

CRM OBJECTIVES AND BENEFITS FOR SMALL AND MEDIUM B2B ENTERPRISES.

Case Study: Green Attachments Oy, Finland

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CRM Objectives and Benefits for small and Medium B2B Enterprises Case Study: Green Attachments Oy, Finland		
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<p>Abstract</p> <p>The thesis was set out to examine the objectives and benefits of customer relationship management in a small B2B enterprise firm The aim of the thesis therefore was to identify the objectives that are pursued and the advantages which follow when a CRM system is implemented in a small B2B enterprise in Finland.</p> <p>The main research methodology was a case study. For this thesis, Green Attachments Oy, a Finnish cleantech company, is highlighted as the the case study enterprise. An in-depth case study was conducted on the objectives and benefits of a CRM system in the case organization. The thesis looked at ways in which the case study enterprise puts its CRM system into full usage. A quantitative research approach in the form of a descriptive survey research was used and primary data was collected through an interview with the management of Green Attachments Oy, Lahti in Finland. The personal interview survey design used to gather primary data for this thesis and the SPSS Analysis Model was the methodology used to present and analyze primary data for this thesis. In using secondary data sources, information gotten for the thesis was also developed through qualitative research. In addition, secondary sources of data were gotten by the help of books, journals, e-books, websites and online material.</p> <p>Study findings indicated that the major CRM objectives pursued, and the major CRM advantages realised by a small and medium B2B enterprise in Finland are identifiable and can be clearly described. The study recommended that enterprises should consider implementing Customer Relationship Management systems that are efficient and effective.</p>		
Keywords Objectives, Benefits, Customer Relationship Management, B2B Enterprise, Small and Medium-sized Enterprise		

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1 INTRODUCTION

It can be argued that with the aid of modern technology, the world has become a global market and customers within the comfort of their rooms can conclude a business transaction with just a few clicks on their computers or smart phones and the products will be at their door step in just a matter of a few days. Nowadays, it goes without saying that internet shopping is the order of the day. Writing about 'B2B Digital Marketing Strategies for Small and Medium-sized Enterprises,' Mandal and Joshi argue that Customer Relationship Management (CRM) is one of the new technologies being used by Small and Medium Enterprises (SME) in their Business to Business (B2B) digital marketing strategies. In effect, greater customer choice and convenience now exist as a result of globalization of markets. However, new sources of competition have also emerged because of this trend of technological advancements. Thus, innovative business thinking, and action is required to meet the challenges of this new competitive environment. (Mandal & Joshi, 2017.)

The implementation and use of Customer Relationship management (CRM) systems in enterprises has been one of the innovative business actions at the level of its strategic management efforts and most especially in marketing management, where the author intends to focus more for this research. Writing about best practice for CRM implementation in SMEs, Michal Pohludka and Hana Štverková suggest that marketing efforts in most businesses today have been shifting more towards CRM as a possible means to create better customer experience, customer satisfaction and hence increase profitability of the business. By extension they argue that, the relatively recent development of Information and Communication Technology, particularly in smartphones and big data applications, has equally been a key driver in current advances towards more efficient CRM systems namely: the electronic Customer Relationship Management (e-CRM) system. E-CRM systems among other things are therefore a good example of efficient CRM systems and can also promote customer satisfaction using electronic or mobile media. (Pohludka & Štverková, 2019.)

The aim of this thesis therefore is to identify and describe the objectives that are pursued and the advantages which follow when a CRM system is implemented in a B2B enterprise in Finland. This thesis shall therefore investigate and describe the objectives and benefits of the CRM system in Green Attachments Oy, Lahti, in Finland. To better understand the problem(s), it would be necessary to ask the following questions:

- How can the objectives of CRM of a B2B Enterprise be described?
- How can the benefits of the CRM system of a B2B enterprise be described?

Given that the thesis requires an analysis of the possible objectives and benefits of CRM systems in a small and medium B2B enterprise, it is logical to consider Green Attachments Oy, Lahti, Finland as a case study. As it stands, there is not much information, enough to describe with certainty the objectives and benefits of CRM systems in a small and medium B2B enterprise such as Green Attachments Oy.

Cole & Kelly (2011) have argued that the reason why CRM systems especially mobile CRM systems are being introduced and put into use in many firms across the world is not quite clear. They also assert that it is partly because these CRM systems have become a point of focus as far as modern marketing management of firms is concerned. Pohludka & Štverková, (2019) further state that as B2B enterprises especially small and medium B2B enterprises are fast growing predominantly in the multicultural localities, they are attracting a vibrant and dynamic set of business or corporate customers. This is possibly because of the use of latest CRM systems. In effect, CRM is a very indispensable tool for every enterprise, especially for small and medium B2B enterprises. Therefore, all efforts should be put in place by such firms to know and understand the objectives and advantages of CRM in every organisation.

In this vein, it should be a growing concern of different enterprises including small B2B enterprises in Finland and the world at large not to only seek funding and invest in CRM systems but to justify the need for such investments by clearly describing and showcasing the objectives and advantages of using these systems. More so, the momentum for customer service personnel to have appropriate training towards maximizing their use of latest CRM systems would also become a reality. Besides, business managers elsewhere may now easily seek to implement relevant strategies that can lead to the optimal use of CRM systems. The owners, directors, workers and customers of B2B businesses using such systems would also benefit a lot in the form of improved communication, and information sharing.

It is worth also mentioning that by engaging in this study, the business opportunities created as a result of the optimal use of CRM systems would be exposed. Besides, the studies can also give a clue about the possible reason for the success of small and medium B2B enterprises already using CRM systems. Finally, it is hoped that what is learned from this study will inform more comprehensive studies later.

