



**Increasing and improving the use of the Salesforce Platform effectively**  
**Case Company: ABB FI – SRU Motors and Generators**

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<p>This bachelor's thesis examines strategies for enhancing the utilization of the Salesforce Platform within the MOSE division of ABB Oy, a multinational Swedish Swiss company specializing in industrial and home automation technologies. In 2018, ABB Oy implemented Salesforce as their Customer Relationship Management (CRM) tool, introducing new processes and tools to employees' daily operations. However, adopting the platform could be more consistent, prompting the need for a comprehensive study to identify actions to optimize its use within the department.</p> <p>The research methodology for this thesis consisted of desktop research, survey, and qualitative interviews, supplemented by a literature review focused on two primary theoretical areas: Change Management and CRM Implementation. These areas were chosen to elucidate common implementation challenges when transitioning to a new system. By synthesizing insights from the literature review, survey responses, and interview data, the author identified issues hindering effective Salesforce adoption at ABB Oy and explored potential improvement opportunities through internal benchmarking.</p> <p>Based on the gathered evidence, the author formulated a series of recommendations tailored to individual departments and the company, charting a path toward more efficient and effective use of the Salesforce platform and its features. These recommendations offer actionable insights for ABB Oy to fully harness the capabilities of Salesforce, enhance user adoption, and ultimately achieve more streamlined and productive business operations.</p> <p>In conclusion, this thesis provides a roadmap for ABB Oy to maximize the benefits of Salesforce within its MOSE division by addressing the challenges identified through extensive research and analysis. The proposed recommendations, if implemented, hold the potential to drive successful</p>



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platform adoption, ultimately leading to improved operational efficiency and enhanced customer relationship management.

**Keywords**

Salesforce, CRM, Sales, Implementation, Internal Benchmarking, Change Management

**Abstract**



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# 1 Introduction

This project-based bachelor's thesis is conducted as part of the Degree Programme in International Business, specifically focusing on Customer Relationship Management (CRM) and Communications at Haaga-Helia University of Applied Sciences. The thesis seeks to address the challenges faced by ABB Oy in effectively utilizing the Salesforce platform, a customizable CRM tool designed to streamline and automate various facets of customer interaction, including Marketing, Sales, Customer Service, and Support. This platform is critical in enhancing the company's ability to efficiently manage customer relations and interactions.

The primary objective of this thesis is to explore and recommend strategies to optimize the Salesforce platform's usage rate at ABB Oy. By understanding the current usage patterns and identifying areas of improvement; the thesis aims to provide valuable insights and actionable recommendations that will contribute to a more efficient and effective application of the Salesforce platform within the organization. In doing so, the thesis seeks to enhance ABB Oy's overall customer relationship management processes and improve the effectiveness of its customer interactions.

This chapter delineates the scope of the thesis by providing an overview of the objective and outlining the tasks involved in achieving it. Key concepts related to CRM and the Salesforce platform are introduced and discussed, providing context and background for the study. Moreover, this chapter examines the potential risks and benefits of the study, offering insights into the anticipated outcomes and their implications for both the author and ABB Oy.

Further, this chapter provides a detailed overview of ABB Oy, the commissioning company for this study. It offers insights into the company's history, operations, and challenges in optimizing the Salesforce platform's usage. In doing so, it sets the stage for a deeper exploration of the strategies and recommendations presented in the subsequent chapters of the thesis.

## 1.1 Project Objective

The primary goal of this thesis is to optimize the utilization of the Salesforce platform at ABB Oy - Motors and Generators by exploring the best practices of its application. As a multinational corporation, ABB has selected Salesforce as its global CRM platform, which is being implemented in all its units worldwide to enhance its operations. However, the success of a new system implementation depends on effective change management, proper communication, and stakeholder engagement.

Implementing a new system is typically a top-down decision, with little consideration given to the end users' daily activities during the transition process. This project aims to evaluate the current use of the Salesforce Platform in the Motors and Generators department and develop an internal



benchmark in collaboration with other partner countries to standardize its application; the selected country was Sweden.

The output of this thesis will provide ABB with recommendations to improve the utilization of the Salesforce platform in ABB Finland. Additionally, the international aspect is covered by an internal benchmarking of the platform usage with ABB AB in Sweden, facilitating knowledge transfer and enhancing the implementation process's success rate.

This thesis's project objective (PO) is to **increase and improve the use of the Salesforce Platform at ABB Oy – Motors and Generator.**

The project tasks (PT) of this thesis are the following:

**PT1.** Preparing the theoretical framework for the project.

**PT2.** Understanding the current use of Salesforce in ABB Finland (Spare Parts Sales and Capital Spare/Replacement Sales)

**PT3.** Internal Benchmarking with ABB Sweden (Spare Parts Sales and Capital Spares/ Replacement Sales)

**PT4.** To establish the Mandatory Fields/Inputs and Processes on Salesforce.

**PT5.** To establish the Salesforce features to be used in ABB Finland.

**PT6.** Preparing the recommendation plan to be presented to the management for feedback and finalizing it

**PT7.** Evaluating project management and project outcomes



The overlay Matrix (Table 1) below presents the project tasks, theoretical framework components, project management methods, and outcomes for each project task.

<b>Project Task</b>	<b>Theoretical Framework</b>	<b>Project Management Methods</b>	<b>Outcomes</b>
PT 1. Preparing the theoretical framework.	Transformation Process, Change Management	Literature review	Theoretical framework
PT 2. Understand the current use of Salesforce in ABB Oy (Finland)	User Adoption, Training and Support, System Integration	Qualitative Interview, Focus Groups,	Description of current Salesforce process and Salesforce difficulties
PT 3. Internal Benchmarking with ABB AB (Sweden)	User Adoption, Training and Support, System Integration	Benchmarking other ABB's departments and Countries	Description of current Salesforce process in other departments
PT 4. To establish the Mandatory Fields and Information to the SRU	Training and Support	Focus group	Salesforce best practices
PT 5. To establish the Salesforce features to be used	Training and Support	Desktop research on which features should be use, Focus group	Salesforce best practices
PT 6. Preparing the recommendations plan to be presented to the management for feedback and finalizing it it.	Salesforce Implementation, User Adopt, System Integration	Project mangamenet methods used for PT 1 – PT 5	Plan draft
PT 7. Evaluating project management and project outcomes.	Feedback from the company and outcomes.	Feedback	Finalized plan

Table 1. Overlay matrix

## 1.2 Project Scope

This research will be carried out in collaboration with ABB, a multinational corporation founded in 1988 with roots in Sweden and Switzerland. The company has consistently recognized the significance of embracing novel technologies to stay competitive in the ever-evolving business environment. The principal objective of this study is to uncover viable strategies that can be utilized to



enhance the use of the Salesforce platform within ABB. This effort will consider the potential obstacles that may arise and will be tailored to accommodate the specific requirements of the various departments within the company.

It is important to emphasize that the implementation of any newly proposed processes or features arising from this research will fall outside the scope of this thesis. Instead, the onus of translating the findings into actionable changes will be on the company's management and IT teams. They will determine the appropriate time and methods for executing these implementations, considering the organization's broader strategic goals and operational constraints.

### **1.3 Benefits**

For the commissioning company, the benefits are manifold. First, the company gains significantly from the optimized usage of Salesforce. With effective Salesforce adoption, the company can centralize data control and streamline administrative and management tasks related to customer management and sales. The insights generated from Salesforce will enable the company to make data-driven decisions, enhancing business performance. Second, the recommendations provided in this thesis can help the company transition away from relying on multiple spreadsheets or legacy software, which often lead to fragmented data, inefficiencies, and a lack of real-time insights. Instead, Salesforce offers a unified platform integrating data across departments, providing real-time insights, and facilitating collaborative work. Third, the company can automate routine tasks by embracing Salesforce as a comprehensive CRM tool, allowing employees to focus on more value-added activities. This can lead to improved employee satisfaction and productivity and better customer interactions.

For the author, the benefits of undertaking this research are multifaceted. First, the author gains valuable knowledge and skills from diverse perspectives. The research enables the author to delve into change management processes, exploring potential challenges and solutions. This knowledge will be instrumental in managing future organizational changes. Second, the author has the opportunity to develop new skills and broaden their understanding of work processes across different departments and countries. This research offers a window into the global operations of a multinational company, providing insights into how other departments and regions function and collaborate. Third, the author gains exposure to innovative systems and technologies, such as Salesforce, that can enhance productivity and efficiency by minimizing repetitive tasks and automating workflows. The author's keen interest in exploring cutting-edge technologies that drive productivity gains aligns well with the focus of this thesis. The knowledge and skills acquired through this research position the author favorably for future career opportunities, where the ability to optimize processes, manage change, and leverage technology will be highly valued.



