Eija Zetterman-Nzewi

Employee commitment to CRM implementation

Case: Wärtsilä Ship Power

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Abstract

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The purpose of the thesis was to identify if there are less known factors affecting employees' willingness to adopt a new IM tool, in this case CRM. It is obvious the tool itself can always be improved but it may not explain all the reluctance usually involved in adoption of such IM implementations. This thesis researched the problem in a technology company Wärtsilä Corporation focusing on Ship Power business.

It is quite common that the implementation of CRM fails, which is confirmed by numerous examples in CRM literature. CRM is a change management project and therefore both change management and internal marketing were investigated as a part of the research. First 5 in-depth interviews were conducted in Ship Power to be able to define which elements seem to discourage the adoption of CRM most. The interviews gave ideas how quantitative research questions could be phrased concerning technology, processes and leadership. E-questionnaire was sent to 76 respondents based on stratified sample. 46 responses were received.

The results revealed that despite recognizing CRM a good tool in Wärtsilä Ship Power there are still some developments to be made on technology. Managers' commitment seems to be on a good level, but there are still some defects in the leadership, which should be tackled.

It is evident that employee commitment is a significant factor for successful CRM implementation. Mere technology, however advanced it is, cannot guarantee the success. Consequently affective commitment to change of the employees is worth of pursuing.

Keywords	CRM, internal marketing, change management, commitment

Tekijä Otsikko Sivumäärä Aika	Eija Zetterman-Nzewi Toimihenkilön sitoutuminen CRM:n käyttöönottoon. Tapaus Wärtsilä Ship Power 58 sivua + 4 liitettä Huhtikuu 2012
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Tämän opinnäytetyön tarkoitus oli tutkia, mitkä tekijät vaikuttavat työntekijöitten halukkuuteen omaksua uusia tietojärjestelmiä, tässä tapauksessa CRM:ää. On selvää, että työkalun parantaminen lisää työntekijöitten innokkuutta käyttää sitä, mutta on mahdollista, että on olemassa muita, vähemmän tunnettuja tekijöitä, jotka puolestaan lisäävät haluttomuutta oppia uutta. Empiirinen tutkimus aiheesta tehtiin Wärtsilä Oyj Abp -teknologiayhtiön Ship Power -yksikössä.

On yleistä, että CRM:n käyttöönotto yrityksissä epäonnistuu, mistä on runsaasti esimerkkejä CRM-kirjallisuudessa. CRM on mitä suurimmassa määrin muutosjohtamista, joten sen vuoksi se ja sisäinen markkinointi otettiin mukaan tutkimuksen alueeseen. Aluksi Ship Powerissa suoritettiin 5 kohdennettua syvähaastattelua, joiden tarkoituksena oli löytää suurimmat pulmat CRM:n käytössä. Haastattelujen pohjalta laadittiin kvantitatiiviset tutkimuskysymykset, jotka koskivat prosesseja, teknologiaa ja esimiestyötä. Sähköinen kyselylomake lähetettiin 76 vastaajalle ositetun otannan pohjalta ja vastauksia saatiin 46.

Tulosten mukaan CRM:ää pidettiin kyllä hyvänä kehittämiskelpoisena työkaluna Wärtsilä Ship Powerissa, mutta teknologiassa on edelleen parantamisen varaa. Esimiesten sitoutuminen CRM:n käyttöön sinänsä on esimerkillistä, mutta heidän johtamistaidoissaan on edelleen puutteita, joihin voitaisiin kiinnittää huomiota.

On selvää, että työntekijän sitoutuminen on erittäin tärkeä asia CRM:n menestyksellisessä käyttöönotossa. Pelkkä teknologia, edistyksellisinkään, ei yksin riitä takaamaan menestystä. Näin ollen tunteiden kautta sitoutuminen muutokseen on tavoittelemisen arvoinen asia, minkä voi saada aikaan vain kannustava esimies.