To achieve its objectives, the research shall proceed as in figure 1 below:

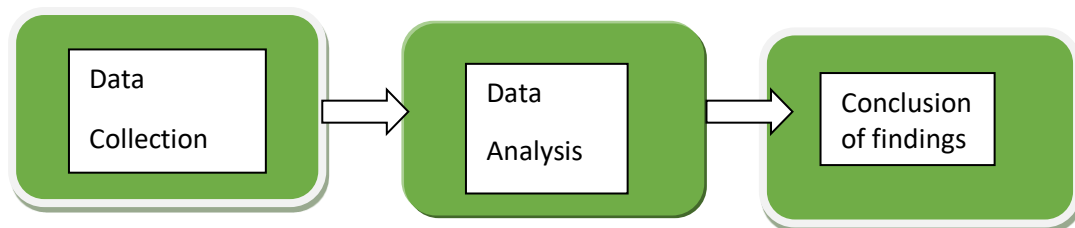


Figure 1. Progression of the data collection and analysis process.

- Relevant data and information shall be obtained through an interview with the management of Green Attachments Oy, Lahti in Finland.
- An analysis of the data obtained from and about the management of the organization under study shall be undertaken with the use of SPSS Analysis Model.

Finally, a report that combines the understanding of relevant theory and findings from the results of research shall be written

2 BACKGROUND

2.1 CRM Systems in Small and Medium B2B Enterprises

This research seeks to examine how objectives and benefits of CRM systems can be described in a small and medium B2B enterprise. To appreciate how objectives and benefits of CRM systems can possibly be described in an organization, the meaning of CRM and of a small and medium B2B enterprise are first examined in the first subsection. The process of implementing CRM systems in small and medium B2B enterprises is discussed in the second subsection.

Concept Definitions

Each author defines CRM in a different way. Customer relationship management is primarily about harmonizing customer strategies and business processes, all in order to increase customer loyalty and business profitability. The Gartner group, one of the biggest firms in the CRM market defines CRM as a business strategy that optimizes revenue and profitability while promoting customer satisfaction and loyalty. CRM technologies enable strategy, and identify and manage customer relationships, in person or virtually. CRM software provides functionality to companies in four segments: sales, marketing, customer service and digital commerce. (Goldenberg, 2019.)

Antonios Chorianopoulos defines Customer Relationship Management as the strategy for building, managing and strengthening loyal and long-lasting customer relationships (Chorianopoulos, 2016.)

In the “Handbook of CRM”, CRM is alternatively defined as a strategic approach that has to do with creating improved shareholder value through developing of appropriate relationships with key customers and customer segments. CRM unites the potentials of IT and relationship marketing strategies to deliver profitable, long-term relationships. Importantly, CRM provides enhanced opportunities to use data and information both to understand customers and implement relationship marketing strategies better. This requires a cross-functional integration of people, operations, processes and marketing capabilities that is enabled through information, technology and application. (Payne, 2008.)

Customer Relationship Management is the entire process of maximizing the value proposition to the customer through all interactions, both online and traditional. Effective Customer Relationship Management advocates one-to-one relationships and participation of customers in related business decisions. Customer Relationship Management is a collec-

tion of strategies (Identification, Interaction, Differentiation, Customization) aimed at helping businesses to keep more and more of her current customers in the long term. Customer relationship management (CRM) is a group of data-driven, integrated solution that enhances how an organization interacts and does business with the customers. (Cole & Kelly 2011, 381.)

A Small and Medium Enterprise (SME), also known as the “mid-market” has been defined by the European Union as a legally independent company with 101 to 500 employees that often lack specialty skills and with an annual revenue of at least \$10 million and at most \$1 billion. According to a definition from the European Commission, SMEs can be broken down into: medium-sized companies with less than 250 employees, a turnover of less than 50 million Euros or a balance sheet total of less than 43 million Euros; small companies with less than 50 employees, a turnover of less than 10 million Euros or a balance sheet total of less than 38 million Euros; and micro companies with less than ten employees, a turnover of less than 2 million Euros, or a balance sheet total of less than 2 million Euros. Notably, nine out of ten SMEs within the European Union are micro companies. (European Commission 2013; European Commission, 2014.)

Business-to-business (B2B) refers to commerce between two businesses rather than to commerce between a business and an individual consumer. Transactions at the wholesale level are usually business-to-business while those at the retail level are most often business-to-consumer (B2C). The dollar value of business-to-business transactions is significantly higher than business-to-consumer activity because businesses are more likely to purchase higher priced goods and services and purchase more of them than consumers are. A bicycle manufacturer, for example, will purchase a truckload of bicycle tires or a coffee manufacturer will buy a massive, industrial bean grinder. A company selling to businesses can also sell directly to consumers. A bead manufacturer selling its beads in bulk to costume jewelry manufacturers might also package them in smaller quantities sold to crafters at craft stores. A telephone manufacturer can sell in bulk to companies or one at a time to consumers shopping online or at an office supply store. (Shopify, 2019.)

On the Internet, B2B (business-to-business), also known as e-business, is the exchange of products, services or information between businesses, rather than between businesses and consumers. Although early interest centered on the growth of retailing on the Internet (sometimes called e-tailing), forecasts are that B2B revenue will far exceed business-to-consumers (B2C) revenue soon. According to studies published in early 2000, the money volume of B2B exceeds that of e-tailing by 10 to 1. (Searchcio, 2019.)

2.1.1 The Use of CRM in Small and Medium B2B Enterprises

Usually B2B and B2C customers are divided separately in CRM, since a business in these customer segments can distinguish between legal differences, for example in terms of merchandise, data protection and consumer protection. Another way to breakdown the CRM is its use. Purposes can be strategic, functional, analytical and partnership. When it is strategic in B2B businesses culture is created first and company's aim is to produce higher value to the customers. Functional CRM invests in functionality meaning for example, that company aims to automation and the focus is on controlling customer interface processes. In analytical CRM the main function is to identify possibilities and to highlight the importance of knowledge. In partnership CRM emphasis is on managing affiliate relationships. (Amofah & Ijaz, 2005.)

