The Challenge of Acceptance and Attitudes towards CRM Implementations

A practical analysis using the example of UPM Pulp.

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Thesis for Bachelor of Business Administration

Degree Program International Trade

Vaasa 2019

BACHELOR'S THESIS

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Specialization: International Trade
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Title: The Challenge of Acceptance and Attitudes towards CRM Implementations,
A practical analysis using the example of UPM Pulp.

Date: November 26, 2019 Number of pages 41 Appendices 1

This bachelor's thesis was written in cooperation with the business unit Pulp of UPM Kymmene Oyj, with the purpose of analysing the acceptance and attitudes towards CRM (Customer Relationship Management) implementations from the perspective of the employees in UPM Pulp.

The theoretical framework consists of CRM and its various definitions and historical background. CRM can be divided into three different types which are strategic, analytical and operational CRM meanwhile this thesis will mainly focus on Operational CRM since this type complies with the CRM discussed further in the thesis.

Acceptance and attitudes towards change differ and it is important to understand the underlying behaviour creating these differences. CRM implementations lead to change and to different reactions, logically connecting CRM Implementations to change management which is another aspect of the theoretical framework.

The research method used in this thesis is a quantitative method conducted in the form of a survey. The research group consists of employees in UPM Pulp and the survey objective is to investigate acceptance and attitudes towards CRM implementations from the perspective of UPM Pulp employees. The results of the analysis prove that there are challenges towards CRM implementations in the form of different attitudes and acceptance rates.

Language: English Key words: Customer Relationship Management, CRM, Change Management

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EXAMENSARBETE

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Titel: The Challenge of Acceptance and Attitudes towards CRM Implementations
A practical analysis using the example of UPM Pulp.

Datum: november 26, 2019 Sidantal 41 Bilagor 1

Abstrakt

Detta examensarbete är skrivet i samarbete med företagsdivisionen Pulp tillhörande UPM Kymmene Oyj, med målet att analysera acceptans och attityder gentemot CRM (Customer Relationship Management) implementeringar utifrån perspektivet av de anställda.

Den teoretiska bakgrunden består av CRM, dess varierande definitioner samt historiska bakgrund. CRM kan indelas in i tre olika typer vilket består av strategisk, analytisk samt operativ CRM. I detta arbete kommer fokuset främst ligga på operativ CRM eftersom denna typ av CRM kommer diskuteras samt behandlas i den vidare undersökningen.

Acceptans och attityder gentemot förändringar varierar och det är viktigt att förstå det underliggande beteendet som skapar dessa skillnader. CRM implementeringar leder till förändring samt olika reaktioner vilket logiskt förknippar CRM implementeringar med Change management, en annan term som kommer att diskuteras i arbetet.

Undersökningsmetod i detta arbete består av en kvantitativ undersökning utfört med hjälp av en enkät. Undersökningsgruppen består av de anställda i UPM Pulp och målet med enkäten är att undersöka acceptansen och attityder gentemot CRM Implementeringar från perspektivet av de anställda. Resultatet från analysen bekräftar att det finns utmaningar i form av olika typer av attityder och acceptans gentemot CRM implementeringar.

Språk: engelska Nyckelord: Customer Relationship Management, CRM, Change Management

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1 Introduction

Implementations of systems often lead to new and changed ways of working meaning implementations are directly connected to change. Humans are naturally resistant to change and have the tendency to cling on to the past and comfortable environments. Change is something an organization needs to manage from the very start of a change process since a process managed in a good way can lead to great benefits.

To be able to survive as a company or as an organization change is always needed for being able to move forward and to be more efficient in a rapidly changing business world. Change of all forms, including implementations, is unavoidable and needs to be present if a company wants to be successful.

Customer relationship management is a part of most business environments today and is often referred to as CRM. CRM does not have a clear definition making it consist of many different understandings and concepts creating a need for a more in-depth explanation. This term is often referred to as a business strategy and can be challenging to implement or develop but is very beneficial if done correctly.

Customer relationship management is quite new and has been developing very fast taking its place in businesses and organizations of all sizes globally. In a fast world with implementations, people need to be prepared for change. Everyone is different and this makes up the foundation for this thesis, to analyse attitudes and acceptance towards CRM implementations.

1.1 Purpose

The purpose of this thesis is to analyse acceptance and attitudes towards CRM system implementation from the perspective of the employees in UPM Pulp. This purpose will be reached by building a theoretical framework to understand the concepts of CRM and the underlying factors for different attitudes and acceptance rates. This builds the fundamental background for the practical analysis conducted in the empirical part.

1.2 Limitation

This thesis is limited to the division of UPM Pulp belonging to the Corporate of UPM Kymmene Oyj. UPM Pulp is a part of UPM Biorefining and includes 4 production units which of 3 are in Finland and 1 is in Uruguay. There are Sales and Technical Customer Service offices in Finland, Germany, China and Uruguay and there are about 1800 employees in UPM Pulp (UPM, 2019) The Pulp CRM users are a team of approximately 100 employees on a global scale (Personal communication with CRM Project team at UPM, 14.11.2019).