Avainsanat	CRM, sisäinen markkinointi, muutoksen johtaminen, sitoutuminen

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1 Introduction

Customer relationship management (CRM) has become a well-known definition in the corporate environment during the past twenty years. As well-known are the problems in the implementation phase. Despite the industry the challenge with CRM seems to be astonishingly similar. The media attention has brought user adoption to the mainstream and a lot of effort has been put to tackling these issues and quite a lot of literature has been published on better implementation planning and execution. The focus has been mostly on the technology side and not on the human and organizational issues.

During such a large-scale implementation as CRM is it is important that employees adopt a new way of thinking, i.e. they need to change. Completely new processes, technology and information sharing procedures are implemented in the scope of CRM project. Successful implementation of CRM is supposed to ensure the company the retention of a happy customer and better profitability but it is also supposed to be a practical enough tool for the employees to use to be able to reach the desired outcome.

In this thesis I shed light on the subject by presenting earlier publications and surveys on the theme. CRM is presented in general terms and the stumbling stones of implementation are listed, but also CRM combined with change management is an important aspect. Eventually Wärtsilä creates a concrete example from business life as a company trying to tackle the challenging CRM. As I am working in Ship Power I have an easy access to the material, although I do not use CRM in my daily work.

1.1 Presentation of the company and the business

1.1.1 General about Wärtsilä

Wärtsilä provides customers with complete lifecycle power solutions for marine and energy markets. The company has a history going back to 1834 when it was founded in the municipality of Tohmajärvi in Karelia, Finland. Today, some 177 years later, the company has over 18 000 employees in more than 70 countries. The company recorded net sales 4.2 billion EUR in 2011. (Wärtsilä annual report 2011.)

The company is famous for its long manufacturing capabilities, long-term customer relations, technological leadership and continuous enhancing of the environmentally sound solutions. The company's vision is to become the most valued business partner of all its customers. The major factories are located in Europe and in China, but the service network has a global coverage. (This is Wärtsilä 2011.)

Wärtsilä has three sales divisions Ship Power, Power Plants and Services. The Industrial Operations division is responsible for the manufacture of engines, propellers and providing automation solutions for the sales divisions. (Wärtsilä annual report 2011.)

1.1.2 Business unit Ship Power

A slogan quoted from Ship Power brochures tells that every third vessel is powered by a Wärtsilä engine. Ship Power is specialized in engine room, propulsion, automation and electrical solutions. Aligned with the company strategy the vision is to be a trusted partner of shipyards and ship owners and operators of all types of vessels through their lifecycle. The goal is to be the leading solutions provider, which is achieved by broadening expertise and capabilities through organic growth, partnerships and acquisitions and by further strengthening of our position in key markets, such as Asia and in fast-growing developing economies such as Russia, India and Brazil by emphasizing life cycle customer support. Ship Power accounts for 24 % of the net sales and 6 % of the personnel of Wärtsilä (This is Wärtsilä 2011; Wärtsilä annual report 2011.)

One of the major strengths is in the broadest offering in the industry:

- medium-speed diesel and gas engines
- low-speed engines
- propulsors, propulsion packages
- seals and bearings
- automation systems
- solutions
- ship design. (Wärtsilä annual report 2011.)

Ship Power business has further been divided into three segments based on different customers: Merchant, Offshore, Specials (navy, cruise & ferry and special vessels):

1) Merchant: container vessels, tankers, bulk carriers, LNG carriers RoRo and other cargo vessels
2) Offshore: vessels and platforms used in oil and gas exploration and production as well as drilling rigs and ships, anchor handling vessels, offshore research vessels
3) Cruise & Ferry: cruise vessels, passenger ferries, fast ferries and yachts
4) Navy: various kinds of naval vessels and submarines
5) Special vessels: tugs, fishing vessels, dredgers and research vessels. (Wärtsilä annual report 2011.)