With CRM in a B2B enterprise, there is better visibility. Before CRM technology, sales reps had to spend time painstakingly compiling data about different B2B customers to determine how and when to contact them. Even having invested this effort, attempts to influence a customer would often still be something of a stab in the dark. A rep might spend hours nurturing a lead who - unbeknownst to them - never really represented a serious prospect, while other more promising leads were left to go cold. A CRM system gives all members of a team effortless visibility over where leads are in the pipeline at any one time (if at all), allowing them to better channel their efforts. (Salesforce, 2019)

With CRM in a B2B enterprise, there is improved efficiency. A key benefit of CRM is that it reduces the sales team's admin burden. Less time is wasted on pulling together data and nurturing low-prospect leads, leaving them room to patch up newly identified holes in the B2B sales funnel. As such, all actions are more targeted and offer a greater return on investment (ROI), since the element of trial and error is removed. By allowing sales and marketing reps to see exactly when customers should be moved to the next stage of the funnel, B2B CRM also improves sales and marketing alignment. (Salesforce, 2019)

With CRM in a B2B enterprise, there are data driven decisions through (Artificial Intelligence-powered) lead scoring. By allowing sales teams to determine which leads are best-qualified based on their previous behavior and interaction, B2B CRM can also play an important role in predictive lead scoring. This is the practice of grading leads according to how likely they are to result in a sale. By linking abstract customer analytics with the actual stages passed through by customers, CRM also offers opportunities for leveraging customer data in a profitable way. It can lift your "sales funnel" off the paper and turn it into an actionable, profit-driving tool. (Salesforce, 2019)

2.2 The Objectives and Benefits of CRM in a Small B2B Enterprise

The major objective of this research work was to explain how the objectives and benefits of a CRM system in a Small B2B Enterprise can be described. The first subsection explains how objectives of a CRM system in a B2B enterprise can be described. Discussions on how benefits of a CRM system in a B2B enterprise can be described are explained in the second subsection.

2.2.1 The Objectives of CRM in a Small B2B Enterprise

The first objective of CRM is customer profitability and value modelling. Extensive processing and detailed data combined with profitability modelling products have made it possible for organizations to know which of their customers are valuable and thus worth keeping. Now organizations can measure the customers who are price sensitive, those who bring in some small margins and might never recoup their value, irrespective of their purchase volume; yet some customers who are very low volume purchasers were nevertheless highly profitable. However, profitability is only one area of revenue line. A customer can be unprofitable at the short run but could have referred many high-value customers to the organization, thereby making him very valuable. Again, some customers could be very profitable and valuable at the long run. (Pohludka & Štverková, 2019.)

The second objective of CRM is Customer retention. Knowing and understanding that some customers have left the company and knowing specifically who has left is even more important and knowing why these customers left is not an easy task at all. The more customers leave, the revenue to the company decreases and hence the greater the loss of revenue. It is also difficult to encourage customers to stay, but this is done based on the assumption that, keeping an existing customer is far more cost effective than acquiring a new one. (Amofah & Ijaz, 2005)

Cross-selling and up-selling is the third objective of CRM. Cross-selling and up selling is trying to know which products can increase, rather than decrease a customer's total profitability. Cross-selling is selling a product to a customer based on another purchase the customer has already done. Up-selling is also defined as motivating an existing customer to trade up to more profitable products. Because of the assumption that selling more services to an existing customer is less costly and increases revenue, it has become very common these days. Cross-selling helps companies to sell the right product to the right customer at the right time. (Amofah & Ijaz, 2005)

Fourthly, behavior prediction is another objective of CRM. This helps organizations to determine the next thing customers will do in the future. Data mining techniques are used for behavior prediction based on the customers' history to foresee customer's future behavior. By understanding the next action, a customer will take, the organization can make so many marketing decisions based on that. (Amofah & Ijaz, 2005.)

The fifth objective of CRM is personalization. This is the ability of a company to personalize or customize communication, products and services base on knowledge, behavior and preferences at the interaction time. Personalization technologies can apply their learning's to future personalized messages. This helps to remove the guesswork, resulting in a creeping understanding of customers and their preferences over that customer's relation with your company. Personalization on a business to customers (B2C) website is largely based on the analysis of a customer's click streams, his or her navigation path through a company's website. (Amofah & Ijaz, 2005)

2.2.2 The Use of CRM in Small and Medium B2B Enterprises

As highlighted earlier, an e-CRM system is a good example of a more efficient CRM system. E-CRM is the application of Internet-based technologies such as emails, websites, chat rooms, forums and other channels to achieve CRM objectives. It is a well-structured and coordinated process of CRM that automates the processes in marketing, sales and customer service. (Pohludka & Štverková, 2019.)

CRM systems in general, capture data about customers as well as an organization's interactions with these customers. They also provide tools to help marketers and salespeople better manage customer relationships and meet their customers' needs. CRM systems generally capture and maintain information about prospective as well as current customers, making them very useful to both marketing and sales processes. The overall business goals of CRM systems are to help organizations 1) capture new leads and move them through the sales process and support and manage relationships with current customers to maximize their lifetime value to the company; and 2) boost productivity and lower the over-all costs of marketing, sales, and account management. (www.courses.lumenlearning.com)

The implementation of an e-CRM system enables an organization to streamline processes and provide sales, marketing and service personnel with better, more complete customer information. The result is that e-CRM allows organizations to build more profitable customer relationships and decrease operating costs. Direct benefits of such systems are discussed below.

In the first place, e-CRM systems can lead to service level improvements. In other words, e-CRM systems use an integrated database to deliver consistent and improved customer responses. Secondly, e-CRM systems can bring about growth in the revenue of a business. By focusing on retaining customers and using interactive service tools, e-CRM systems can decrease costs to sell additional products. In addition, e-CRM systems can help raise the productivity of a firm. By making sales and service procedures consistent, e-CRM can help create efficient work processes. (Wills, 2014.)

CRM tries to guarantee customer satisfaction. This means that automatic customer tracking and detection will ensure enquiries are met and issues are managed. This will improve the customer's overall experience in dealing with the organization.

Efficient CRM systems are also advantageous in the sense that there is e-CRM software that can help automate marketing campaigns including: telemarketing, tele sales, direct mail, lead tracking and response, opportunity management, quotes and order configuration, etc. (Wills, 2014.)

2.3 Challenges encountered in ensuring that e-CRM Systems are effective

Under this section, the problems reviewed will be those encountered when running a CRM system to ensure that the system is effective. The journey towards implementing effective CRM systems will require an organization to overcome several hurdles. In the following paragraphs, we discuss the several of these on-going challenges towards ensuring that CRM systems are meeting the goals of the organization.