1.2.1 Theoretical framework

The first focus area of the theoretical framework will be Customer Relationship Management and this term will throughout the thesis be referred to as CRM. In the theoretical introduction, the history of CRM will be processed to build an understanding of all the different definitions being used. This part will further interrogate the areas of Strategical, Analytical and Operational CRM, with a focus on the Operational CRM since this area of CRM complies with further discussions in the thesis.

The second focus area of the theoretical part consists of acceptance and attitudes and the different factors behind them. In this part, different change theories will be described as well as change management in the connection to CRM. Implementation leads to change and is something that needs to be managed well since the benefits from the change can be achieved more efficiently by doing so. The theoretical part will also discuss the UPM Change management framework and the process of a CRM implementation.

1.2.2 Empirical framework

The second main part of the thesis will be the empirical part consisting of a practical analysis using the example of UPM Pulp. The research method used in this thesis is a quantitative analysis using Microsoft forms as a survey tool for collecting data. The data collected will be analysed with reflections on the theoretical framework introduced in the thesis to create a further understanding of the results. The research group is employees belonging to UPM Pulp and the survey objective is to investigate acceptance and attitudes towards CRM implementations from a UPM Pulp Perspective to reach the purpose of the thesis.

2 Customer Relationship Management (CRM)

The acronym CRM stands for Customer Relationship Management and is a term that has been used since the 1990s (Buttle & Maklan, 2015, p. 3). The definition of CRM can be unclear since the spectrum of CRM is extensive and due to the various definitions of CRM have been formed (Baran & Galka, 2013, p. 4).

2.1 History

The first generation of CRM was introduced during the 1990s and consisted of functional CRM which was divided into two different types. The first type was Sales Force Automation (SFA) and were functions connected to pre-sales, such as sales order placements and the maintenance of customer data. The second type was Customer Services and Support (CSS). This type focused on after-sales functions, such as help desks and field-service support. The aim of the first generation of CRM was to increase the efficiency of sales and improvement of service operations. (Kumar & Reinartz, 2012, pp. 16-17)

The second generation, from 1996 to 2002, was CRM with a so-called customer-facing front-end approach. This approach stemmed from the idea of a single-view perspective of all customer interactions created by, for example, e-mails and the internet. The goal was to improve the customer experience, reduce interaction costs and to increase customer retention. (Kumar & Reinartz, 2012, pp. 16-17)

The third generation, from 2002 up until 2008, consisted of CRM with a strategical approach. Technology integrations helped this generation of CRM to go from technology-based solutions to a strategic approach to CRM. This generation of CRM consisted of whole organizations being involved and not only a few functions. The goal had now also developed from not only controlling costs but also to increase revenue and the competitive advantage. (Kumar & Reinartz, 2012, pp. 16-17)

The fourth generation is called a flexible an agile strategic CRM, starting from 2009 onwards and in this generation, the strategic approach is viewed as very crucial. Before this generation, CRM was applied to only big organizations but in this generation, small- and medium-sized businesses also adopted these tools and technologies. Customer empowerment is in growing focus due to the development of social media and self-service on the internet. (Kumar & Reinartz, 2012, pp. 17-18)

There are different factors pushing the CRM industry forward. Factors such as decreasing costs of capturing data and storing it, more effective marketing communication and more proof on how profitable the impact of good customer relationships has pushed the CRM industry forward. The access to IT-vendors and change management consultancies in association with the vendors as well as the measurement of customer value are other factors. (Kumar & Reinartz, 2012, p. 19)

CRM adaption has grown from a tactical to a strategical element in various industries. The development of technology has changed the market into a relationship and customer-centric market instead of a product-centric market. (Kumar & Reinartz, 2012, pp. 16,19)

The change of the market focus is delivering from the fact that customers are not as loyal as before and non-tolerating towards lacking services as well as more conscious when coming to their values. The customers have knowledge about technology, use social media and are more time-pressured and sceptical. This has led to a more customer-centric strategical approach regarding CRM implementations. (Kumar & Reinartz, 2012, pp. 19-20)

2.2 Definition

The acronym CRM has different meanings, but the acronym is usually understood as a shortening for Customer Relationship Management. CRM can be used as a description for software applications supporting business-related service-functions and is seen as technology-related solutions in these cases. Others uses the term in connection to not always technology involved managerial strategies that focus on the maintenance and the development of customer relationships. (Buttle & Maklan, 2015, pp. 3-4)

The term should be divided since CRM applies in different ways depending on what type of customer relationship it is. Factors that should be considered are if the customer is a Business-to-Business (B2B) relationship or a Business-to-customer (B2C), as well as the size of the customer organization when defining CRM. (Baran & Galka, 2013, p. 4) CRM definitions can be grouped into different sectors. The following definition-groups consist of grouping CRM as:

1. Technology, Systems, Processes and Software packages.

2. Storage and Analysis of data.
3. Internal Organizational Cultural Change
4. Relationship Focused Management
5. Demand management
6. Current Customer Strategies

CRM is usually technology-focused solutions helping to build profitable, long-term relationships with the customers with the use of tailored services and products. (Baran & Galka, 2013, pp. 5-7)

CRM can be defined as revenue, profitability and a customer satisfaction increasing business strategy that consists of customer-focused processes and an integrated information system used for improving customer relationships. These strategies consist of planning, scheduling and controlling pre- and post-sales, managing customer interactions and increasing the customer value. Managing all aspects of customer interactions and managing customer relationships using software and other technology are also factors in CRM business strategies. (Buttle & Maklan, 2015, p. 4)

The focus of this thesis will be on Operational CRM since this type complies with the CRM discussed further in the thesis. In the following chapter, the three main categories of CRM will be explained shortly (including Operational CRM) to understand the differences meanwhile the subchapter will focus solely on the Operational CRM.