   The last 3 segments are handled as one Specials segment internally in Wärtsilä and thus they will be combined as one in this research work.

1.1.3 CRM vision and the strategy

When CRM initiative was launched in 2008 its purpose was expressed in the following way in the company intranet:

“Global CRM is a change project for sales, with the aim on efficient global customer relation process, with focus on

-Global Selling - within and cross-business

-Visibility - internally and by customer

-Forecasting - proactive sales

-Customer Satisfaction - promises and commitments

-Strategy First. Technology Second

The company’s CRM strategy is defined to optimize life-cycle revenues and profits, through internal and external efficiency and increased customer loyalty. CRM isn't all about the technology. Rather, the right CRM technology turns proper strategy into desirable results.” (Wärtsilä intranet 2011.)

1.1.4 Sales project management

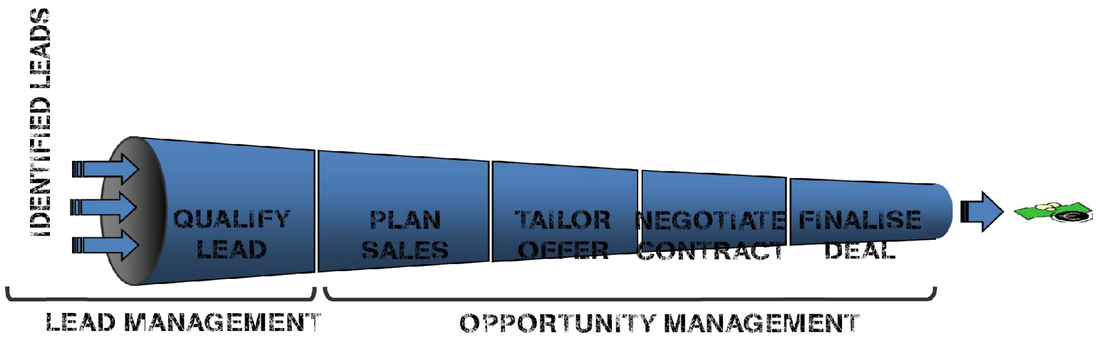

Figure 1. Unified sales funnel.

CRM tool was delivered to Wärtsilä by SalesForce. It is designed to handle the opportunity management as part of the sales process. Sales leads are transformed to a sales project in CRM and related opportunities are developed under the sales project. Sales project is associated with a ship owner needing a vessel and opportunities are associated with a shipyard as the shipbuilder. Within opportunity the products can be defined. When planning sales the customer needs are identified, sales team created and further sales strategy and sales activities are planned. After that offer is tailored, negotiated and adjusted. The commercial and technical offers are made in a separate offering tool. In the final phase contract will be signed, payment secured and delivery process started. CRM is also needed in order intake reporting, capacity planning, in overall customer management and reporting. The aim is to turn CRM more and more to be a sales tool and not a reporting tool. (Wärtsilä intranet 2011.)

1.2 The choice of the research field

The research work on the adoption of CRM in Ship Power was suggested by Heidi Rantanen, Manager in Quality and operational development in Ship Power. The starting point was the perception that among all the businesses of the company Ship Power sales personnel is most reluctant to use CRM, which was also confirmed by the earlier survey in 2009.

Ship Power is continuously developing CRM tool and therefore it is interested in the opinions and user experience of the sales personnel. There is a strong faith in turning CRM tool to a user friendly sales tool as its advantages have been understood. However, Ship Power may have not managed change management very well when implementing CRM and it is also possible that some other challenging coinciding factors may have had an influence on the partial failure as well. These factors were not researched in 2009.