There are many issues affecting the growth and development of e-commerce and many other online transactions and/or operations. The most common ones include taxation, security, privacy & profitability.

Taxation is the first challenge. The Internet is a largely tax-free zone. This is mostly because the Internet transcends national boundaries and state or provincial boundaries within a nation, the issue of sales taxes on goods or services purchased over the Internet poses a problem for many governments that rely on sales tax revenue to fund government programs and services. (Mbah-Njong, 2018:431.)

The second challenge is security. Internet users who are potential buyers and/or sellers include thieves (scammers and/or hackers). Established encryption methods such as Secure Sockets Layer (SSL), a protocol developed by Netscape Communications Corporation, encode credit card numbers and other information to foil would-be thieves. Shoppers

can determine if the site they are using is se-cure by noting the “secure” icon at the bottom of their browser window. Also, the address bar of Internet browsers will carry the “https” prefix instead of the standard “http” prefix when the site is secured. Nevertheless, some consumers are reluctant to divulge credit card information over the Internet, and this reluctance has hindered the growth of e-commerce. An alternative to credit card information is digital cash, or e-cash. (Mbah-Njong, 2018:431.)

The third problem is privacy. In addition to credit card security, many shoppers worry about privacy. To put them at ease, many Internet stores post “privacy statements” that explain their policy of sharing or not sharing customer information with other businesses. This privacy policy may include refusing to give the customer’s name and e-mail address to companies that send unsolicited and un-wanted commercial e-mail messages, often known as junk mail or spam. Government can pass legislation designed to curb spam. Such laws can make it illegal for senders of unsolicited commercial e-mail to disguise their identity by using false return addresses or misleading subject lines. Violators can be subject to steep fines and possible prison terms. (Mbah-Njong, 2018:432.)

Profitability is also highly as another challenge by many experts on e-business. Inadequate business plans and excessive spending on advertising and marketing to attract customers to their Web sites caused a large percentage of e-commerce businesses to go bankrupt in 2000 and 2001. The dot-com boom of the late 1990s had largely turned into a dotcom bust as the 21st century began. However, several e-commerce sites began to report profits in 2001 and 2002. Notable among them were Ama-zon.com, Inc., based in Seattle, Washington, which pioneered many of the tools and procedures now commonplace in online retailing, Expedia, an online travel site, and eBay, a popular auction site. (Mbah-Njong, 2018:432.)

3 CONDUCTING THE RESEARCH

Research Approach

For this thesis, research was carried out and a report is written using a quantitative research approach in the form of a descriptive survey research. Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, correlations, and categories. Survey research allows you to gather large volumes of data that can be analyzed for frequencies, averages and patterns and it is a type of descriptive research that aims to find relationships between variables.). Survey research designs are procedures in quantitative research in which investigators administer a survey to a sample or to the entire population of people to describe the attitudes, opinions, behaviors, or characteristics of the population. Primary data was collected through an interview with the management of Green Attachments Oy, Lahti in Finland

Since this research is exploratory in nature a single case organization was identified using specific selection criteria; (a) a CRM system implemented within the last eighteen to 30 months, (b) internal sales, marketing, customer service and IT departments or processes, (c) assessable CEO/GM or equivalent, (d) assessable managers, and (e) willingness to participate in the research. Two stakeholder participants were (a) the chief executive officer, and (b) the assistant chief executive officer.

3.1 Data Gathering Method

The personal interview survey was the methodology used to gather primary data for this thesis. A personal interview survey, also known as a face-to-face survey, is a survey method that is utilized when a specific target population is involved. The purpose of conducting a personal interview survey is to explore the responses of the people to gather more and deeper information. Interviews are primarily done in qualitative research and occur when researchers ask one or more participants general, open-ended questions and record their answers. The researcher often transcribes and types the data into a computer file, in order to analyze it after interviewing. Interviews are particularly useful for uncovering the story behind a participant's experiences and pursuing in-depth information around a topic. Though most interviews are a combination of structured and unstructured formats and therefore made up of closed-ended questions and open-ended questions, allowing flexibility; this interview was more of structured format with closed-ended questions. Closed-ended questions provide preset responses. (www.explorables.com)

Primary data was therefore collected through a personal interview with the management of Green Attachments Oy, Lahti in Finland using an interview question guide (Appendix 1) without any bias. The choice of managers to contact and question was done randomly. Thus, purposive sampling was carried out to obtain data or information. An interview question guide was used to collect data from the firm's managers. The interview guide required the interviewees to supply background data namely: their gender and age. In this case, preset Likert scale responses were coded to ease data presentation and analysis using the SPSS model. The data collected from the interview was used to create survey. The interview guide had nine other questions. In most of the questions, a five-point scale of responses was used. That Green Attachments Oy company invested in CRM technologies because of the need to realise the set objectives and advantages of the CRM system was measured on a 5-point Likert scale where 1 = strongly disagree and 5= strongly agree.

3.2 Limitations of the Research

To realize this research, assumptions were taken into consideration. This research assumes that investing in CRM technologies can lead to realisation of set objectives and advantages of effective customer relationship management. Another limitation in this research will be that not all the managers of small and medium B2B enterprises were taken into consideration. Green Attachments Oy was the only small and medium B2B enterprise whose managers were interviewed. It was challenging to interview the managers of Green Attachments Oy given that most institutions are always reluctant to share their data or information on grounds of its confidentiality. Also, most businesses Green attachments inclusive were on lockdown due to the novel corona virus pandemic.

3.3 Green Attachments Oy in Finland

Green Attachments Oy is a Finnish company selling excavator attachments and spare parts. They have market leader's products manufactured in Europe and thus can deliver products fast and cost effectively. At Green Attachments one can find all demolition equipment, hydraulic breakers and spare parts for also other manufacturer's products. In addition, the company has available all other hydraulic equipment for excavators and wheel loaders such as sorting grapples, demolition grapples, pulverisers, compacting plates, screening buckets, cutter crushers, scrap shears, multi-processors, sweepers, snow ploughs and high tip buckets. Their products are in three main categories: demolition, recycling and landscaping. They have just 1 brand; more than 10 suppliers in Europe; more

than 100 product lines; more than 1000 products and more than 10 000 spare parts. (Green attachments, 2020.)