## 1.4 Risks and Risk Management

The execution of this thesis project involves certain risks that warrant consideration and mitigation strategies.

The foremost risk relates to time management, primarily arising from the author's concurrent full-time work commitments. Balancing a full-time job with the demands of conducting a comprehensive research project can be challenging, and the risk of being unable to allocate sufficient time to the thesis exists. However, this risk is expected to be mitigated through the active support of the commissioning company, ABB Oy. By providing resources, access to relevant data, and flexible working arrangements, the company can facilitate the author's successful completion of the thesis.

Another potential risk stems from the author's employment status with the commissioning company. In the event of any strategic changes within the company, the author's role in the project might be affected. However, the likelihood of such a scenario is considered low, given ABB's stability, particularly during the recent pandemic. The company has displayed resilience and adaptability, which reduces the risk of any drastic changes affecting the author's employment status or the scope of the thesis.

Moreover, being an employee of the commissioning company brings advantages that outweigh the risks. The author's position within the company grants direct access to critical data, applications, and company stakeholders, which are essential for the completion of the thesis. This access enhances the depth and quality of the research by enabling the author to obtain firsthand insights and information.

It is important to note that despite the risks identified, the overall conditions and support from the commissioning company create a conducive environment for the successful completion of the thesis. The author's unique position as an employee and the company's stability and willingness to support the project combine to offset the risks and provide a strong foundation for the research.

## 1.5 Key Concepts

**Salesforce** is a customer relationship management solution that brings companies and customers together. It is one integrated CRM platform that gives all departments — including marketing, sales, commerce, and service — a single, shared view of every customer. (Salesforce 2022)

**SFDC** is an acronym for Salesforce Dot Com (Salesforce 2022)

**CRM** is a technology for managing all the company's relationships and interactions with customers and potential customers. The goal is simple: Improve business relationships to grow the business.



A CRM system helps companies stay connected to customers, streamline processes, and improve profitability. (Salesforce 2022)

**Automation** can be defined as the technology by which a process or procedure is performed without human assistance. Humans may be present as observers or even participants, but the process itself operates under its self-direction (Groover 2019, 97)

**Change Management** is the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers (Moran & Brightman, 2001, 111)

**User Adoption** is the process users go through when they start working with a new software/product. In this journey, they leave behind an old product or process and adapt the new product for the long run. (Patel s.a.)

**Benchmarking** compares strategies, techniques, performances, and other entities against practices of the exact nature, under the same circumstance, and with similar measures to establish the scope for and benefits of potential improvements in an organization. (Facility Management Guidelines for Performance Benchmarking EN 15221-7:2012)

**GTSC** is an acronym for Global Technical Support Center. (ABB 2022)

**BOL (Business Online)** is a single point of order entry for products and parts, with other features including catalogs, pricing, stock information, bid and proposal processes, configuring products, approval workflows, order change processes, and return and repair processes. (ABB 2022)

**CCI** is an acronym for Confidential Case Information (Salesforce 2022)

## 1.6 Commissioning Company

ABB Ltd, also known as ABB Oy in Finland, is a multinational corporation with roots in both Sweden and Switzerland. Headquartered in Zürich, Switzerland, ABB specializes in robotics, power, heavy electrical equipment, and automation technology. As of 2021, the company employs approximately 105,000 individuals across more than 100 countries and reported global revenue of USD 28.9 billion. (ABB 2022)

ABB has a significant presence in Finland, tracing its origins back to establishing its predecessor company, Strömberg, in 1889 in Helsinki. Today, ABB Finland has become an innovative leader in automation and power technology. With over 5,000 employees across 30 locations within Finland, ABB Finland plays a crucial role in the company's global operations. (ABB 2022)



In 2018, ABB implemented Salesforce as part of its efforts to modernize its operations and enhance customer relationship management. However, a few years after its implementation, several issues emerged that hampered the optimal utilization of the platform. Among these issues were low user adoption rates, underutilization of features, resistance to change within the organization, and issues related to the integration or coexistence of Salesforce with legacy and current applications. These challenges highlighted the need for targeted interventions to address the specific issues encountered in the post-implementation phase of Salesforce.

The primary objective of this thesis is to gain a comprehensive understanding of the challenges faced by ABB in the post-implementation phase of Salesforce and to provide actionable solutions to address these challenges. By examining the specific issues identified, this research seeks to provide recommendations that will enhance user adoption, optimize the use of Salesforce features, overcome internal resistance to change, and improve the integration of Salesforce with other applications. This thesis aims to boost the effective use of Salesforce within ABB and contribute to the company's broader operational efficiency goals, customer satisfaction, and business growth.

## 1.7 Project Management Methods and Report Structure

The research and analysis for this thesis were conducted using a structured project management approach, encompassing multiple research methods and information sources. Figure 1 outlines the project management design, which comprises the following components:

**Desktop Research:** The initial phase involved conducting comprehensive desktop research, which involved searching for and reviewing available information from reliable sources such as academic articles, industry reports, white papers, and official company publications related to Salesforce and customer relationship management (CRM).

**Literature Review:** A systematic literature review was conducted to understand the theoretical concepts and best practices related to CRM, Salesforce implementation, and post-implementation challenges. The study included a survey of both academic literature and practitioner-oriented publications.

**Interviews:** In-depth interviews were conducted with Salesforce users at ABB Oy and ABB AB to gather firsthand insights and perspectives on the current state of Salesforce adoption, challenges faced, and potential solutions. These interviews were conducted using a semi-structured approach, allowing for open-ended responses and exploration of emerging themes.

**Focus Groups:** Focus group discussions were held with key stakeholders and Salesforce users within ABB Oy to facilitate a collective dialogue and capture a wide range of perspectives on Salesforce implementation, usage, and potential improvements.



**Qualitative Data Analysis:** The data collected from the interviews and focus groups were analyzed using qualitative data analysis techniques.

**Company Feedback:** Feedback and input were sought from the commissioning company, ABB Oy, throughout the research process. This engagement allowed for continuous validation of the findings and ensured alignment with the company's objectives and priorities.

The project management approach adopted for this research facilitated a comprehensive exploration of the topic and the generation of new insights and information. The combination of desktop research, literature review, interviews, focus groups, and qualitative data analysis enabled a thorough understanding of the current state of Salesforce usage at ABB Oy and the identification of best practices and recommendations for improving Salesforce adoption and utilization.

The report structure of this thesis is organized to reflect the sequence and flow of the research process, presenting the findings, insights, and recommendations logically and coherently. This structured approach ensures clarity, comprehensiveness, and relevance to the thesis objectives.

