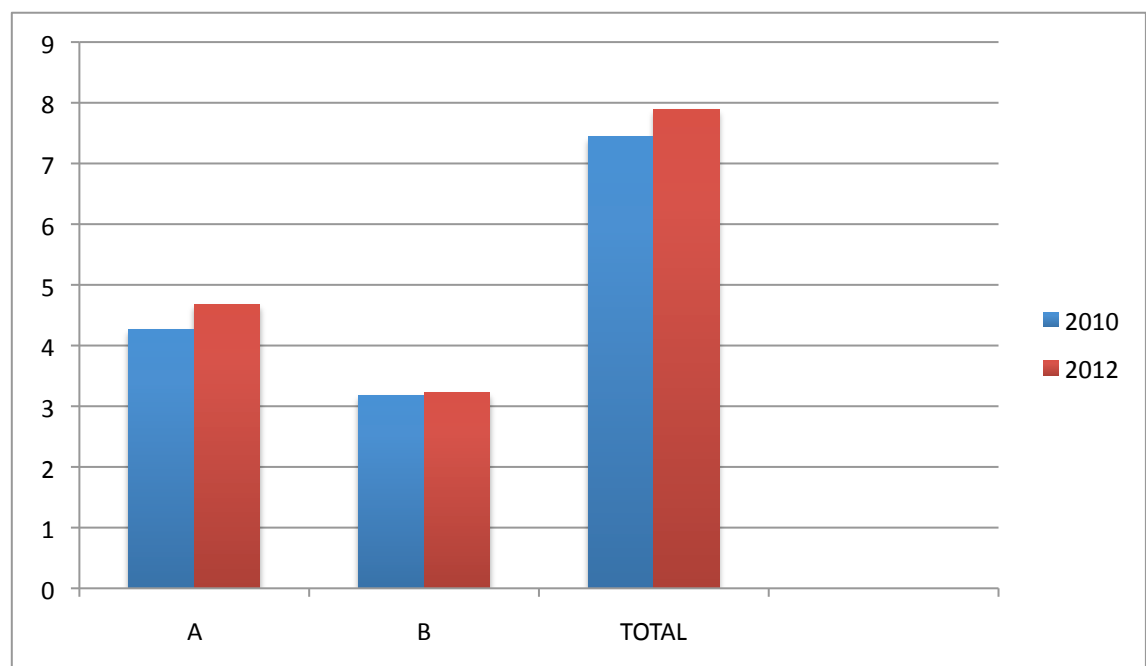


Figure 11. Amount of sales orders in November 2010 and 2012.

Table 3. Average order size in Euros.

	A	B	Total
Average order size in € in Nov. 2010	394	295	689
Average order size in € in Nov. 2012	341	396	737
Increase / Decrease in %	-13%	34%	7%

In the table 3 above, we can see, that even though the sales person *A* had increased more his amounts of orders compared to *B*, the average order size in Euros did decrease 13%. On the contrary, sales representative *B* did increase the average size of order significantly 34%, even though in the quantity of orders there was only slight change to the positive direction. Let's see it more clearly in the Figure 12.