The core value of the company is sustainability. Recycling can be both productive and efficient to the client and to the environment. They have the market leaders' products in their range and are proud to serve their proven portfolio to the public. The company mission is to help its customers find a solution for their problem with a vision of offering fast, efficient and creative service its customers. Benjami Pitkäsalo is an Experienced Chief Executive Officer of the company, with a demonstrated history of working in the construction industry. This Strong business development professional graduated from University of Wales, Cardiff. (Green attachments, 2020.)

3.4 Presentation of Data

The data presented below shows the figures gotten from the 2 managers of Green Attachments Oy. The data was presented and analysed using the SPSS model. In this case, the preset Likert scale responses were coded to ease data presentation and analysis using the SPSS model on paper. The SPSS model is one of the most common methods used in quantitative survey research and it helps researchers to gather and process data easily. This survey tool has a flexible, versatile, user-friendly and fun interface that gives one full control over advanced functionality. This survey tool also focuses on data collection and data processing and lets its user to conduct both qualitative and quantitative surveys and analysis with ease-of-use. (Adeyemo, 2016)

The data was from the interviewees; who are both managers using an interview question guide that was examined before it was used. I hereby assume that data gotten from the 2 managers of Green Attachments Oy and be used to paint a general picture for all small and medium B2B enterprises. Tables have been used to describe the data as follows:

TABLE 1. Gender of Interviewees

	n	Percentage
Male	2	100%
Female	0	0%
Other	0	0%

The table (TABLE 1) above describes the gender of interviewees. It shows that the sampled interviewees of the case organisation are all male.

TABLE 2. Age Category of Interviewees

	n	Percentage
Below 25	0	0%
26 – 30	0	0%
31 – 35	0	0%
36 – 40	1	50%
40 and above	1	50%

The table (TABLE 2) above describes the Age Category of interviewees who participated in the interviews. It shows that the managers of Green Attachments Oy, were all above the age of 35. It is never easy for people to accept change .So therefore, if the management of Green Attachment who probably have worked without the use of CRM systems now opted for digitalized solutions, it is probably because they know what they stand to gain by adopting such solutions.

TABLE 3. Ratings of the professional knowledge and skills of the managers regarding the use of CRM systems.

	n	Percentage
Yes	2	100%
No	0	0%

The table (TABLE 3) above describes ratings of interviewees agreeing to the fact that different managers have professional knowledge and skills regarding the use of CRM systems. From the interviews, it is evident that all the interviewees reject the lack of professional knowledge and skills regarding the use of CRM systems.

TABLE 4. Ratings of Green Attachments' level of pursuit of its set CRM goals.

	n	Percentage
Yes	2	100%
No	0	0%

The table (TABLE 4) above describes ratings of interviewees agreeing to the fact that Green Attachments is pursuing of its set CRM goals. From the interviews, it is evident that all the interviewees accept the fact that Green Attachments is pursuing the set goals of its CRM system.

TABLE 5. CRM objectives pursued by Green Attachments Oy

	n	Percentage
To identify and keep track of and a database of profitable and valuable customers	2	100%
To retain customers that are profitable and valuable and to predict their behaviour	0	0%
To engage in cross-selling and up-selling practices	0	0%
To personalize or customize communication, products and services based on knowledge, behaviour and preferences at the interaction time	0	0%
All the above	0	0%

The table (TABLE 5) above describes the major CRM objectives by Green Attachments Oy by the interviewees. It is very clear from the table that the CRM objectives pursued by Green Attachments Oy, include: to identify and keep track of and a database of profitable and valuable customers. None of the interviewees indicated otherwise.

TABLE 6. Ratings of whether the CRM unit of Green Attachments Oy is beneficial to its overall operations.

	n	Percentage
Yes	2	100%
No	0	0%

The table (TABLE 6) above describes ratings of interviewees agreeing to the fact that the CRM unit of Green Attachments Oy is beneficial to its overall operations. From the responses, it is evident that all the interviewees accept that the CRM unit of Green Attachments Oy is beneficial to its overall operations.

TABLE 7. Major CRM advantages realised at Green Attachments Oy

	n	Percentage
e-CRM systems use an integrated database to deliver consistent and improved customer responses, thus leading to service level improvements	0	0%
By making sales and service procedures consistent, e-CRM have helped create efficient work processes, hence leading to service level improvements	0	0%
e-CRM have helped ensure automatic customer tracking and detection which has ensured that enquiries are met, and issues are managed, thus guaranteeing customer satisfaction	0	0%
There is e-CRM software that can help automate marketing campaigns including: telemarketing, telesales, direct mail, lead tracking and response, opportunity management, quotes and order configuration, etc, hence guaranteeing customer satisfaction	0	0%
All the above	2	100%

The table (TABLE 7) above describes the major CRM advantages by Green Attachments Oy by the interviewees. It is very clear from the table that the major CRM advantages realised by Green Attachments Oy, include the following: e-CRM systems use an integrated database to deliver consistent and improved customer responses, thus leading to service level improvements; by making sales and service procedures consistent, e-CRM have helped create efficient work processes, hence leading to service level improvements; e-CRM have helped ensure automatic customer tracking and detection which has ensured that enquiries are met and issues are managed, thus guaranteeing customer satisfaction; and There is e-CRM software that can help automate marketing campaigns including – telemarketing, telesales, direct mail, lead tracking and response, opportunity management, quotes and order configuration, etc, hence guaranteeing customer satisfaction. None of the interviewees indicated otherwise.

TABLE 8. Ratings of Manager Expectations of the major CRM advantages realised at Green Attachments Oy

	n	Percentage
Very satisfactory	2	100%
Somewhat satisfactory	0	0%
Neutral	0	0%
Somewhat unsatisfactory	0	0%
Unsatisfactory	0	0%

The table (TABLE 8) above describes Ratings of Manager Expectations of the major CRM advantages realised at Green Attachments Oy. This shows that the expectations of the interviewees with respect to major CRM advantages realised at Green Attachments Oy, are 100% satisfactory. None of these interviewees are unsatisfied with the major CRM advantages realised at Green Attachments Oy.