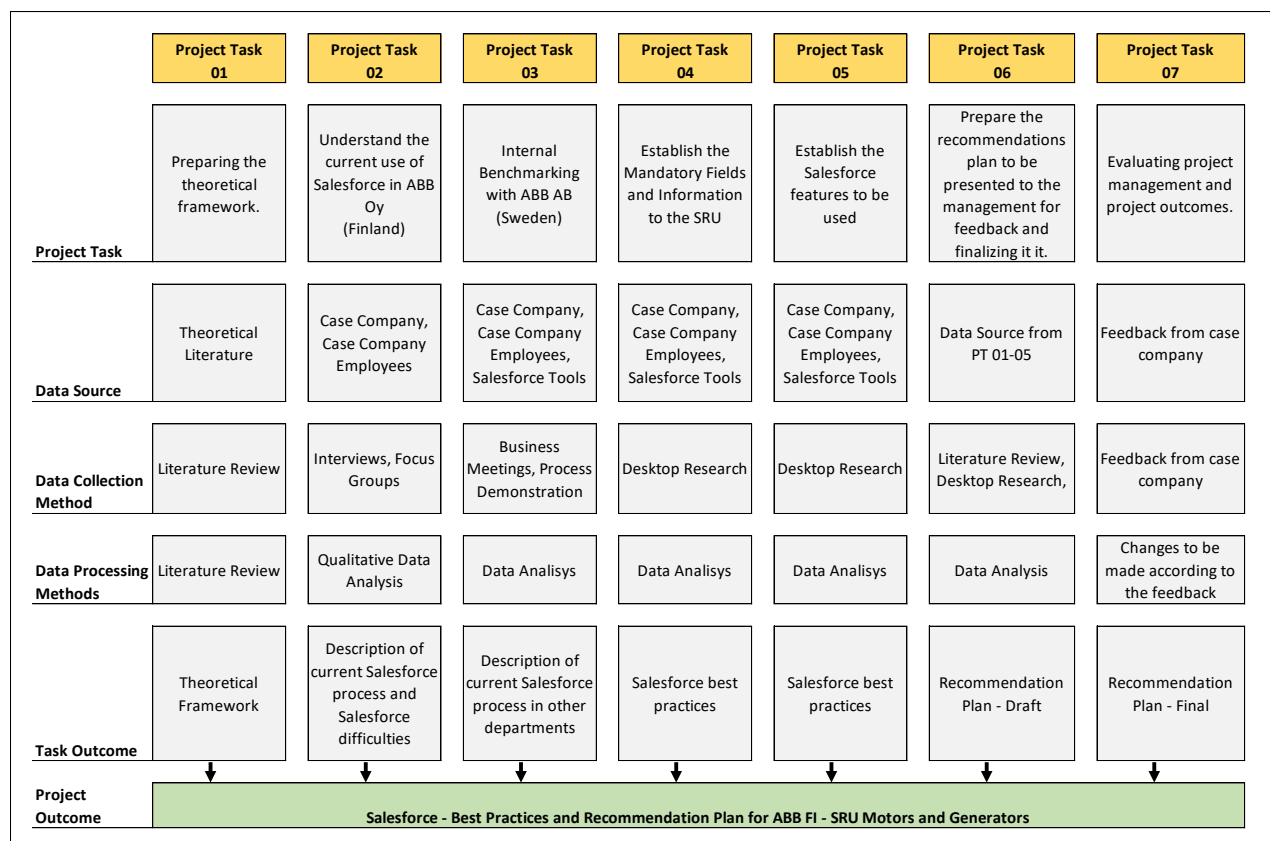


Figure 1. Project management Design.



In PT 1, the research draws from theoretical literature encompassing change management, Customer Relationship Management (CRM) platform implementation, and associated theories.

PT 2 seeks to understand the current utilization of the Salesforce platform within the case company. This involves conducting interviews with users, attending platform demonstrations, and participating in relevant meetings.

PT 3 entails learning how ABB's Swedish team utilizes the Salesforce Platform to enable internal benchmarking and standardization. The aim is to identify relevant processes, procedures, and best practices within the commissioning company.

PT 4 aims to delineate the requisite fields and processes for the efficient operation of Salesforce within ABB Finland's Service Responsible Unit (SRU) for Motors and Generators. Data sources for this part encompass the case company, its employees, and information accumulated from PTs 2 and 3.

PT 5 endeavors to determine the Salesforce features to be deployed based on the case company's needs. Certain features remain unused due to legacy systems or insufficient knowledge, necessitating a transition from old systems to Salesforce to harness the platform's full potential. This part's data source derives from prior outcomes, particularly the internal benchmarking with ABB Sweden.

PT 6 focuses on drawing conclusions and formulating recommendations and best practices for Salesforce use within the case company. This part relies on data from all previous parts to derive a set of recommendations and best practices. After analyzing the collected data, the findings will be presented to the case company management team for feedback.

Finally, in PT 7, all components will be integrated, incorporating any necessary changes based on the feedback received. The finalized recommendations and best practices for Salesforce will be prepared and available for implementation.



## 2 Literature Review

In this chapter, the author will focus on how a Salesforce implementation works and how the after-implementation can affect its success. The author will also study how the platform can be used at its best in the company's daily activities, improving how the company departments work with it based on the research, creating a standard and a best-practices book. New tools are often undervalued or misused even though there is considerable potential to be used.

### 2.1 Successful Salesforce Implementation

According to Kooter's (1996, 33-145) transformation process model, the following stages are the necessary eight-stage process to lead a change: Establishing a sense of urgency, Creating the guiding coalition, developing a vision and strategy, Communicating the change vision, Empowering employees for broad-based action, Generating short-term winds, Consolidating gains and producing more change, and anchoring new approaches in the culture.

Successful change management is crucial when introducing a new system, as the inability to implement it effectively can lead to wasted investments in technology (Parthasarathy & Sohi, 1997).

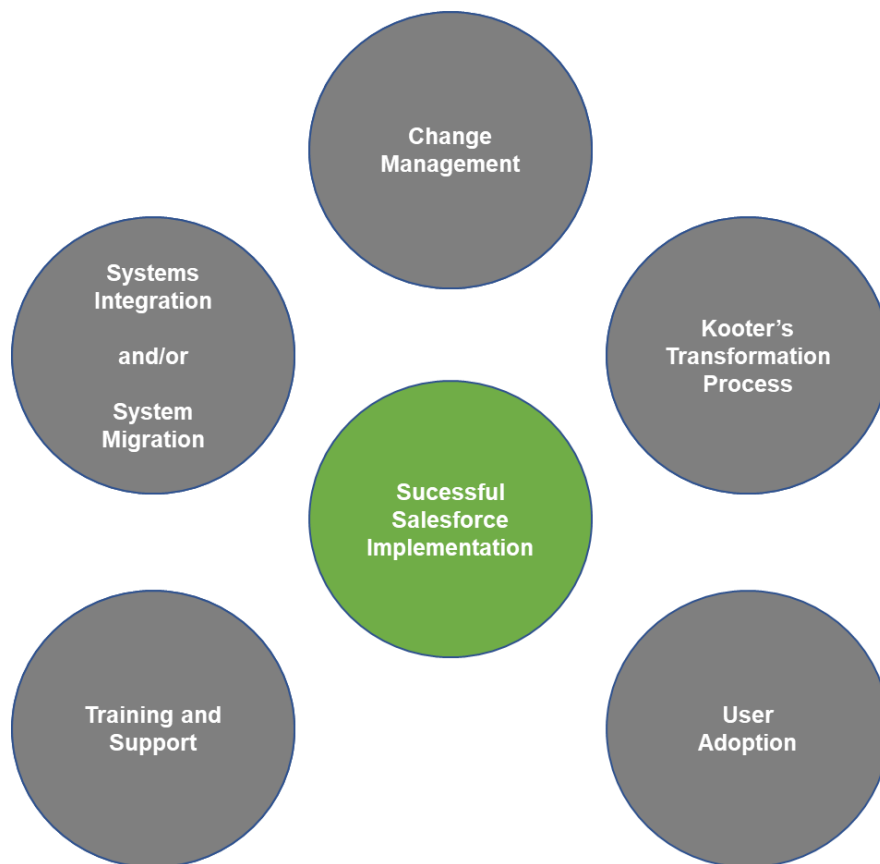


Figure 2. A theoretical framework for a successful Salesforce implementation



The figure depicted in Figure 2 exemplifies the interdependency of the various factors that contribute to a successful implementation. The literature review has established a solid framework highlighting the significance of these factors, which support one another. The following sections will delve into these factors, providing a comprehensive analysis to support the theory.

## **2.2 Change Management**

Change management is crucial to successful implementation, as it involves planning and executing change initiatives to enhance an organization's performance. Throughout the past century, various models have been developed to manage change effectively, such as Lewin's model in 1975 and Kotter's model in 1995. These models have emphasized the necessary actions to implement change effectively.

For CRM implementation processes, businesses have adapted these models to suit their needs, and change management has become a critical component. Professor Sudhir Kale (2005, 2-9) from Bond University has defined change management within the CRM context as encouraging users to adopt new business practices and procedures. Therefore, change management is an essential element of CRM implementation that should be noticed.

## **2.3 Kotter's Transformation Process**

John Kotter, a renowned expert in change management, has observed that despite the best efforts of organizations, a staggering 70% of significant changes fail to deliver the desired results. This disappointing outcome can be attributed to various factors, including poor planning, inadequate communication, and insufficient support for the individuals affected by the change. (Kotter May/June 1995)

To help organizations navigate the complexities of change management, Kotter has developed an 8-step process that addresses the common pitfalls of transformation. Each stage of the process corresponds to a mistake that can derail the change effort, making it critical to follow the steps in sequence to achieve success. (Kotter May/June 1995)

Kotter (1996, 21) describes the 8-step transformation process as follows:

- 1- Establishing a sense of urgency
- 2- Creating the guiding coalition
- 3- Developing a change vision
- 4- Communicating the change vision
- 5- Empowering employees for broad-based action
- 6- Generating short-term wins
- 7- Consolidating gains and producing more change



## 8- Anchoring new approaches in the culture

Kotter's perspective on change management emphasizes that the process must follow a sequence of phases, which collectively demand considerable time to accomplish. Attempting to skip steps in the process merely creates the impression of speed, which rarely leads to desirable outcomes. (Kotter May/June 1995)

### 2.4 Systems Integration/Migration

System integration and migration are critical aspects of any successful implementation process, as underscored by Leonard-Barton and Kraus (November 1985). Ensuring a smooth transition from old systems to new ones while addressing users' unique needs and expectations is vital for the new tool's long-term success. Suppose the new system fails to deliver the required features for users to perform their tasks effectively. In that case, there is a substantial risk that they will revert to legacy tools, which could undermine the entire implementation process.