2.3 Operational Customer Relationship Management

CRM can be divided into three main categories and these three categories are:

1. Strategic
2. Analytical
3. Operational

When divided into three different categories the managerial and technological definition conflicts regarding the definition of CRM can be settled. (Buttle & Maklan, 2015, p. 4)

Strategic CRM is CRM on a company-wide level, meaning strategic CRM is connected to all functions in an organization (Kumar & Reinartz, 2012, pp. 35-36). Strategic CRM consists of four main parts which are customer-oriented management, gaining information and the adjustment of technology, adjustment and integration of organizational processes and the implementation of a CRM strategy (Kumar & Reinartz, 2012, p. 36).

Strategic CRM consists of creating a business culture committed to the development of value for the customer. By delivering this value and satisfaction the company can be more competitive and gain more customers as well as keeping the old ones. The strategical approach to CRM is defined as a customer-centrical approach. (Buttle & Maklan, 2015, p. 5)

Analytical, or analytic CRM consists of different ways of capturing and processing data related to the customer in order to increase value for both the customer as well as the company (Buttle & Maklan, 2015, p. 11). Analytical CRM consists of strategic customer metrics that enable companies to see the values of each customer (Kumar & Reinartz, 2012, p. 89).

Operational CRM consists of the automatization and integration of business processes using software solutions. Operational CRM automates marketing, selling and service functions. (Buttle & Maklan, 2015, p. 7) These processes are CRM from a functional level perspective (Kumar & Reinartz, 2012, p. 35).

2.4 Strategies of Operational CRM

CRM strategies often demand investments in IT and organizations are limited by the operational capabilities to invest. Salesforce automation, marketing automation or service automation often demand investments. Capabilities implemented in this way is a part of strategical actions meaning CRM is not solely a technology solution that should be stopped when technology-supported operational capabilities are established. (Buttle & Maklan, 2015, p. 212)

Operational CRM consists of marketing, service and sales force automation but consisted originally of only sales force automation (Buttle & Maklan, 2015, pp. 7-8). The core of any CRM strategy is still the sales function, even though CRM has been evolving during the time including more functions (Baran & Galka, 2013, p. 197). Salesforce automation (SFA) can be defined as the supportive computerized technologies applicated to achieve the work-related objectives of the salespeople and management (Buttle & Maklan, 2015, p. 212)

There are different strategies a company can either choose or combine when implementing a CRM software solution and these are In-house Software, Licensed software and Outsourcing (Kumar & Reinartz, 2012, pp. 177-179). These three Operational CRM solutions will be discussed in the following subchapters.

2.4.1 In-House Software

The first strategy is to create the software inside of the organization. This means that an organization creates the software from the beginning and pay the included costs. Costs related to this is the extensive R&D (Research and Development) needed, the development of the software and the storage, as well as costs of the hardware itself. Organizations must develop, operate, maintain and improve the system on their own and the biggest costs are created due to maintenance. (Kumar & Reinartz, 2012, pp. 177-178)

This is an expensive solution but allows the company to create a perfect system that meets their needs. Since the software is created to fit the organizational needs, there is no need to deal with external factors and this allows organizations to develop internal knowledge and resources as well as being independent of external vendors. (Kumar & Reinartz, 2012, pp. 177-178)

2.4.2 Licensed Software

The second strategy is to buy licensed software and the advantages of this strategy are that the software is tested by others. This allows a company to feel more secure when choosing a software since they can rely on reviews from other users. Another advantage is that the software is continually evolving and updated to meet the needs of the customers. (Kumar & Reinartz, 2012, p. 178)

During the implementation, the company will get external help, but this demands that the IT- infrastructure of the organization is developed and integrated with already existing programs. This solution is expensive since the implementation adds expenses. Other costs added are licensing costs, initial fees, costs connected to the renewal of the license, maintenance costs and update costs. (Kumar & Reinartz, 2012, p. 178)

2.4.3 Outsourcing

The third strategy is to outsource a managed service from a third-party company. This means that the hardware, software and human resources are provided by the third party and that internal IT skills are not needed since the skills are provided by the third-party. In exchange for this service, the customer pays fees to the third-party company making this the most affordable option out of the three strategies. (Kumar & Reinartz, 2012, p. 179)

Many vendors use a pay-as-you-go system meaning that the customer does not have to pay in advance but can instead start to pay when there are visible results, which allows for easier budgeting. This third solution can be applied in companies of all sizes since the costs are lower and the only costs added on top of the fees are connected to the development of the system. The development costs are a disadvantage as well as the risk of the third-party going out of business since the company applying this solution is fully dependent on the third-party. (Kumar & Reinartz, 2012, p. 179)

The third strategy is often called Software as a Service or SaaS for short (Kumar & Reinartz, 2012, p. 179). SaaS is a Salesforce automation solution and consists of the idea that a reseller or company provides software by using a network, for example, cloud-based solutions (Baran & Galka, 2013, pp. 200,216).