TABLE 9: Ratings of Agreement by Interviewees to the fact that the advantages of CRM Services at Green Attachments Oy has been the main reason why the company invested in CRM technologies.

	n	Percentage
Strongly Agree	0	0%
Agree	2	100%
Uncertain	0	0%
Disagree	0	0%
Strongly Disagree	0	0%

The table (TABLE 9) above describes ratings of agreement by interviewees to the fact that Improved CRM is the main reason the company invested in its technologies. All the interviewees (100%) agree that Improved CRM is the main reason the company invested in its technologies. This shows that the high levels of company investments in its technologies is the main reason for the improvements in CRM Services at Green Attachments Oy.

TABLE 10. Ratings of whether Green Attachments Oy has problems in managing its customer services unit.

	n	Percentage
Yes	2	100%
No	0	0%

The table (TABLE 10) above describes ratings of interviewees agreeing to the fact that the CRM unit of Green Attachments Oy has problems in managing its customer services unit. From the responses, it is evident that all the interviewees accept that the CRM unit of Green Attachments Oy does not has problems in managing its customer services unit.

TABLE 11. Ratings of Interviewees about the common management problems facing Green Attachments Oy

	n	Percentage
The CRM system needs to be updated frequently	0	0%
CRM systems can be complicated to implement	0	0%
Customer Data insecurity	2	100%
Poor internet connection	0	0%
E) All of the above	0	0%

The table (TABLE 11) above describes ratings of interviewees about the common management problems facing Green Attachments Oy. It is evident that the complications associated with the implementation of CRM systems was rated as the number one problem. Based on the ratings of the interviewees, poor Internet connections rank second and data insecurity ranks the last of these challenges.

Secondary sources of data were also a great source of material for this write-up. Publications and research work on the use of CRM systems in small and medium B-2-B enterprises were reviewed. Online sources as well as other electronic sources were mostly consulted, and substantial information was gotten from these e-sources. A list of textbooks and journals was also consulted. Some of these books were gotten from the Lahti University library. The internet was also useful secondary sources of data.

4 DATA ANALYSIS & RESULTS

This chapter examines data collected from primary sources in chapter 3 and explores the chances of enhancing the effectiveness of CRM systems. This chapter makes use of SPSS to analyse the tables of data presented in the preceding chapter. Investing in CRM technologies can lead to the realisation of set objectives and advantages of effective customer relationship management. The data presented in the preceding chapter can be translated into a graph that summarises information about CRM objectives pursued by Green At-attachments Oy in figure 2; Ratings of Manager Expectations of the major CRM ad-vantages realised at Green Attachments Oy in figure 2 and Ratings of the Level of agreement to the fact that advantages of CRM Services at Green Attachments Oy has been the main reason why the company invested in CRM techologies.in figure 3 below.

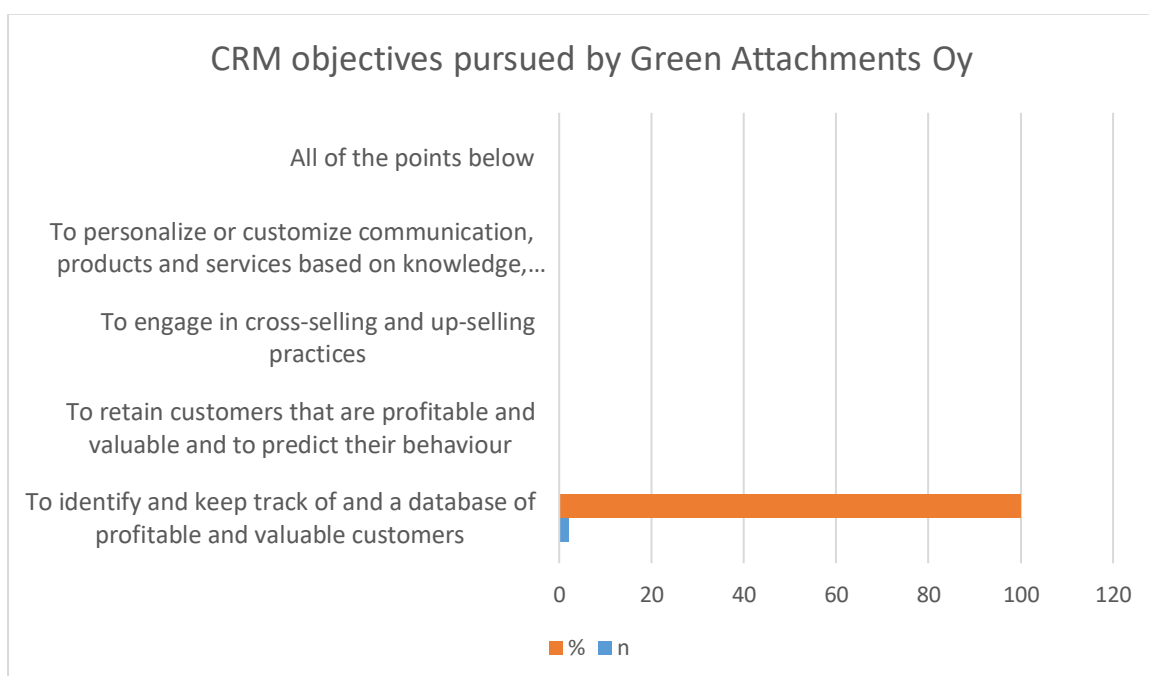


FIGURE 2. CRM objectives pursued by Green Attachments Oy

Based on information in the diagram (FIGURE 1) above, the CRM objectives pursued by Green Attachments Oy are: To identify and keep track of and a database of profitable and valuable customers.