To avoid this risk, the implementation team must thoroughly understand user expectations and the reality of the new system's capabilities. This can be achieved through careful consultation with users, soliciting their feedback on the most critical features, and incorporating those needs into the system design. Such an approach ensures that the new system will provide the necessary functionalities to meet users' needs and help drive adoption.

Moreover, as Leonard-Barton and Kraus (November 1985) indicate, successful system integration and migration require the implementation team to comprehensively understand the company's existing workflows, practices, and data structures. The new system must be designed to accommodate these existing workflows or alternative workflows must be proposed that are more efficient and align better with the new system.

### 2.5 Training and Support

Proper training and support for new systems are essential to ensure successful adoption by employees, as highlighted by Leonard-Barton and Kraus (November 1985). When employees are well-trained and equipped with the necessary knowledge to use a new tool effectively, companies are more likely to realize the full benefits of the system implementation. Inadequate training, on the other hand, can lead to poor system adoption, suboptimal usage, and even employee resistance.

Training and support should be tailored to meet the needs and requirements of the employees using the new system. The implementation team should consider the employees' existing routines, tools, and preferences. By conducting a thorough needs assessment, the implementation team can design



training that addresses the unique challenges faced by each department and provides solutions that leverage the new system's capabilities.

In addition to providing targeted training, it is important to involve department leaders and key stakeholders in the implementation process. As Leonard-Barton and Kraus (November 1985) suggest, involving department leaders can provide valuable insights into business operations and help identify potential issues during implementation. These leaders can also serve as advocates for the new system, facilitating buy-in from their respective departments and contributing to the overall success of the implementation.

Providing ongoing support to employees after the initial training sessions is also essential. Regular follow-ups, refresher courses, and easy access to resources and assistance can help ensure that employees continue using the new system effectively and address any challenges that may arise. By fostering an environment of continuous learning and support, organizations can enhance the successful adoption and long-term use of the new system.

## 2.6 User Adoption

Effective user adoption is crucial for successfully implementing any Customer Relationship Management (CRM) system. However, achieving this can be challenging, as indicated by a Forrester Research study conducted in 2012. The study revealed that 22% of all CRM implementation projects encountered "people issues," with slow user adoption, inadequate attention to change management and training, and cultural misalignment being the most substantial obstacles (Band 01 March 2012). The human aspect of implementation projects must be considered, as it significantly impacts the success and efficiency of the new system.

Change can be difficult for many people, mainly when it involves adapting to new working methods. Even when the advantages of a new system are evident, users may still require assistance to transition smoothly. Involving users in the change process is crucial to fostering a sense of ownership and ensuring successful adoption (Maison, s.a.).

Maison (s.a) offers several strategies to facilitate user adoption post-implementation, such as leveraging system champions, employing adoption tools, gamifying the adoption process, creating team-specific chat groups, developing adoption dashboards, and creating forums for open dialogue and feedback.

**System Champions:** Selecting enthusiastic individuals who can act as system champions within their respective teams or departments can effectively drive adoption. These champions can motivate and support their colleagues, provide training, and liaise between the implementation team and end-users.



**Adoption Tools:** Various adoption tools can assist users in navigating the new CRM system, offer context-sensitive help, and provide tutorials or walkthroughs to enhance their proficiency.

**Gamification:** Incorporating gamification elements into the adoption process can create a sense of competition and fun among users, motivating them to engage with the new system more readily.

**Team-Specific Chat Groups:** Creating chat groups for each team can encourage users to share their experiences, tips, and challenges with the new system, fostering a collaborative learning environment.

**Adoption Dashboards:** Adoption dashboards can be used to track user engagement metrics, identify areas where further training may be needed, and highlight any adoption gaps that need to be addressed.

**Open Dialogue and Feedback:** Creating opportunities for open dialogue and feedback between users and the implementation team can help address any concerns or issues, contributing to more effective system adoption.

By implementing these strategies, organizations can mitigate the challenges associated with user adoption and ensure the successful integration of a new CRM system into their operations. (Maison s.a.)



### **3 Establishing the Salesforce Best Practices and Standards**

The rising adoption of the Salesforce Platform among businesses underscores the increasing importance of well-organized data in achieving success. The Swedish Swiss multinational ABB has embraced Salesforce as its global CRM tool. However, optimizing platform utilization necessitates consistent adherence to best practices and standardized usage, especially among local units that engage in joint business activities and share data through the platform.

Achieving optimal Salesforce utilization requires a structured framework outlining the platform's standardized usage protocols and best practices. This approach ensures the platform's use aligns with the organization's requirements and streamlines workflows, enhancing data consistency across local units engaged in collaborative business activities. Furthermore, by involving key personnel, such as IT professionals, management teams, and end-users, in developing and implementing these guidelines, ABB can align Salesforce utilization with organizational goals.

Continuous assessment and monitoring of platform utilization through performance metrics offer valuable insights into areas needing improvement. By adapting to the organization's changing needs, ABB can optimize Salesforce usage and derive maximum value from the platform.

#### **3.1 Identifying and Understanding the Current use of the platform on ABB OY - MOSE**

This chapter goes through project task 2, identifying and understanding the current use of Salesforce on ABB OY – MOSE and its departments.

##### **3.1.1 Survey about Salesforce**

To gain insight into the current usage of the Salesforce platform within the case company, I conducted an anonymous survey using the Webropol survey platform. The survey was distributed via e-mail on 10 October 2022, with a response deadline of 21 October 2022. Three reminder e-mails were sent to encourage participation on 15, 19, and 21 October. The survey concluded on 21 October 2022, as planned, giving users two weeks to complete it. To incentivize participation, I offered a box of Lindt chocolate to be drawn among those who responded. Since the survey was anonymous, I collected e-mail addresses through an Excel file and included the link to the survey in the e-mail to ensure clarity. Two work colleagues audited the drawing, and a winner was selected from a pool of 31 names, as not all respondents had included their names in the list. In the final two days of the survey, I reached out to individuals who had yet to respond via Teams, using the Excel list to identify them. This effort resulted in nine additional responses. The survey contained 24 questions, and a copy of the survey is included in the appendix.



### **3.1.2 Personal interviews at ABB OY (Finland)**

Concurrent with the survey, personal interviews were conducted with several key users of the platform to gain insights into their perspectives, challenges, experiences, and requirements and observe their routine use of the platform. The following sections provide a summary of the key takeaways from each interview:

#### **Jori Turja – Product Manager (Spare Parts)**

- The spare parts sales are mostly made through the BOL Platform, including quotations, orders, and order handling. With BOL, communication with the customer is handled by e-mail, without tracking records other than e-mail storage or the BOL platform.
- Salesforce is barely used, and when used, the communication is transferred to e-mail, and the customer is directed to BOL to request a quotation or make an order.
- The spare parts team doesn't have the knowledge to use Salesforce
- An integration between Salesforce and BOL would be essential for Salesforce use and to avoid double work.
- Training would be interesting to have all the team on the same page.

#### **Sami Karttunen – Sales Manager (Capital Spares and Replacements)**

- Receive Request for quotations and inquiries on Salesforce from Local Sales Units
- The whole sales team uses it daily, but not much more than the "cases" section.
- Communication with LSU and the Engineering team is handled on Outlook and Salesforce, but mainly Outlook; not always the communication saved under the case.
- Reports don't bring correct information due to a lack of accuracy and missing fields for the information needed.
- Need a better understanding of how the confidential feature of the salesforce cases works – training is needed.

### **3.2 Internal Benchmarking at ABB AB (Sweden)**

This chapter addresses project task 3, which involves benchmarking and analyzing the current use of the Salesforce platform at ABB AB – MOSE (Sweden).

Internal benchmarking is an invaluable tool that enables companies to pinpoint areas where their processes can be enhanced and made more efficient. By leveraging the experiences of other teams and units within the company, organizations can learn from established best practices in comparable operations. The units that demonstrate superior performance in particular areas are encouraged to share their processes and procedures so that the entire organization can benefit from improved performance.