2.5 CRM Software Vendors

CRM is not a technical solution, but a strategical process enabled by technology (Baran & Galka, 2013, p. 211). CRM software spending on a worldwide level was $48.2 billion in 2018 with SaaS solutions standing for about 72,9 % of the spending, a percentage expected to increase in 2019. This makes CRM being the biggest and the most rapidly growing software category of enterprise applications. CRM software vendors leading on the market in 2018, standing for more than 40 % of the whole market combined, are illustrated in the following chart. (Moore, 2019)

CRM Software Spending by Vendor, Total Software Revenue Worldwide, 2018 (Millions of U.S. Dollars)

Company	2018 Revenue	2018 Market Share (%)	2017 Revenue	2017 Market Share (%)
Salesforce	9,420.5	19.5	7,648.1	18.3
SAP	4,012.2	8.3	3,474.4	8.3
Oracle	2,669.0	5.5	2,492.9	6.0
Adobe	2,454.8	5.1	2,017.2	4.8
Microsoft	1,302.0	2.7	1,132.1	2.7
Others	28,371.7	58.8	24,962.0	59.9
Total	**48,230.2**	**100.0**	**41,726.7**	**100.0**

Source: Gartner (June 2019)

Figure 1. CRM Software spending (Moore, 2019)

For the implementation of the CRM solutions. the top list of providers mainly refers to consulting experts in their partner network. The purchase of the product or cloud service happens with the supplier directly while the implementation project is handled by IT and business consultants. These consultants provide IT expertise and change management capabilities to guide the customer successfully through the adoption process of the tool and service itself. (Personal communication with CRM project team at UPM 14.11.2019)

3 Attitudes and Acceptance

A change should bring something positive to a working environment and if the change creates more workload or a not as exciting work-environment people will most likely respond negatively towards the change. Some changes can lead to factors that can be more negative but when this cannot be avoided the negative factors should be minimized or compensated. (Russberg & Angelis, 2018, p. 176)

In an organization where there are plenty of changes, a person can feel more and more resistant if there is no clear evidence that there is benefits from the changes. People should feel that they are personally involved in the change and what is demanded of them after the change. (Russberg & Angelis, 2018, pp. 174-176)

3.1 Deming – explaining change

The following chapter is based on a few of Deming´s 14 points for management discussed by Bergman and Klefsjö (2010). People are afraid of changes and innovations since people feel safe in environments that they are used to, meaning that they are afraid of new surroundings and prefer what has been. This safety is misleading since development is of great importance. If people do not change, the business itself or working place might not survive leading to an even greater fear of losing a job. Fear is something that needs to be minimized in a working environment since an afraid person will not improve or be good at their work. Employees that feel secure should be able to accept development and changes. (Bergman & Klefsjö, 2010, p. 404)

It is important that everyone in an organization goes towards the same direction especially people in leading positions. To be able to look forward and not at the past an organization should work on an environment where people feel responsibility and motivation. People should feel that initiatives are encouraged and listened to with interest and seriousness. People that feel that they can improve their work environment with their own suggestions and initiatives feel pride over their own work and feel encouraged to improve and develop. (Bergman & Klefsjö, 2010, p. 406)

3.2 The Kübler-Ross Change Curve

The different steps of a change are described by Kübler-Ross year 1969 in the book *Death and Dying* (Anastasia, 2015). The steps consist of five stages; Denial and Isolation, Anger, Bargaining, Depression and Acceptance (Kübler-Ross, 1992).

This model was originally based on the stages of grief for a person facing death. The model can be applied to every situation connected to change and is used by businesses globally as a model to be able to cope with change and to help the workers to adopt as successfully as possible. (Anastasia, 2015)

Stage 1 - This is the first stage of the change curve and in this stage, the employees might react strongly. In this stage, the employees might deny the fact that there is a change coming and need time to cope. In this stage, communication is of great importance since it is the people in charge that should communicate why the change is needed and the benefits of it leaving no answers un-answered. (Anastasia, 2015)

Stage 2 - In this stage, the employees have coped with the news of the change and realisation hits. This can form into fear, resentment or anger since people will have to step outside of their comfort zones and learn new ways of working. This is a very sensitive stage and needs to be well prepared to avoid as much disorder as possible. In this stage communication and support is also an important factor. (Anastasia, 2015)