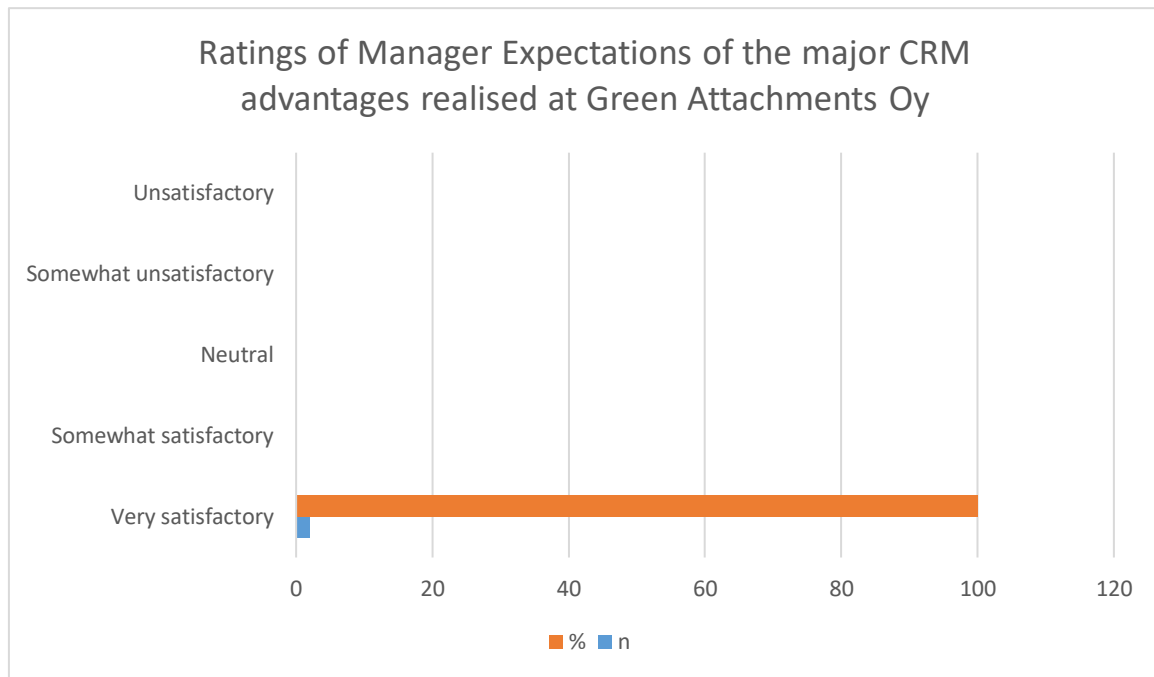


FIGURE 3. Rates of the Level of Manager Expectations of the major CRM advantages realised at Green Attachments Oy.

Based on information in the diagram (FIGURE 2) above, all the 2 managers of Green Attachments Oy in Finland are highly satisfied with the fact that the major CRM advantages realised at Green Attachments Oy as they anticipated. Hence by induction, it is logical to infer that many companies investing in CRM technologies can be certain to benefit from the many advantages of CRM Services.

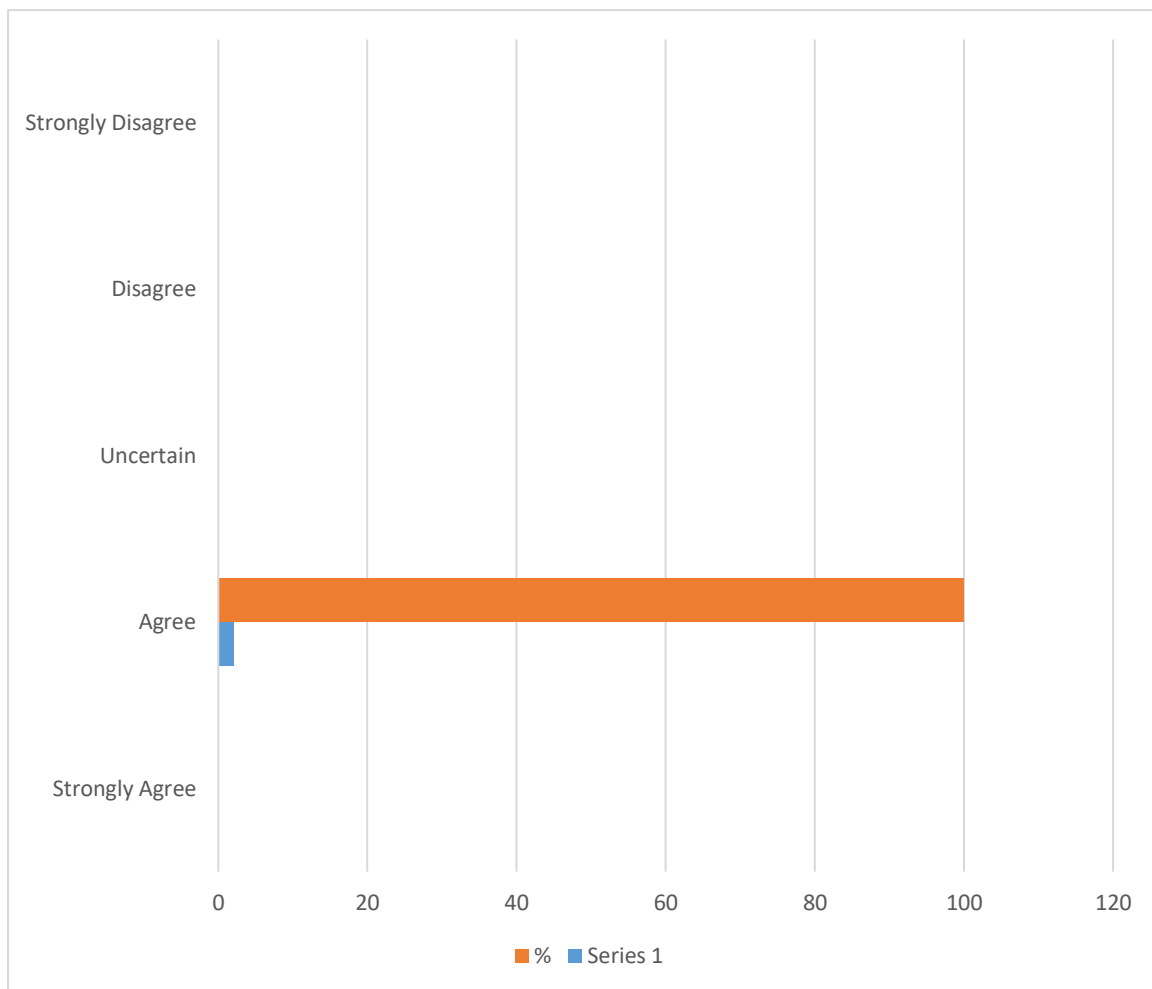


FIGURE 3. Rates of the Level of agreement to the fact that advantages of CRM Services at Green Attachments Oy have been the main reason why the company invested in CRM technologies.