In the context of this internal benchmarking effort, personal interviews were conducted with select key users of the Salesforce platform at ABB Sweden. The goal was to gain insights into their usage patterns, understand their processes, identify usage differences between the Swedish and Finnish units, and observe their day-to-day interactions with the platform. The highlights of these interviews and the insights gleaned from them are presented in the following sections:

#### **Timo Nyrhila – Sales Manager (Capital Spares and Replacements)**

- Receive requests of quotations and inquiries from LSU on standard methods, like phone calls or e-mails, and they create the cases by themselves and not from the LSU
- Doesn't use salesforce queues.
- Most of the communication happens outside of Salesforce, and they add any additional information of what was discussed manually.
- Reports don't bring correct information due to a lack of accuracy and missing fields for the information needed.
- The use of a confidential feature on Salesforce cases is well known, and most users use it, even though he believes that prices shouldn't be a secret between factories and LSUs.
- Dashboards don't bring accurate data (Same as reports).
- Excel still plays a significant role in daily reports/data.
- Sees Salesforce as a place to keep e-mails/comms with LSU stored.

#### **August Nilsson – Product Manager (Spare Parts)**

- Spare Parts sales are made through the BOL Platform; however, all the documentation storage and communication of the order/quotation are handled on Salesforce, using the cases.
- All the BOL x Salesforce process is well defined and acknowledged by the team members to create a standard platform use.
- Utilizing macros during the case creation, all the fields with recurrent information are filled automatically, avoiding errors and saving time for the user.
- Macro also creates the case confidential information automatically.
- Case confidential feature is the standard to store e-mails and documents; case confidential information can only be accessed by the selected user with the same role in the SSU.
- BOL is not a good tool for saving essential project information (confidential files, quotations, etc.).
- Utilizing the Salesforce cases as the primary tool to store and organize documents avoids losing important data in mailboxes, and it's easy to find through the available tools (Salesforce, MOGE Browser).
- The team doesn't use case queues; all the processes on Salesforce are created by the team.



## 4 Survey Results

### 4.1 Result from the Survey

The survey was distributed to 50 e-mail addresses within the GTSC department of ABB OY, and 38 responses were received, representing a response rate of 76%. The initial survey days saw a relatively high response rate, but this tapered off over time despite multiple reminders. In the final two days of the survey, outreach was conducted through Teams to individuals identified from a "chocolate Excel list" who had not yet responded. This approach resulted in an additional nine responses.

#### 4.1.1 Training

Most current participants have been working for ABB during the Salesforce implementation, thereby being trained in using the platform. Notably, approximately 68% have attended at least one training session of Salesforce; however, a significant proportion of this group, about 61%, expressed a neutral or inadequate evaluation of the training received. Additionally, 53% of the respondents indicated a desire for further training to enhance their performance, with 45% expressing interest in general usage and daily routines, while 25% expressed interest in Dashboards.

An intriguing discovery from the survey reveals that a significant % of users, precisely 82%, cannot create reports and dashboards on the Salesforce platform. Furthermore, around 86% of the participants acknowledge the potential benefits of Individual or Group Training to comprehend better and exploit the platform's full potential.

Only 25% of respondents were comfortable using the platform, while 75% reported discomfort using Salesforce.

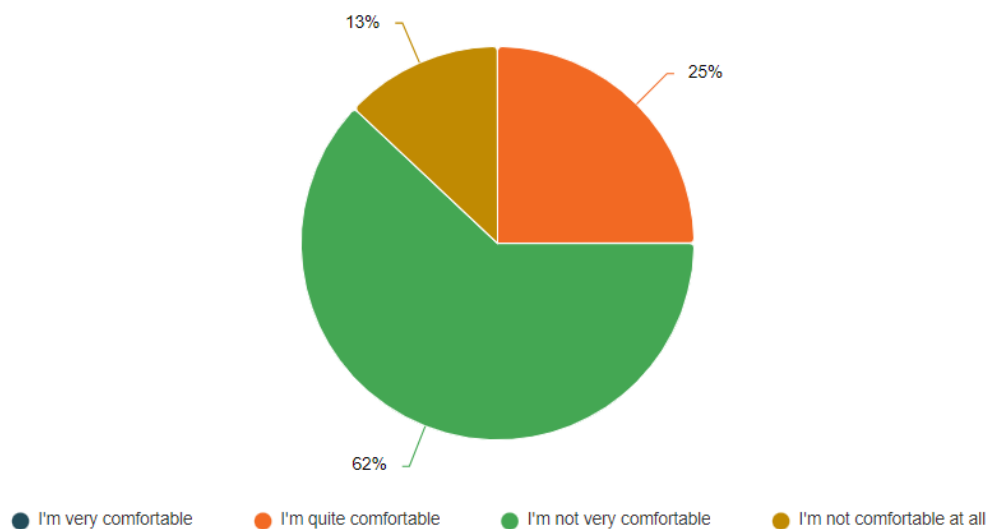


Figure 3. How comfortable users are when using the platform (Spare Parts Team)



Despite the majority of users having undergone Salesforce training, it is highly recommended to introduce a differentiated training approach for users who require either an initial or refresher training session. By implementing this approach, users who have yet to utilize the platform can be introduced to its functionalities. At the same time, those who feel uncomfortable using it can obtain extra background information to enhance their competency.

This training approach will help the users to understand the platform better and improve user satisfaction and engagement.

#### 4.1.2 Motivation

Per the survey's initial inquiry, results were further analyzed based on departmental filters to comprehend better and address issues specific to each department. Notably, upon examination of the Service Parts department, it was observed that the motivation level of its employees was significantly low. Specifically, Figure 4 illustrates that 75% of respondents expressed a lack of motivation to utilize the platform, with 25% responding neutrally.

Additionally, a significant % of users, precisely 75%, reported discomfort in utilizing the tool. These findings emphasize the urgent need for targeted interventions and specialized training approaches to improve user engagement and satisfaction within the Service Parts department.

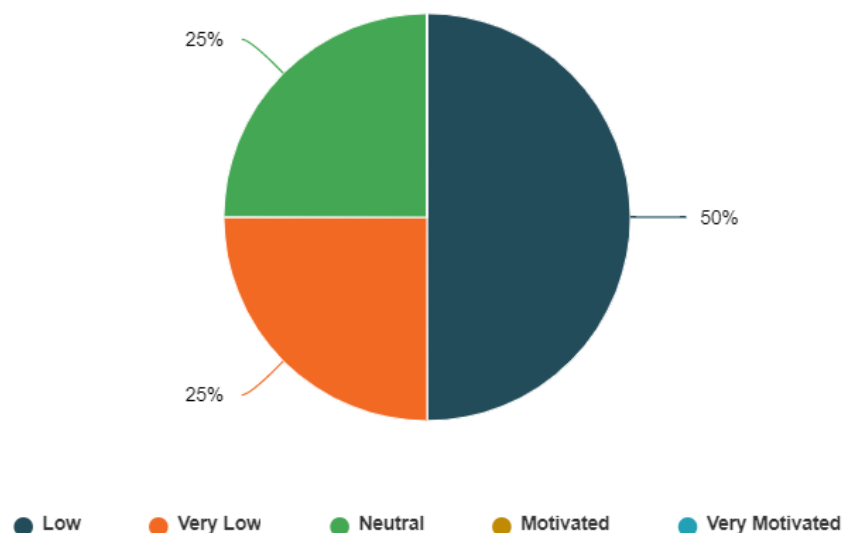


Figure 4. How motivated users are to use the platform (Spare Parts Team)



### 4.1.3 System Integration

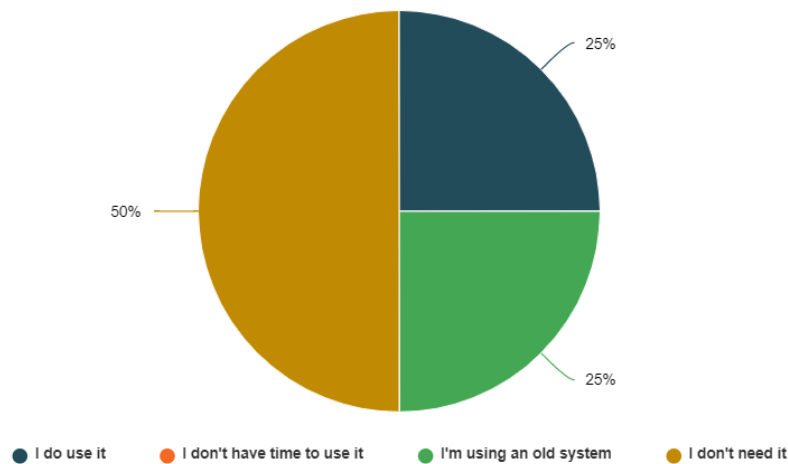


Figure 5. Use of SFDC in work routines (Spare Parts Team)

An additional observation from the survey results is that a considerable % of respondents, precisely 75%, reported either not using Salesforce or utilizing a different system, as shown in Figure 5. This finding is particularly concerning as the GTSC area should utilize the Salesforce platform.