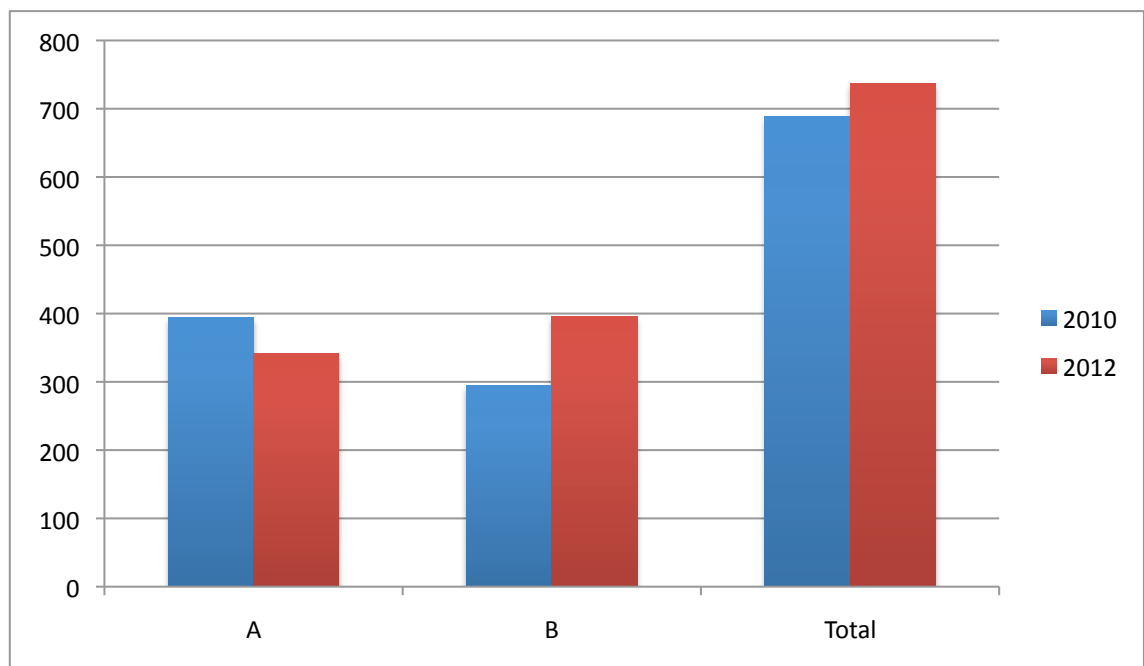


Figure 12. Average order size in Euros.

So if we compare Figures 11 and 12 we can conclude that, the sales representative *A* did make more deals in 2012 than 2010, but on average those deals were smaller in 2012 than in 2010. The sales person *B*, had almost the

same amount of orders in both years, but in 2012 he made much bigger deals than in 2010. We know by observation and because of the role of researcher-practitioner, that there are some products that can raise significantly the size of the deal, but these products are sold only once in a longer period of time to the customer. It is possible that in 2010 *A* sold many of these kinds of products to his/her customers, but not anymore in 2012. On the contrary *B*, might have been selling those kind of products in large quantities in 2012 and not so many in 2010.

In Table 4, we see the amount of kilometres both sales representatives have driven during the month of November in 2010 and 2012. We left out those kilometres, which were driven in the purpose of training the new sales representatives.

Table 4. Driving kilometres.

	<i>A</i>	<i>B</i>	Total
Driving kilometres in Nov 2010	5028	3290	8318
Driving kilometres in Nov 2012	5240	3480	8720
Increase / Decrease in %	4%	6%	5%

What it comes to driving costs, it seems that no significant change has happened. Both *A* and *B* had a slight increase in driving kilometres. Both are so experienced sales representatives that this result mainly suggests that they have not dramatically changed their driving style when MASSI was adopted, on the contrary they have continued with the same systematic driving style as they used to do before MASSI was introduced to them.

Though it might be that during their daily route they are now visiting more customers, without forgetting to visit anyone, since MASSI is showing them clearly all the clients, who are in the same direction, and even though some extra kilometres will be driven to visit all of them.

See Figure 13 in the following page for better illustration:

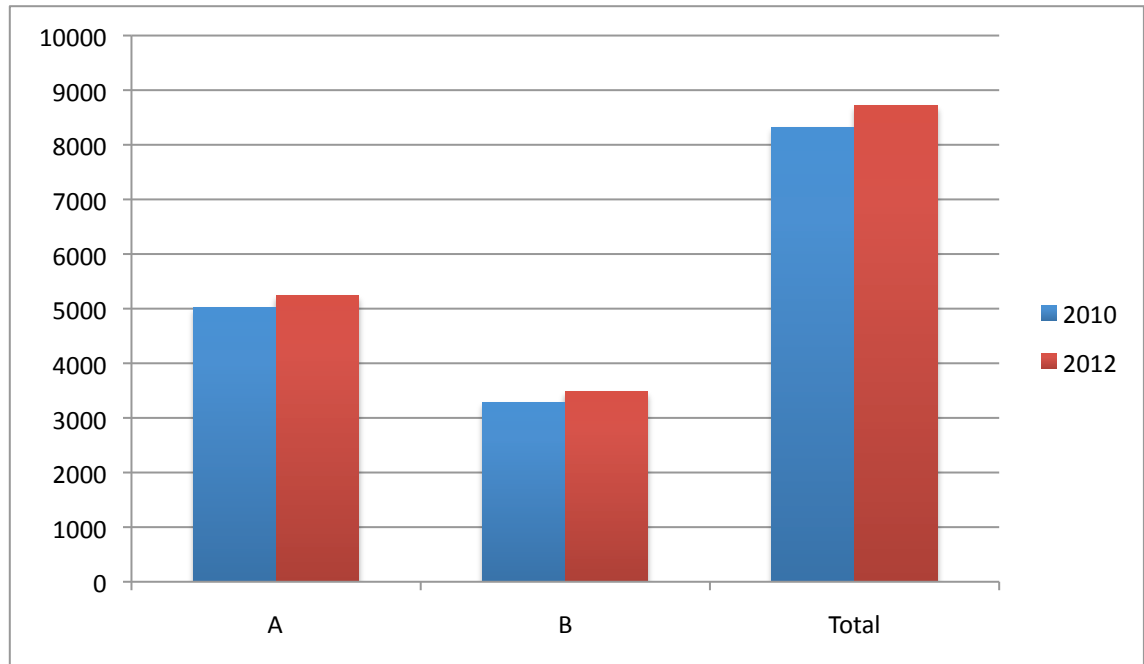


Figure 13. Driving kilometres.

However, if we compare the driving kilometres to the amount of sales orders, we have quite interesting results about the sales representative's performance efficiency. See the table 5:

Table 5. Driving efficiency.

	A	B	TOTAL
Driving kilometres /orders 2010	62,1	60,9	123
Driving kilometres /orders 2012	53,5	60	112,5
Increase / Decrease in %	-14%	-1,4%	-8,5%

A has increased his efficiency quite a lot, he drives 14% less to get the same amount of orders. Meanwhile B drives more or less the same amount as previously, the decrease is only 1,4%, therefore not a significant drop.