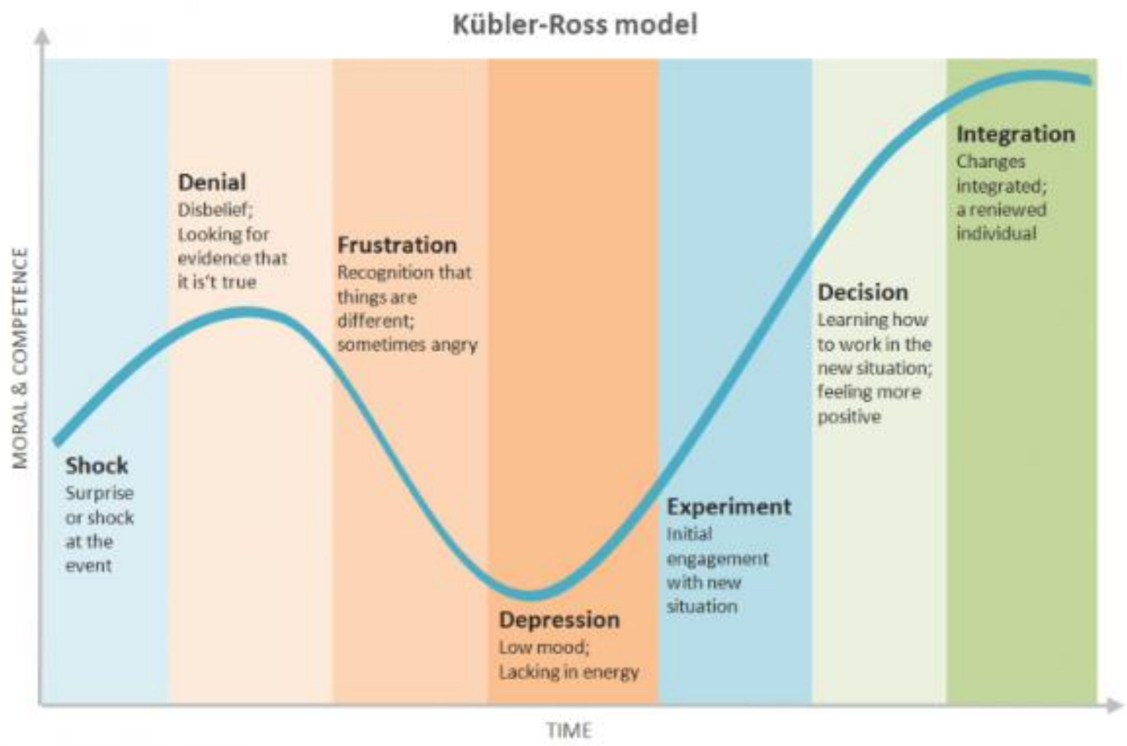

Figure 2 Kübler-Ross Change Curve (Anastasia, 2015)

Stage 3 - In this stage, the employees realize that there is a change being implemented and that they must adapt. The emotional reaction in the third phase is bargaining, trying to make the situation the best possible for themselves and find compromises. People might only want to focus on the things that they find important and solely focus on adapting to those changes. In this stage, people in charge should manage so that the employees get the best training as possible. (Anastasia, 2015)

Stage 4- In this stage, the employee is in the learning phase and might have low energy because of low excitement. In this stage, people understand that the change is unavoidable and can have a hard time to cope with it. In this stage, the learning process itself should try to be the most exciting as it can increase the energy of the employee. (Anastasia, 2015)

Stage 5- In the fifth and final stage, the employees start to accept the change and start to look forward. Not all react in a positive way since some people might just accept it the change because they must, which is more of a negative way of accepting the change. In this stage, the results of the effort might start to show and the productivity increase. (Anastasia, 2015)

3.3 Resistance factors

Resistance towards change can be based on various things according to Lindkvist, Bakka and Fivelsdal (2014, p. 296) and it is important to acknowledge the factors that are predictable. This could be people reacting with resistance because they might feel that too much is changing at the same time, due to lacking information, lacking preparation or lack of control and saying in the change itself. (Lindkvist, et al., 2014, p. 298)

Employees can feel that they lack competence and due to this experience feel pressure to perform well. Other factors could be the fear of an increased workload both from preparing for the new change and afterward and lastly bottled up feelings from previous experience can create resistance. Knowledge can predict reactions and to some extent lessen the resistance towards changes, but it is almost impossible not to meet resistance even if prepared. (Lindkvist, et al., 2014, pp. 298-299)

Criticism towards change is not necessarily a bad sign since a critical person sharing their opinions showcases their engagement and it is a sign that they feel involved in the subject. A person that is not critical and almost indifferent towards the subject is there for not always a good thing. (Ahrenfelt, 2013, pp. 319-320)

3.3.1 Different Phases of Resistance

The process of change can be divided into three different phases of resistance. The first phase is often in the form of scepticism. The scepticism is often the spontaneous first reaction towards something that the person lacks knowledge about, and this reaction is often verbal, weak and low in creativity. (Ahrenfelt, 2013, pp. 323-326)

In the second phase, a person carries experience of the change and has had time to process what the change will involve. This phase is also verbal but instead high in creativity since the criticism in this phase consists of informative opinions that is useful for the people in charge of the change. This information could, for example, be regarding factors in need of improvement. People sharing criticism in this phase carries real engagement and there for the information in this stage is important. Criticism, engagement and motivation correlate and this is noteworthy according to the writer. This phase can take up many years to get through, since human behaviour and thought- processes need a long time for changing. (Ahrenfelt, 2013, pp. 332-336)