Therefore, this highlights the need for urgent action to rectify the issue, such as offering additional training and support to encourage the adoption of the Salesforce platform across the GTSC area.

Upon examining the survey responses, it is evident that the Service Parts department needs help utilizing Salesforce due to the continued use of a different system. In the open field responses, a common factor that would aid in adopting Salesforce was integration with other systems already in use. Additionally, respondents mentioned that they need to perceive the value of Salesforce when another system is already in use and fulfilling their needs. One user explicitly stated that they do not need Salesforce since they utilize BOL Portal in spare part sales.

To address these issues, consulting with the IT department to explore the feasibility of integrating systems and data to eliminate users' need for double work is recommended. Furthermore, it is essential to evaluate the tools offered by Salesforce to determine whether any can replace the current system, thus creating a single tool for the entire process. By implementing these measures, the Service Parts department can enhance its productivity and efficiency and facilitate the adoption of Salesforce across the GTSC area.



## 5 Salesforce Best Practices and Recommendations

### 5.1 ABB OY – Capital Spares and Replacements Sales

Based on the insights gathered from the survey and personal interviews, it is evident that the Salesforce usage patterns for Capital Spares and Replacements in Sweden and Finland are similar. Despite some minor, inconsequential differences, the overall approach to using the platform is comparable. Nevertheless, there is room for improvement, and certain adjustments can be made to optimize the platform's usage.

The following is a set of recommendations tailored for the department, aiming to enhance the effectiveness of the Salesforce platform further:

#### **Data integrity discussions with data owners for Salesforce Optimization**

The accuracy and reliability of data within Salesforce are crucial for efficient business operations, data-driven decisions, and optimal customer relations. To ensure the consistency and accuracy of data, initiate discussions with the primary data owners in various departments, such as Sales or Service. Discuss the current data state, identify discrepancies or outdated records, and establish regular data audits and refresh schedules. This would also require clear guidelines for maintaining data hygiene, including implementing data validation rules or third-party data cleansing tools.

#### **Create a habit of using the “reference number” or “CCI” on e-mails to communicate with LSU, Engineering, and suppliers on Salesforce; that way, the e-mail will be automatically saved on Salesforce, and the information will be available for everyone.**

Communication across different teams can be significantly optimized by standardizing the use of a “Salesforce reference number” in all related e-mail exchanges. Doing so makes it easier for everyone involved in a process or project to track the conversation, find relevant information, and understand the context without going through numerous e-mails. This practice can enhance cross-team collaboration, reduce misunderstanding, and save time. Implementing a company-wide policy or an easy-to-follow protocol for using “reference numbers” is recommended. Additional training or instructional materials may also be beneficial to ensure everyone is familiar with it.

#### **Conduct Comprehensive Training on Confidentiality Features within Salesforce**

Salesforce includes several features designed to protect sensitive or confidential information, but not all users may be aware of these or know how to use them properly. Organizing a dedicated training session on this topic would educate users on these features and provide them with practical skills for applying them in their everyday work. This training should include hands-on examples and



scenarios to help users understand when and how to use these confidentiality features. It would also be helpful to create a handy reference guide or cheat sheet that users can refer to after the training. The result of this training should be a more secure and confident use of Salesforce across the department, thus improving the overall security of the company's data.

## **5.2 ABB OY – Spare Parts Sales**

In contrast to the Capital Spares and Replacement departments, Sweden and Finland's spare parts sales departments have markedly different approaches to using Salesforce. In Finland, the platform is used sparingly, while in Sweden, it serves as the primary tool for communication, documentation, and ensuring case confidentiality, with information readily accessible to authorized users.

The divergent usage patterns highlight opportunities for harmonizing processes and maximizing the benefits of the Salesforce platform. Presented below are recommendations tailored for ABB Oy, informed by the observed practices of the spare parts sales departments in Finland and Sweden.

### **Comprehensive Salesforce Training**

Based on the findings from the survey and insights gathered from interviews, it is clear that a substantial number of the spare parts sales team members do not use Salesforce, and some even lack the knowledge to use the platform effectively. This lack of adoption can hinder the team's efficiency and communication. To address this gap in platform utilization and ensure that all team members are equipped to make full use of Salesforce, the department must conduct comprehensive training sessions. These sessions should cover the basics of navigating the platform, logging and tracking sales activities, accessing essential customer information, and utilizing available tools to optimize the sales process. By providing the spare parts sales team with proper training and support, the department can help ensure that Salesforce becomes an integral part of their daily operations, leading to increased productivity and improved sales performance.

### **Encourage Salesforce Adoption**

Encourage and promote the use of Salesforce for customer communication and order processing. Highlight the benefits of using Salesforce as a single source of truth for managing customer interactions and orders, making it more attractive for the team to adopt.



### **Incorporate Salesforce Cases for Structured Documentation and Order Communication**

Implement and encourage the team to adopt Salesforce cases as the primary tool for documentation storage and order/quotation communication. Cases provide a structured and organized way to manage customer interactions and ensure that essential data is easily accessible.

### **Develop Comprehensive Case Management within Salesforce**

Training the Spare Parts sales team in Salesforce case management should involve comprehensive, hands-on sessions that cover every aspect of creating and managing cases. Beyond teaching the mechanics, ensure the training conveys best practices and real-world scenarios. Ongoing support, such as follow-up training or a helpdesk, will solidify these new skills.

### **Implement and Promote Case Confidentiality feature.**

Salesforce includes several features designed to protect sensitive or confidential information, but not all users may be aware of these or know how to use them properly. Organizing a dedicated training session on this topic would educate users on these features and provide them with practical skills for applying them in their everyday work. This training should include examples and scenarios to help users understand when and how to use these confidentiality features. It would also be helpful to create a handy reference guide or cheat sheet that users can refer to after the training. The result of this training should be a more secure and confident use of Salesforce across the department, thus improving the security of the company's data.

### **Implement and Utilize Salesforce Macros to Streamline the business operation.**

Implementing Salesforce macros involves identifying repetitive tasks that can be automated, developing customized macros to handle these tasks, and integrating them into existing workflows. Comprehensive training ensures that team members know how to utilize these macros effectively, and ongoing support and monitoring allow for continuous improvement and adaptation to changing needs. Implementing these macros has the potential to significantly streamline operations, enhance efficiency, and enable the team to focus on more complex and value-added activities.

## **5.3 ABB OY – General Recommendations**

### **Internal Benchmarking with other ABB units and possible standard of the process**

Given that various ABB units engage in similar business activities and consequently have analogous processes, internal benchmarking between these units would be highly beneficial in establishing a standardized process. This standardization would facilitate global integration of processes and substantially enhance communication between units, making it more streamlined and efficient.



Moreover, such a standardized process would significantly simplify employee transfers within ABB for those seeking to work in the same role in a different country.

### **Summit with Salesforce key users of ABB units with a similar process (e.g., MOSE Factories)**

Following establishing a standardized process, it would be prudent to convene summit meetings involving key Salesforce users from ABB units with similar business activities, potentially annually. These meetings would provide a forum for discussing the effectiveness of current practices, identifying areas requiring modification, sharing success stories and updates, and exchanging insights on possible changes. In this way, all units would be aligned, and key users would have a consistent level of knowledge. Such summits would also foster a sense of process ownership among key users and instill a sense of responsibility toward the system, their respective departments, and their colleagues.

### **Implement a KPI for Salesforce Adoption**

To systematically track and encourage Salesforce adoption within ABB Oy, it is essential to introduce a key performance indicator (KPI) for Salesforce utilization. Begin by establishing current levels of adoption as baseline metrics and set realistic targets aligned with organizational goals. Communicate these goals to the relevant departments, explaining the importance of the KPI and its connection to overall objectives.

Monitor the KPI regularly, such as monthly or quarterly, and share results with teams. Recognize teams that achieve or exceed their targets to create a positive adoption culture. If the KPI falls short, collaborate with the affected teams to understand the reasons and take corrective actions. Regularly review and adjust the adoption targets, measurement methods, and overall approach to ensure continued relevance and effectiveness, considering organizational changes, Salesforce advancements, and user feedback. ABB Oy can promote sustained Salesforce adoption and realize the platform's full benefits through this approach.



## 6 Conclusion

In this chapter, the author will present a comprehensive overview of the thesis process and offer suggestions for future research.