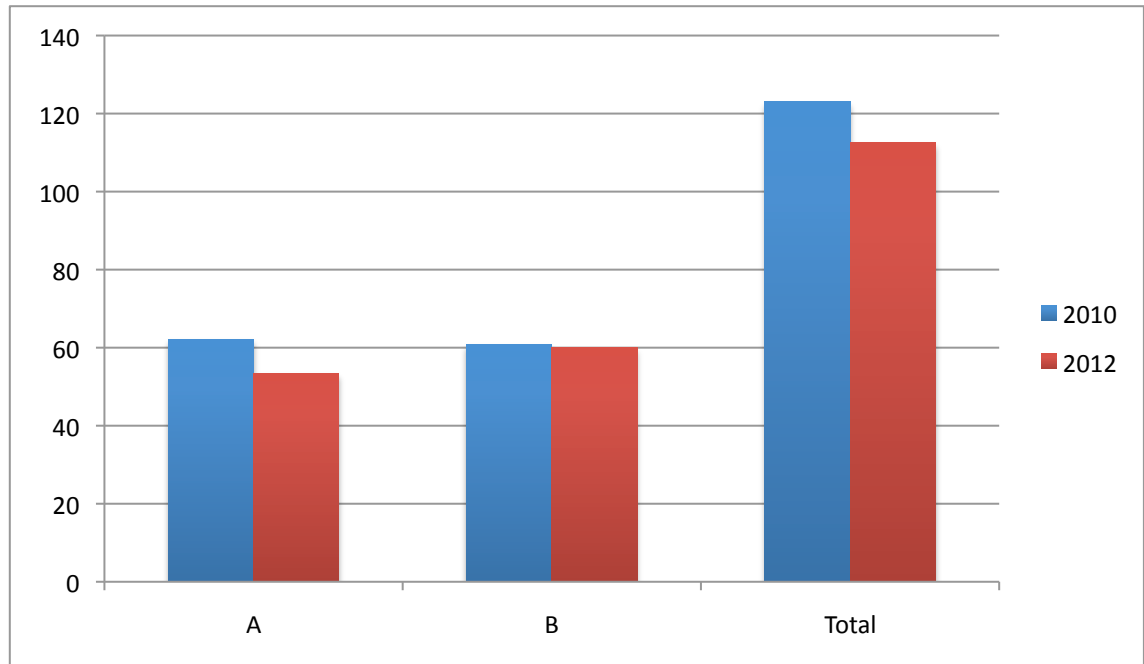


Figure 14. Driving efficiency.

This result raises questions. Does *A* use MASSI to plan his daily driving route? And what about *B*? Does he use MASSI? Because of *B*'s results we might think that it is quite sure that he does not use MASSI to plan his daily route, but only follows the same system he has used always.

4.3 Semi-structured interview

After conducting the analysis of the questionnaires and records, we had some questions that needed validation. Therefore we prepared a small-scale semi-structured interview, which was destined to the two sales representatives, whose sales figures we had access to. The interview was done by telephone; even though according to Saunders et al, this kind of interviews may lead to issues of reduced liability, in addition the data recording might be an issue. But Saunders admits that there are particular cases where telephone interview is appropriate, for instance, short follow up interviews or when access is impossible because of long distance (2007: 342).

In our situation long distance was one of the reasons, in addition to fast and easy way to contact our informants, and we believe that reduced liability was not an issue, since the interviewer and the interviewees share the same work place, so over the time a certain position of trust has been established.

Recording the interview was problem though, and we decided to record the data just by taking notes, even though it is said to be extremely difficult, and against all the recommendations. But immediately after the interview was done, we wrote a summary, as recommended by Saunders et al. (2007:486)

Since the informants have totally different backgrounds when it comes to using MASSI, we needed to conduct the interview keeping in mind that some of the questions were more appropriate for one interviewee than for another. As we can see in the Appendix 2, many of the questions are answered by only one of the two interviewees.

In this analysis we continue to use the same symbols *A* and *B* for each sales representatives to differentiate the responses. The interview with *A* was smooth and *A* was very enthusiastic and eloquent about MASSI and his experience with it. So the main struggle was to keep up with writing notes.

Most interesting about his answers was that he definitely uses MASSI to plan his daily routes, as he said:

"I plan very carefully my day, sometimes I already remember from past experience where to drive, but more often MASSI helps not to get lost and puts more sense to the driving. In addition, the updating of the client database helps a lot with planning which product I'm going to sell to each client. There is no point of giving the same enthusiastic introductory sales speech of the same product I already sold to the client during the previous visit..."

In addition he gets some reporting out of it, such as amount daily client contacts. After updating the client database, he gets the purchase history of each client. Before MASSI he used to have all the old sales orders with him, so that he could know exactly the clients purchase history. At the moment he is still using MASSI and the orders in paper simultaneously.

The best thing about MASSI according to this interviewee is the fact that you don't get lost, you always are certain where you are on the map and where your customers are. Also he is certain about that it brings savings to the gasoline consumption, since the driving is now more cost-effective and agrees that client cycle time has reduced, even though he confirms that earlier he did visit his clients very regularly.

There is still room for improvement; at the moment there is no option to add prospects to the map. So, if you contact a possible client and at first meeting they will not make an sales order, there is no possibility to update information when this visit was, what products was offered, where this client is located and so on.