The third phase is when the resistance goes from verbal expressions to action. In this phase, the change is already implemented, and the reaction can be insecurity from the leaders instead, leading to that the change is not executed. (Ahrenfelt, 2013, pp. 336-337)

3.3.2 Activity method

The traditional method when working with change is to use an activity method when trying to change behaviours. This method focuses on factors before the change that would spark activities and behaviours that is wanted. This can be factors that create behaviour by informing what will happen when following this wanted behaviour or what will happen if not followed. (Russberg & Angelis, 2018, pp. 23-24)

In an organization, workers understand what is expected by them by using so-called activators and this could be for example work descriptions, rules, laws, process descriptions, plans, results etc. Group-activators means that if everyone in a group does a certain behaviour, this behaviour can become accepted inside of the group even though the behaviour normally is not acceptable. Activators are important in everyday life but are not an effective method using when implementing change. (Russberg & Angelis, 2018, pp. 24-26)

3.3.3 Consequence method

The consequence method focuses instead on what happens after a behaviour and is more effective when managing a change in a wanted direction than the activity focused method (Russberg & Angelis, 2018, p. 23).

Consequences create a chain reaction and if the consequence is positive, people will repeat the behaviour. There should be positive consequences for doing wanted behaviour to make it clear for people what behaviour they should repeat. This could mean involving co-workers more, quick responses, celebrations, ask people for advice etc. When rewarding wanted behaviour people tend to change and increase the motivational factors for people. (Russberg & Angelis, 2018, pp. 30-32)

3.3.4 The ABC-model

These two methods are connected to each other and can be explained by a model called the ABC model, where A stands for antecedent, B for behaviour and C for consequence. The antecedent starts a behaviour and the consequence of this behaviour creates either a positive or negative feeling. This model is a simplification of what controls the human behaviour which is that a positive reaction on behaviour are likely to re-occur, meanwhile a negative reaction will most likely not be repeated. (Russberg & Angelis, 2018, pp. 26-27)

3.4 CRM and Change Management

There are important steps of CRM implementation, such as the development of a CRM strategy and a project basis. Other crucial steps are the identification of needs, the selection of a partner, the implementation itself and lastly the evaluation. (Buttle & Maklan, 2015, pp. 359-361)

To achieve positive results in an employee-customer relationship (external CRM) the engagement in productive relationships between the employees themselves (internal CRM) is of great importance (Baran & Galka, 2013, p. 212). Change management can be a challenge in every CRM project despite the size since people involved can be resistant when coming to changing their working routines. (Buttle & Maklan, 2015, p. 368)

3.4.1 The Buy-in Matrix

The buy-in matrix visualizes the present segments of employee buy-in in relation towards for example a CRM Implementation. This matrix shows the different segment in relation to emotional and intellectual (rational) buy-in. (Buttle & Maklan, 2015, p. 370)

If an employee feels excited towards a change, the emotional buy-in is given but if the same person does not know how to contribute meaning that they lack intellectual buy-in. The relation between the two factors when looking at the matrix means that this person is a loose cannon. A loose cannon should be informed about CRM and be given more knowledge to achieve the intellectual buy-in. (Buttle & Maklan, 2015, p. 370)

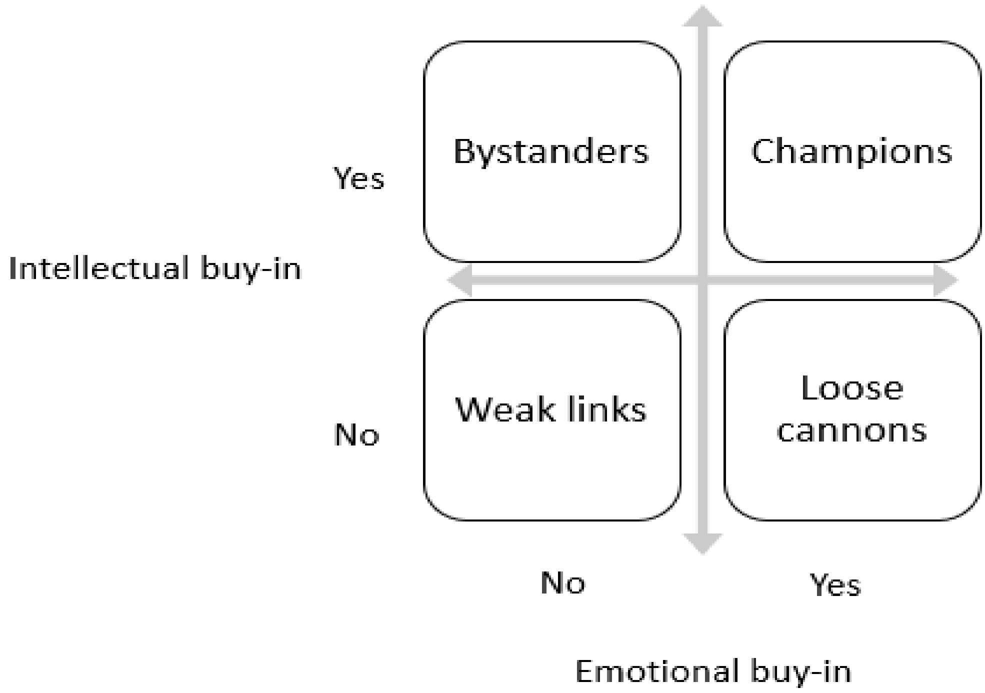

Figure 3 Buy-in Matrix (Buttle & Maklan, 2015, p. 370)