### 6.1 Thesis Conclusion

This study was initiated to furnish ABB Oy with an in-depth analysis of its current operational processes and to identify specific areas where Salesforce adoption could be enhanced. Additionally, the research aimed to propose actionable strategies tailored to the unique needs of ABB Oy. This investigation was motivated by the discrepancy observed in Salesforce adoption rates between the Finnish unit and other ABB units worldwide. The research revealed several issues associated with Salesforce adoption within ABB Oy, which could lead to significant process optimization and overall operational efficiency if addressed through the strategies recommended in this thesis.

The theoretical underpinnings of this study revolved around the complexities inherent in successful CRM tool implementation, emphasizing the potential challenges that may arise both during and after the implementation phase. This theoretical perspective was essential for shedding light on the current state of Salesforce adoption within ABB Oy and identifying viable strategies for its improvement. The research drew upon established theories and best practices in CRM tool implementation to inform the analysis and recommendations presented in this thesis.

The primary focus of the research was to boost Salesforce adoption at ABB Oy by introducing a range of strategies and features tailored to the organization's specific needs and objectives. The study went beyond identifying strategies for enhancing Salesforce usage and provided comprehensive recommendations for refining departmental processes. The recommendations aim to foster alignment with ABB Oy's global objectives and create a standardized process for Salesforce adoption that can be replicated across other ABB units. These measures are intended to harmonize Salesforce usage across the company and contribute to realizing ABB Oy's broader organizational goals.

The recommendations presented in this thesis represent a strategy that integrates Salesforce features, employee training, and process enhancements to achieve ABB Oy's organizational objectives. Key components of this strategy include thorough documentation of processes and changes, open and transparent communication among all stakeholders, and strict adherence to confidentiality protocols. By embracing these principles, ABB Oy can solidify its position as a leader in Salesforce adoption within the ABB group and drive substantial business growth. The recommendations offer a roadmap for ABB Oy to harness the full potential of Salesforce as a CRM tool and leverage it to achieve strategic advantages in a competitive market.



## 6.2 Further Development

As CRM and Salesforce constantly evolve, ABB Oy should stay updated on new features. ABB Oy could benefit from internal benchmarking with other global units to standardize processes and identify best practices.

Regular employee surveys are advised to pinpoint opportunities for improving Salesforce and other processes. A natural extension of this thesis would be the implementation of the recommendations to evaluate their benefits and areas for refinement.

Before executing recommendations, ABB Oy should create a team responsible for overseeing the process, including members affected by the changes. This inclusion encourages ownership and success. Also, stakeholders should be informed of the changes, objectives, and rationale. This information should be disseminated to key departments to ensure everyone understands their role.

Clear metrics and KPIs should be established to assess the new process's success. Regular evaluations and data-driven decision-making are essential.

As CRM and Salesforce are dynamic, ABB Oy must adapt its processes as needed. Ongoing communication with key Salesforce users and monitoring new developments will help ABB Oy stay ahead and make necessary adjustments.

By following these recommendations, ABB Oy can implement process changes effectively, drive results, and achieve its objectives in the ever-changing digital landscape.

## 6.3 Reflection on Learning

When I started my thesis, I was excited but also a little overwhelmed by the complexity of the subject matter. The goal was to improve how Salesforce is used within ABB Oy's MOSE division. To do that, I first had to get to know the technical side of Salesforce and how ABB Oy is organized.

I used a mix of reading articles, sending out surveys, and conducting interviews for my research. Each method gave me different kinds of information and its own set of challenges. For example, reading articles provided me with essential knowledge, while the surveys and interviews helped me understand the unique experiences and difficulties employees at ABB Oy face.

My thinking changed quite a bit as I went deeper into my research. Initially, I thought the main problems with Salesforce adoption would be technical. However, as I gathered more information, it became clear that managing change was also a big hurdle. This realization heavily influenced the direction of my thesis, especially when it came to making recommendations.



Writing the thesis itself was continually challenging, particularly in organizing all the information and making it flow well. I had collected a large amount of information, and it was challenging to put it all together in a way that made sense. To help myself, I set up a writing schedule and defined milestones to aim for along the way.

Life also presented its own challenges, especially when my mom got sick. This had a significant emotional impact on me and often made it hard to focus on my academic work.

Completing the thesis gave me a boost in self-confidence and a set of valuable skills. I learned a lot about implementing CRM systems, managing change, and analyzing data. These are all skills that I think will be useful in my future work.

I also improved my ability to communicate with people. Through the interviews and surveys, I interacted with various people involved in the project, which helped me get better at communicating.

If I had to do it over, I'd probably do more research upfront to refine my research questions better. Despite these academic and personal challenges, I'm proud of what I've achieved.<sup>1</sup> The thesis provides valuable recommendations for ABB Oy that could significantly improve how they use Salesforce.



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## Appendices

### Appendix 1 – Questionnaire about Salesforce

Welcome to answer this short survey about Salesforce

The survey aims to determine how users use the Salesforce Platform.

This survey is part of a Bachelor Thesis at Haaga-Helia University of Applied Sciences.

It takes about three minutes to complete the survey.

Your response is anonymous and will be used only for study purposes. The survey is open until 22 October 2022.

In case you have questions regarding the survey, please get in touch with [fernando.batista@fi.abb.com](mailto:fernando.batista@fi.abb.com)

#### **What is your Education Level? \***

- ☐ Vocational (Technical)
- ☐ Polytechnic/UAS
- ☐ University – Bachelor
- ☐ University – Masters
- ☐ Other, please specify

Thank you for your time  
and support!

#### **What department are you in? \***

- ☐ Back-End Sales
- ☐ Service Parts
- ☐ Expert Services
- ☐ Technical Support & Warranties

#### **At ABB, have you been in any SFDC training? (Online or Presential) \***

- ☐ Once
- ☐ Two to three times
- ☐ More than three times
- ☐ Colleague Taught me
- ☐ Not been in any training

#### **The training was enough for me \***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree



**Would you need further training? \***

- ☐ Yes
- ☐ No

**In which field do you need additional training? \***

- ☐ General Use
- ☐ Daily Input Routines
- ☐ Opportunities
- ☐ Cases
- ☐ Reports
- ☐ Dashboards
- ☐ Integration to other systems
- ☐ Something else, please specify:

**Which systems/programs?**

---

**What is your motivation level to use SFDC? \***

- ☐ Very Low
- ☐ Low
- ☐ Neutral
- ☐ Motivated
- ☐ Very Motivated

**Do you use SFDC in your work routines? \***

- ☐ I do use it
- ☐ I don't have time to use it
- ☐ I'm using an old system
- ☐ I don't need it

**How do you use SFDC?**

**You can select more than one if that's the case \***

- ☐ Cases
- ☐ Customers
- ☐ Opportunities
- ☐ Tasks
- ☐ Reports
- ☐ Something else? Please specify



**How often do you use SFDC? \***

- ☐ Daily
- ☐ 1-3 days per week
- ☐ Once per month
- ☐ Rarely
- ☐ I never use it

**How comfortable are you using SFDC? \***

- ☐ I'm very comfortable
- ☐ I'm quite comfortable
- ☐ I'm not very comfortable
- ☐ I'm not comfortable at all

**Which factors would help you to use SFDC?**

**You can select more than one \***

- ☐ Individual Training
- ☐ Group Training
- ☐ A Mentor Person
- ☐ Integration Between Systems/Programs
- ☐ Understand the importance of SFDC

**Which systems/programs?**

---

**If something else, which factors would help you to use SFDC?**

---

**Are you able to generate reports on SFDC? \***

- ☐ Yes
- ☐ No

**Can you generate a report for your needs?**

**(Valid information in the correct format) \***

- ☐ Yes
- ☐ No

**Which software do you use to generate your reports instead of Salesforce? \***

- ☐ Word
- ☐ Excel
- ☐ PowerPoint
- ☐ Others? Please Specify

**What kind of reports would you like to have to perform better?**

---

**Can you generate a dashboard for your needs? \***

- ☐ Yes
- ☐ No



**In your opinion, what are the strengths of SFDC? \***

- ☐ Easy Access
- ☐ Easy to Use
- ☐ Good Support
- ☐ Good Features
- ☐ Transparency

**If there is something else, please specify what the strengths of SFDC are:**

---

**In your opinion, what are the weaknesses of SFDC? \***

- ☐ Complicate to use
- ☐ Not integrated with other systems
- ☐ Hard to create Reports
- ☐ Simple tasks are unnecessarily complex
- ☐ The learning curve never seems to end