Few days later the interview with *B* took place. He was also very cooperative and willing to give information for this research. In comparison to *A*, questions were answered more directly and short-wordily, which make it a little bit easier to keep up with note taking. The interview turned to the different course immediately after he responded that he doesn't use MASSI at all. So, the next question was the reason for the disuse of MASSI. He explained the following:

"I have been doing this work so long already, and since the beginning I have used file cards to keep track on my customers. It would take too much time to update all the information I have on those files to MASSI. In addition, I already know where my customers are located I remember very well their location, so I don't need even the mapping of MASSI. I know how to use it, but I just don't need it."

Because of the lack of usage of the MASSI, he couldn't give any opinion about the positive sides of MASSI or needs for improvement. Nor he could compare how the work routine has changed after the implementation of MASSI, so there were no point of asking questions Q3, Q4, Q7, Q8, Q9, Q10 (see appendix 2) regarding those issues.

Anyhow, he also agreed that it is good for new sales people, and whenever he goes to another sales region to train the new sales person of that region they

use MASSI to navigate from one customer to another, he also added that nowadays the new sales force know better how to use MASSI, than they used to. This gives us a feeling that the training might have improved from how it was in the beginning, which is perfectly normal since also the trainers have more experience on how the MASSI works.

5 CONCLUSION

We had several research objectives we were trying to cover with this thesis. Our main goals were explained in the introduction and they were to analyze to which extent MASSI was used by the sales representatives, and what kind of effect this analysed CRM program, MASSI, had to the case company's sales performance. Did it increase the sales performance? How it changed the sales performance or if it did not change it, why not?

Is the sales force using less gasoline, driving less, and having more sales orders per day? Are they finding the MASSI tool useful? Do they find more new clients? Are they managing their existing clients better? Are they using The MASSI tool in they everyday work?

During our research we could find answers to the majority of the questions. From the analysis of the sales records and driving records we could draw the conclusion that, the sales performance has increased, even though there were slight drop in sales order amount in Euros with one respondent, in total, both quantity of sales orders and the average amount in Euros had increased during the year 2012.

In addition, when comparing the driving efficiency of the two sales representatives, the sales person, who did not use MASSI on daily basis the difference in driving effectivity was notable to the one who did use it. There were also evidence that if the MASSI was in regular use, and if the sales force use it to plan their day well, it definitely helped sales force to drive more systematically and therefore use less gasoline, and increase the efficiency of the driving by enabling to encounter with more clients with less driving and by that increasing the amount of sales orders.

According to our questionnaire, we found out that MASSI was really widely used among the sales representatives who answered our questionnaire and 100% of them agreed that MASSI helped sales force performance. Of course, at this point, since our response rate was 53%, we cannot be sure what the rest

47% of the sales force think about MASSI or how much they use it. The answers from the semi-structured interview also agreed with the statement that it helped sales force performance, more significantly, the new sales representatives' performance.

So, with those results we got some kind of indication also about the success of the implementation of the IT solution. We could say that from the quantitative point of view, from grade of usage the implementation was quite successful, however the sales results were too few to draw general conclusions about the implementation success.

Furthermore we could find out with our semi-structured interview that some improvements could be made to MASSI, to enable to manage also the prospects, since at the moment it is totally concentrated to manage the existing client base. But for sales force the prospects are equally important, and according the statement of the interviewee at moment there is no tool for manage them. And by that finding new clients has not become easier.

From observation we know that actually it is possible to integrate those prospects in MASSI system, but the Companies X and Y are more concerned that the sales representatives take good care of the existing clients than concentrate too much on looking for new ones.

In addition, the same interview revealed the possible reason, why *B*'s sales performance had not changed significantly. Most probably it is due to the fact that he has not changed anything in his selling style. On the other hand, he had better year in terms of sales order size, but he drove in 2012 the same amount as in 2010, and had the same amount of orders in both years. It also gave us the explication why MASSI is not in use among all sales people. We can be quite sure that there are other sales representatives with similar situation as *B* is. Changing the old habits surely is difficult, especially when the old way of doing functions well enough, and there is no external obligation to the change.