A person lacking in the emotional buy-in part, a bystander, should instead be encouraged and motivated since they already possess knowledge. A person lacking both aspects, a so-called weak link, are hard to win over and can create problems, especially if they work with customers. It is important to acknowledge that all employees accept the goal and the vision of a project differently since all employees possess and lack different types of buy-in as illustrated in the matrix. (Buttle & Maklan, 2015, p. 370)

3.4.2 Change management in an Organization

Change management means managing processes of implementations that lead to change. These changes can be the structure of an organization itself, job tasks or technology connected to different processes. The aim when managing the process of the change is to reduce costs, risks and to increase the benefits deriving from the change. Change management in an organization focuses on the people since people are the factor that decides if the change is successful or not. The change process focuses on measuring, motivating and rewarding people´s performances. (Murthy, 2007, pp. 22-23)

3.4.3 John Kotter´s 8-step strategy

According to Kotter (2012, p. 33), it is important to learn factors of implementing successful change. These factors are explained by Kotter in an 8-step strategy and these steps will be described step-by-step in this chapter.

Step 1- The first step is to create a sense of urgency both from employees, leading groups and people with influence. When people feel satisfied or secure in their situation the transformation needed may go slow due to lack of interest. If nobody feels urgency they will not co-operate since they do not believe a change is needed. (Kotter, 2012, pp. 37-38)

Step 2- It is impossible for one individual to sustain a change process by themselves. To sustain change the creation of a guiding coalition is necessary, meaning the creation of a strong, diverse and trustworthy group of people with common goals and objectives. (Kotter, 2012, pp. 53-54)

Step 3- Behaviour cannot be changed efficiently by using micromanagement or force. Micromanagement means to order people telling them exactly what they should do, when and how. The third step is instead to develop a vision and a strategy since a good vision can coordinate people and their actions as well as motivate and offer a general direction of the change. (Kotter, 2012, pp. 70-71)

Step 4- The fourth step is to communicate the change vision to reach its full power. A good and effective vision should be clear and simple to communicate, and it should be repeatedly communicated in different ways using different forms. (Kotter, 2012, pp. 87, 92)

Step 5- The fifth step is to empower employees for broad-based action, meaning that employees should be given the power- and be empowered to help with the change. Powerful workers can be achieved with the correct structures, training, systems and supervisors. (Kotter, 2012, pp. 105, 119)

Step 6- Short-term wins help people to see that the change is worth the effort and is going in the correct direction. It helps with adjusting visions and strategies through gained data providing evidence for the people with influence. Lastly, the short-term wins can turn questioning people into supporters. (Kotter, 2012, p. 127)

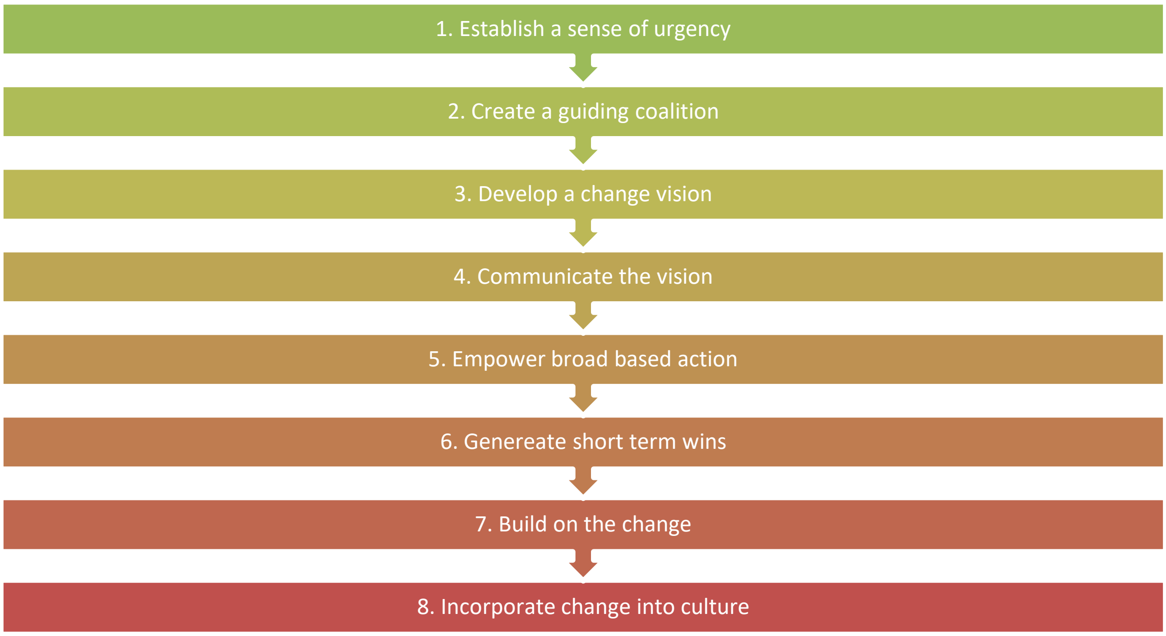

Figure 4 John Kotter 8-step strategy for change management (Kotter, 2012)