**Which systems/programs do you need Salesforce to be integrated with?**

---

**If there is something else, please specify what the weakness of SFDC are:**

---

**Do you have any comments about your Salesforce Experience?**

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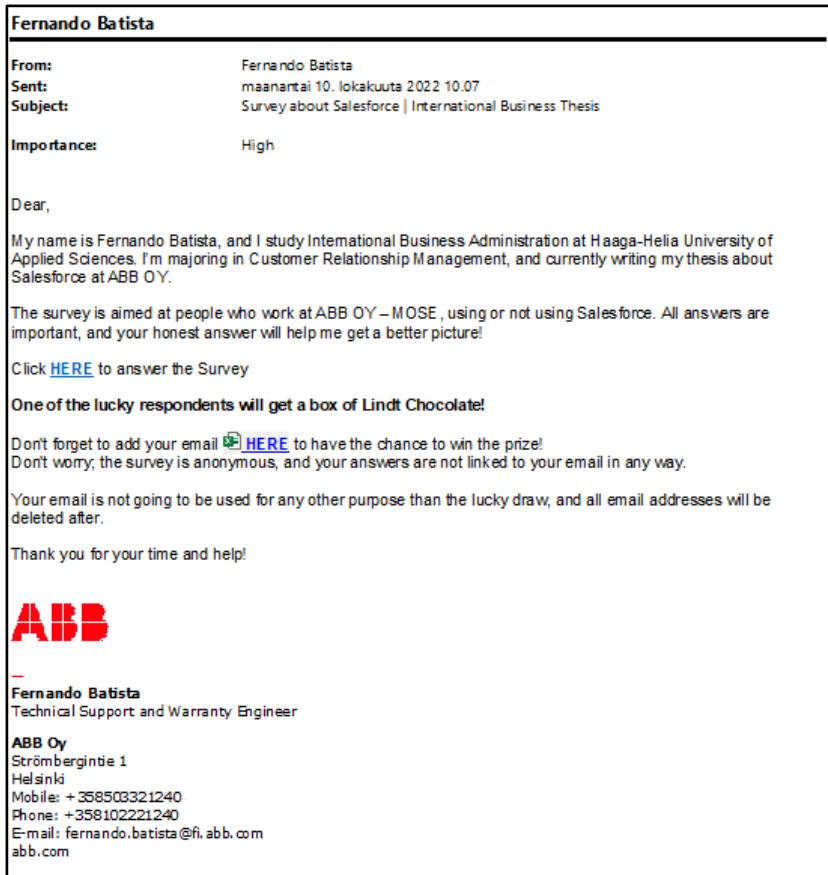
**Do you have comments/suggestions on how to improve Salesforce or CRM at ABB?**

---

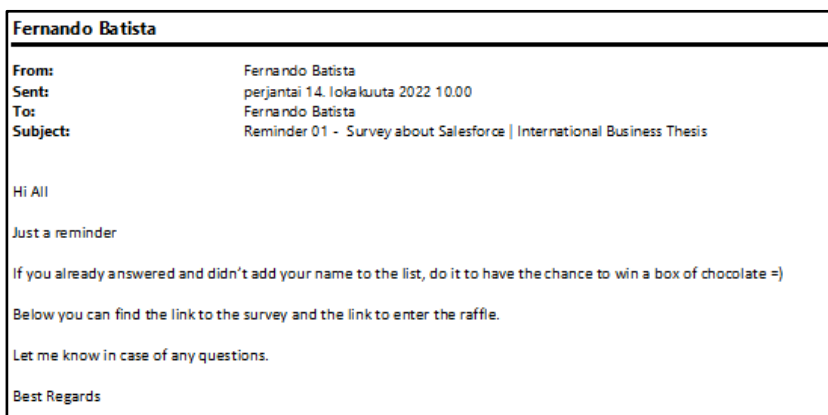


## Appendix 2 – Salesforce Survey E-mails

The first Salesforce survey e-mail was sent on 10 October 2022 to all the MOSE-GTSC users.

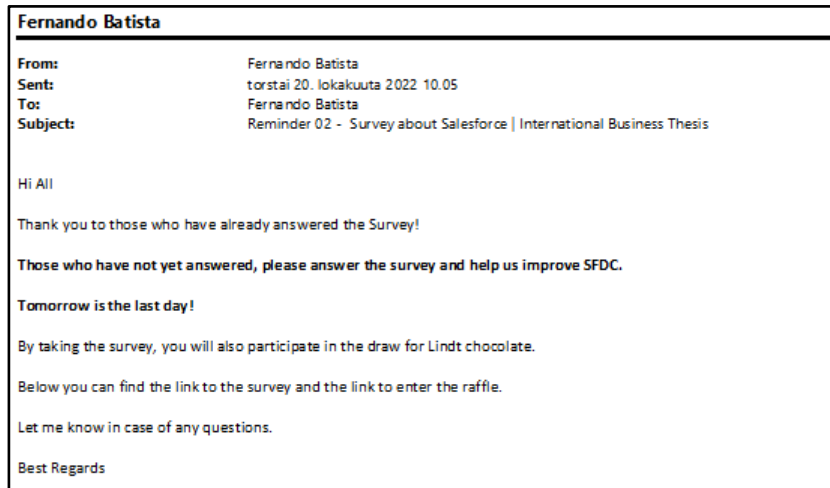


An e-mail reminder was sent on 14 October 2022 to all MOSE-GTSC users.

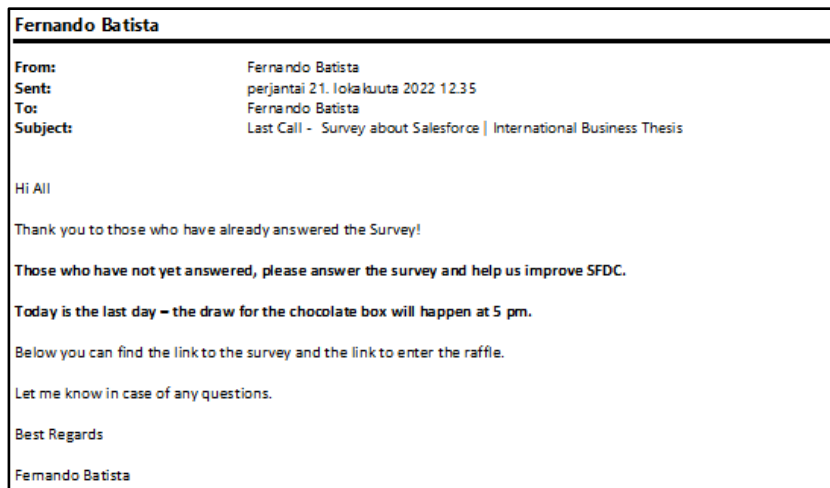


A second reminder was sent on 20 October 2022 to all MOSE-GTSC users.





A third and last reminder e-mail was sent on 21 October 2022





Also, an e-mail was sent with the result of the draw.

**Fernando Batista**

**From:** Fernando Batista  
**Sent:** perjantai 21. lokakuuta 2022 16:31  
**To:** Fernando Batista  
**Subject:** Prize Draw - Survey about Salesforce | International Business Thesis

Thank you all who joined the Prize Draw and answered the survey

The chocolate box winner is **Emma Kääriä**.  
Congrats Emma =)

The draw was audited by Miko Juusti and Niko Heikkinen.

### Draw names

Date and time of draw: Friday, October 21, 2022 4:12 PM  
Type of draw: Draw names  
Number of names in the result: 1  
Number of names in the draw: 31

Result: Emma Kääriä

[NEW DRAWING](#)

Thank you all, and have a good weekend.

Best Regards

Fernando Batista



## Appendix 3 – Thesis Assessment – ABB Oy



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### Assessment of Final Thesis

Sales Force is widely used inside ABB in different functions all over the world. For this thesis two different departments were researched, to give an understanding of what is needed, to develop and increase the usage of the system. These two departments have not yet had an active roll out of Sales Force, and that is why this thesis was done.

The result of the survey done for this thesis gives a good overall understanding of the usage, and what is needed to in the two different departments to get people more familiar with the system. The thesis presents clearly areas that needs development. It is obvious that more training is needed for the users, in order to increase the usage of the system. Also the benchmark with a another similar unit in another, country gives a good input of how Sales Force can be implemented in similar functions also in Finland.

The literature review in this thesis gives also a good view of the basic principles for a successful CRM system roll out. In this section also user adaptation is discussed, which is very important for an effective roll out of a new system. All the information in this section of the thesis, can also be used in the future for roll out of other new IT systems in the ABB SSU Motors and Generators unit in Helsinki.

Jonas Lindqvist

Customer support Manager, Motors and Generators Service

ABB Oy