As the Kaarina Vainio's article mentioned in the introduction suggested that there are many among the working people with inappropriate computer skills,

we also had the initial thought that many of the sales people did not use MASSI, because of the lack of the good computer skills. However, during this research we could not confirm this initial thought as a reason why sales force did not use MASSI. Of course, we understand that among the 47% of the sales force who did not answer to the questionnaire, there might be several who would be in the group of people with lack of sufficient computer skills, but this we don't know for sure.

It became clear during the thesis process, that in the end, the adoption of new sales enhancing tools, can improve the sales performance only if, the four key factors (positive attitude, extra-ordinary work ethic, excellent selling skills and total product knowledge) of successful sales person are present and the implementation is been done in the correct way.

For further investigation on this topic, it might be interesting to find out if it has been easier to a new sales person to start his/her work in the company with this new technology compared to those who started in the company before this new tool was acquired. Even though both of our interviewees agreed that it clearly helped the new sales force to start their work.

To limit the extensity of the thesis, there were interesting objects left out, for instance, it would be interesting to study about the cycle time reduction, if after the implementation of the new tool, the customers buy more often, because the sales force are reminded by MASSI to be in contact with their clients more frequently.

Also it would give much more detailed and complete information if we had had the answers to the questionnaire comprehending the totality of the sales force, and if we had analyzed sales results and driving for all of them and conducted the semi-structured interview for more sales people.

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Questionnaire of the usage of the computer

KYSELY TIETOKONEEN KÄYTÖSTÄ

Teen lopputyötä tietokoneen ja Massin käytöstä myyntityössä Turun ammattikorkeakouluun. Vastaamalla kysymyksiin autat saamaan opintoni valmiiksi sekä keräämään tietoa Massin käytöstä ja hyödyllisyydestä. Tietoja ei yhdistetä vastaajiin, ja vastauksia käsitellään luottamuksellisesti. Vastaamiseen kuluu vain muutama minuutti. Jokainen vastaus on tärkeä! Merkitse rastilla (X) jokaiseen kysymykseen 1 vaihtoehto

IKÄ:	- 24	<input type="checkbox"/>	35 - 39	<input type="checkbox"/>	50 - 54	<input type="checkbox"/>
	25 - 29	<input type="checkbox"/>	40 - 44	<input type="checkbox"/>	55 - 59	<input type="checkbox"/>
	30 - 34	<input type="checkbox"/>	45 - 49	<input type="checkbox"/>	60-	<input type="checkbox"/>

Kauanko olet ollut töissä Yritys X:ssä / Yritys Y:ssä:

Alle 2 vuotta 2 - 4 vuotta yli 4 vuotta

Käytätkö tietokonetta (esim. sähköpostia, nettiä, tms.) työssäsi:

Päivittäin	<input type="checkbox"/>	1-2 krt /vko	<input type="checkbox"/>	harvemmin	<input type="checkbox"/>
3-4 krt /vko	<input type="checkbox"/>	1-2 krt kuussa	<input type="checkbox"/>	en ollenkaan	<input type="checkbox"/>

Käytätkö Massia työssäsi:

Päivittäin	<input type="checkbox"/>	1-2 krt /vko	<input type="checkbox"/>	harvemmin	<input type="checkbox"/>
3-4 krt /vko	<input type="checkbox"/>	1-2 krt kuussa	<input type="checkbox"/>	en ollenkaan	<input type="checkbox"/>

Helpottaako tietokone mielestäsi myyntityötä:

Kyllä Ei En osaa sanoa

Helpottaako Massi mielestäsi myyntityötä:

Kyllä Ei En osaa sanoa

Kuinka hyväksi arvioit omat tietokoneen käyttötaitosi:

Erinomainen	<input type="checkbox"/>	Hyvä	<input type="checkbox"/>
Kohtalainen	<input type="checkbox"/>	Perus	<input type="checkbox"/>
		Heikko	<input type="checkbox"/>

Kuinka hyväksi arvioit omat Massin käyttötaitosi:

Erinomainen	<input type="checkbox"/>	Hyvä	<input type="checkbox"/>
Kohtalainen	<input type="checkbox"/>	Perus	<input type="checkbox"/>
		Heikko	<input type="checkbox"/>

Voit palauttaa lomakkeen heti tai viimeistään 4.6.13 mennessä joko skannaamalla tai faxaamalla tilausten mukana.