Based on information in the diagram (FIGURE 3) above, all the 2 managers of Green Attachments Oy in Finland highly agree to the fact that advantages of CRM Services at Green Attachments Oy have been the main reason why the company invested in CRM technologies. Hence by induction, it is logical to infer that many companies invest in CRM technologies in order to benefit from the many advantages of CRM Services.

5 CONCLUSIONS

This report gives information about possible objectives that are pursued and the advantages which follow when a CRM system is implemented in a small enterprise. The purpose of this study was to identify the objectives that are pursued and the advantages which follow when a CRM system is implemented in a small and medium enterprise in Finland by answering the following research questions: How can the objectives of CRM of a small B2B Enterprise be described? And how can the benefits of the CRM system of a small and medium B2B enterprise be described? In the previous chapter, I analyzed data under the basis of the SPSS analysis model. To meet up with this target, the major CRM objectives pursued, and the major CRM advantages realized by Green Attachments Oy in Finland were identified.

The analysis was focused on the possible objectives that are pursued and the advantages which follow when a CRM system is implemented in a B-2-B enterprise in Finland. In Finland, e-CRM systems use an integrated database to deliver consistent and improved customer responses, thus leading to service level improvements; e-CRM have helped ensure automatic customer tracking and detection which has ensured that enquiries are met and issues are managed, thus guaranteeing customer satisfaction; there is e-CRM software that can help auto-mate marketing campaigns including: telemarketing, tele sales, direct mail, lead tracking and response, opportunity management, quotes and order configuration, etc., hence guaranteeing customer satisfaction. However, small and medium B-2-B enterprises in Finland, also realize other objectives and advantages not identified in this research.

In this research, the author made use of both primary and secondary sources of data. Obtaining data from primary sources was quite a challenging task given that most institutions are always reluctant to share their data or information on grounds of its confidentiality. Also, the lockdowns occasioned by the novel corona virus outbreak was another challenge. There was no major problem with obtaining books and e-books related to possible objectives that are pursued and the advantages which follow when a CRM system is implemented in a B-2-B enterprise. However, it was more time consuming to obtain relevant information from these sources that was most suitable for the report.

This study did not identify all the objectives and advantages of a CRM system in a B-2-B enterprise. In effect, this thesis falls short of bringing out all objectives and advantages of a CRM system that can possibly be implemented in a B-2-B enterprise. Besides, there are indeed many other advantages of a CRM system in a B-2-B enterprise as indicated by the

main respondent of the research in table 4 above. In other industries and/or in other countries the situation might lead to different results.

To round off, there are many other objectives and advantages of a CRM system in a B-2-B enterprise which lie beyond the scope of this research. It would also be more enriching to identify all possible objectives and advantages of a CRM system in many other organizations across the world. As the knowledge base grows, researchers would therefore need to pay more attention to the specific objectives and advantages realized by different systems of CRM.

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APPENDICES

CRM Objectives and Benefits for Small and Medium B2B Enterprises

Case Organization: Green Attachments Oy, Finland

A GUIDE TO AN INTERVIEW

Dear Interviewee;

I am a student of the Business Administration Department currently involved in a research study geared towards obtaining a BSc Degree in Business Administration. The questions are designed to get the perception and opinion of current customers of Green Attachments Oy – Finland. Please do not hesitate to answer the questions as precisely and accurately as possible. The questions are thus tailored to get your honest views and opinions on the items under study. All data and/or information obtained is anonymous and confidential. You shall be guided in answering the questions.

Thanks in advance for your cooperation!

Instructions: Please encircle the number corresponding to the best response option.

1. What is your gender?

Male (1) **Female** (2)

2. Age Category?

[Below 25] (1) **[26 – 35]** (2) **[36 – 45]** (3) **[46 – 55]** (4) **[56+]** (5)

3. Do you have professional knowledge and skills regarding the use of CRM systems?

[Yes] (1) **[No]** (2)

4. Do you think Green Attachments Oy is pursuing its set CRM goals?

[Yes] (1) **[No]** (2)

5. Which of these are the major CRM objectives pursued by Green Attachments Oy?

A) To identify and keep track of and a database of profitable and valuable customers (1)

B) To retain customers that are profitable and valuable and to predict their behavior (2)

- C) To engage in cross-selling and up-selling practices (3)
- D) To personalize or customize communication, products and services based on knowledge, behavior and preferences at the interaction time (4)
- E) All of the above (5)
6. Do you think the CRM unit of Green Attachments Oy is beneficial to its overall operations?
- [Yes] (1) [No] (2)
7. Which of these are the major CRM advantages realized at Green Attachments Oy?
- A) e-CRM systems use an integrated database to deliver consistent and improved customer responses, thus leading to service level improvements (1)
- B) By making sales and service procedures consistent, e-CRM have helped create efficient work processes, hence leading to service level improvements (2)
- C) e-CRM have helped ensure automatic customer tracking and detection which has ensured that enquiries are met, and issues are managed, thus guaranteeing customer satisfaction (3)
- D) there is e-CRM software that can help automate marketing campaigns including: telemarketing, telesales, direct mail, lead tracking and response, opportunity management, quotes and order configuration, etc, hence guaranteeing customer satisfaction (4)
- E) All of the above (5)
8. Do you agree that the advantages of CRM Services at Green Attachments Oy have been the main reason why the company invested in its technologies?
- A) Strongly Agree (1)
- B) Agree (2)
- C) Uncertain (3)
- D) Disagree (4)
- E) Strongly Disagree (5)