Step 7- The credibility achieved by short-term wins should fuel change and create more change. To achieve this, more people should be promoted and projects at lower levels of the hierarchy should be managed and provided with leaders. Unnecessary interdependence, two factors relying on each other, should be erased to make change more sustainable. (Kotter, 2012, p. 150)

Step 8- Behavioural aspects are influenced by the culture and shared values, and these shared values are harder to change than the behavioural aspects meaning changes in corporate cultures changes last. Visible benefits need to be provided for employees to be open for change as well as a lot of communication and support. Key people might be exchanged to correlate with the change better and promotions should also fit with the culture to achieve long-term cultural change. (Kotter, 2012, pp. 164-166)

3.4.4 Co-creation

An employee must take responsibility for their efforts connected to initiatives and development, and this responsibility is called co-creation. Co-creation means a shared attitude of actively being creative with others to reach what we want to achieve, develop and work towards. A person can be co-creative when feeling that they can contribute, feel needed and the working environment should also be of such that the contribution is something that is expected. (Bergman & Klefsjö, 2010, p. 365)

3.4.5 *Confidential*

Figure 5 *Confidential*

4 CRM Implementation in UPM Pulp *Confidential*

Figure 5 *Confidential*

Figure 6 *Confidential*

Figure 7 *Confidential*

5 Research method

Implementing a new way of working or a new system leads to change and people reacting in different ways towards the change. In an organization this aspect needs to be taken into consideration and change management needs to be present in every project including a CRM implementation project. The theoretical framework builds a foundation for understanding CRM as a concept and its connection to change management. Change management helps to understand and analyse human behaviour and reactions towards change and is discussed in the theoretical part.

Change management in an organization focuses on the people since people are the factor that decides if the change is successful or not and the change process focuses on measuring, motivating and rewarding people´s performances (Murthy, 2007, pp. 22-23). The theoretical framework will be reflected on in the analysis to reach the objective of this survey which is to investigate the acceptance and attitudes towards CRM implementations from a UPM Pulp Perspective.

5.1 Quantitative Research Method

The Quantitative method focuses on collecting data, for example numerical, to explain the relationships between different factors. The Quantitative method is characterized by collecting numerical data using tools, for example. using surveys. Other characteristics are that the data can be arranged in charts or different figures. (USC Libraries, 2019) The research method of this thesis will be a quantitative analysis using Microsoft forms as a survey tool.

5.2 Reliability

Reliability refers to the ability to achieve the same research results even if the research would be repeated (O´Gorman & Maclntosh, 2015, p. 171). The method of research was a survey, with identical questions as well as the same amount of answering time for every respondent. The objective was to investigate the acceptance and attitudes towards CRM implementations, meaning collecting data consisting of personal opinions and experiences using mostly numerical data.

The theories discussed in the theoretical framework consisted mostly of explaining how different people can be when coping with change and how they express themselves in different phases of adapting to change. The answers would likely differ depending on the person answering when considering the individual opinions and experience, but the answers would still be in correlation with the subject of research, meaning the research method and the data collected is reliable.

5.3 *Confidential*

5.4 *Confidential*

6 Analysis of Acceptance and Attitudes towards CRM implementations *Confidential*

6.1 *Confidential*

Figure 8 *Confidential*

6.2 *Confidential*

6.3 *Confidential*

Figure 9 *Confidential*

6.4 *Confidential*

Figure 10 *Confidential*

6.5 *Confidential*

6.5.1 *Confidential*

6.5.2 *Confidential*

6.6 *Confidential*

6.7 *Confidential*

Figure 11 *Confidential*

Figure 12 *Confidential*

7 Summary of findings *Confidential*

8 Future studies *Confidential*

9 Conclusion

The analysis has clearly proven that there are challenges to CRM implementations in the form of different attitudes and acceptance rates. When analysing people affected by a change both motivational factors as well as resistance factors can be noticed. In the theoretical frame-work it was discussed that people will be in different stages of accepting and coping with change and that responses towards a change always will include some form of resistance.

It is important to acknowledge these resistance factors to be able to provide the right solutions to increase the motivational as well as minimizing the resistance factors. It was further discussed that by managing change from the beginning, the process of implementations leads to great benefits for everyone involved stemming from a successful implementation process. The understanding of CRM as a concept, as well as an understanding of different reactions towards change, is important when trying to understand the challenge of attitudes and acceptance towards CRM implementations.

Topics discussed in the thesis is the importance of applying a suitable CRM strategy, how a change can lead to reactions in the form of different acceptance rates and attitudes and how important it is to manage the change from an early stage. When standing in front of a change it is important to remember that change is unavoidable since change is important for developing beneficial solutions and being on top, both as an employee and as an organization in a rapidly changing business world.

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Table of Figures

Appendix *Confidential*

Survey Questions