KIITOS!

Semi-structured interview:

Q1. Mihin käytät Massia?

A: Päivän reitin suunnitteluun, asiakastietojen päivittämiseen, selvittämään päivittäiset asiakaskontakti määrät.

B: En mihinkään.

Q2. Suunnitteletko päivittäisen reitin? Kuinka tarkasti? Massin avulla?

A: Suunnittelen hyvin tarkasti, osa tulee jo vanhasta muistista, mutta Massi monesti järkevöittää reittiä.

B: Suunnittelen valitsemalla paikkakunnan, ajan sen paikkakunnan kauimmaisen asiakkaan luo, ja lähdän siitä kiertämään asiakkaita.

Q3. Millaista reitin suunnittelu ja uusien asiakkaitten etsintä oli ennen Massia?

A: Ihan alussa kaikkien paikkakuntien yritysluetteloista etsittiin asiakkaat.

Q4. Miten Massi helpottaa myyntityötä?

A: Ei tule eksymisiä, eikä harhaan ajoa. Aina tietää, ettei aja turhaan vaan asiakas on määränpäässä. Massi myös selventää asiakaskiertoa, muistuttaa jos ei ole käynyt jonkun asiakkaan luona.

Q5. Paperiset asiakaslistat, käytätkö niitä vielä?

A: kyllä molempia rinnakkain, minulla on myös mukana aina kaikki asiakkaiden edelliset tilaukset, niin voin suunnitella, mitä tuotteita kannattaa lähteä myymään. Ettei yritä myydä uudelleen samaa tuotetta joka on viime kerralla asiakas ostanut reilusti.

B: Kyllä.

Q6. Miksi käytät Massia? / Miksi et käytä Massia?

B: En käytä Massia, koska olen alusta asti käyttänyt kortistoa, ja niihin on kerääntynyt paljon tärkeää tietoa. Olisi turhauttavaa alkaa kirjaamaan samoja tietoja uudestaan Massiin, se vie liian paljon aikaa. Lisäksi olen kiertänyt samoja alueita jo niin kauan, että muistan ja tiedän missä asiakkaat sijaitsevat. Osaan kyllä käyttää Massia, ja sitä käytetäänkin, kun olen vieraalla paikkakunnalla uuden koulutettavan mukana. Uudet myyjätkin osaavat jo nykyään käyttää paremmin Massia, ehkä koulutuksessa panostetaan enemmän Massin käytön opettamiseen.

Q7. Parasta Massissa?

A: Asiakkaiden sijoittuminen kartalla. Uusille myyjille Massista on paljon apua, kun asiakkaat löytyvät heti kartalta.

Q8. Huonoa Massissa?

A: Potentiaalisia asiakkaita ei voi massiin laittaa muistiin. Eli ne kontaktit, joista ei kauppaa synny heti ensimmäisellä kerralla ei jää mitenkään muistiin.

Q9. Asiakaskierto, käytkö useammin saman asiakkaan luona? Ostaako asiakkaat useammin?

A: On nopeutunut ehkä vähän, mutta aikaisemmin olen käynyt säännöllisesti asiakkaitteni luona.

Q10. Miten muuten on työ muuttunut Massin myötä?

A: Kirjoitan tietoja esim. hankalista asiakkaista, niin en mene turhaan pilaamaan päivää heti ensimmäisenä aamulla, tai myös asiakkaista joiden luona kannattaa käydä harvemmin.

Sales figures on November 2010 and 2012

The sales figures are company's confidential information, and therefore not available for publish.

Records on driving during November 2010 and 2012

The records on driving are company's confidential information, and therefore not available for publish.