1.2.1 The previous CRM survey in 2009

The previous survey of CRM in 2009 was conducted companywide in order to find out pros and cons of CRM and how employees perceive the tool. The questionnaire was sent to all the sales personnel, which was 289 persons in total in Ship Power. The survey covered mostly the functionality of the tool. The findings revealed that Ship Power showed the least interest in CRM among all the businesses of the company judging by the lowest answering percentage (32 %). Out of those who responded 27 % were Sales managers, i.e. the most active group to answer. Those who had used CRM more than one year in the business were 38 % out of the respondents. This is no wonder, of course, as the tool was implemented only one year before. Some defects could inevitably be found in the tool itself on the basis of the survey and also according to prevailing impressions, but overall evaluation of CRM was still satisfactory.

According to the findings of this survey the employees' use of CRM did not differ very much from business to business, about 50–70 % of the users in any business of the company stated that they are using the system. The detailed questions about the areas of CRM, however, revealed some failures. The rate of planning customer visits was not on a high level in Ship Power. As to managing customers through CRM less than half of Ship Power employees (41 %) found CRM helpful. The same tendency was found with the question about CRM ability to meet sales targets. Business benefits seemed not to be known yet. Too many respondents were not aware from whom they would get help in creating reports (33 %), but at the same time they were hopeful that in the future the CRM tool would turn to be more of help.

The research revealed that CRM has been seen a good tool in managing opportunities (has given added value), accounts and contact information. Opportunities mean here mostly shipyards and accounts mean customers, ship owners for instance. The information in these sectors is mostly believed to be accurate and right. It was noted that the managers require subordinates using the tool, but do not so much use it themselves.

Separate comments indicated the following: the benefits of CRM are not known, management is lacking interest, all the opportunities are not there in the system. CRM is a good tool as such, but there is not enough training, especially training by key-users is insufficient. CRM use is also too time-consuming.

1.2.2 The research question and the purpose

The aim of the current survey was to find out reasons why the adoption of the CRM tool has not been as successful as it could have been. The essential research question was: Are there also other factors than insufficient CRM technology development that may have had impact on the adoption of CRM?

The purpose was to bring change management and internal marketing up for discussion in the context of CRM implementation, not excluding other incidental influencing factors. Leading people in the changing IM environment has not been researched in Ship Power so far. It is assumed, however, that once the employees understand the need of change and are in favour of it, any kind of a change in the system is adopted easier.

1.2.3 The contents of the thesis and the methodology

The first chapter comprises of the introduction with the research question, a review to an earlier CRM survey in the company as well as the company presentation. The theoretical base is presented in the chapters 2–3 the objectives of which are to acquaint the reader with the definitions of CRM, internal marketing and change management bearing especially in mind how these elements can be combined. The other essential meaning of the theory is to raise the empirical questions for the study.

The research methods were both qualitative and quantitative. The preliminary (5) interviews inside the company gave some more perspective for finding the right direction after which it was possible to compile a query to be sent to the sales personnel working for the business. The query was based on a stratified sample to be able to have a fair sample of different employee groups and their opinions. The answers were processed in SPSS.

In the empiric part, chapter 4 portrays the course of the survey in detail. Chapters 5–7 present the findings and conclusions as well as the evaluation of the validity and reliability of the survey. In chapter 8 all the generous help for this thesis from the colleagues is acknowledged. The four appendices contain a covering letter, questionnaires and correlation tables.

2 Customer relationship management (CRM) project

One might think that the adoption of CRM is quite easy and success will be evident. This is mostly not the case as adoption of this tool is not business-critical, which easily leads to ignorance of the new system. (Oksanen 2010, 10–11, 29.) Implementing CRM means also organizational change, i.e. first the company needs to investigate the cost and benefits of the implementation and secondly plan the change carefully and finally manage the change and champion the attitudinal change of the employees. Especially individual's commitment to change has not been in focus.

Figure 2 is giving an idea of importance of employee's commitment by dividing CRM initiative in three elements: technology, people and process. (Shum & Bove & Auh 2008, Journal of Marketing, Vol 42 (11/12), 1348–1349.) This chapter focuses on the CRM tool and technology as well as on the objectives.

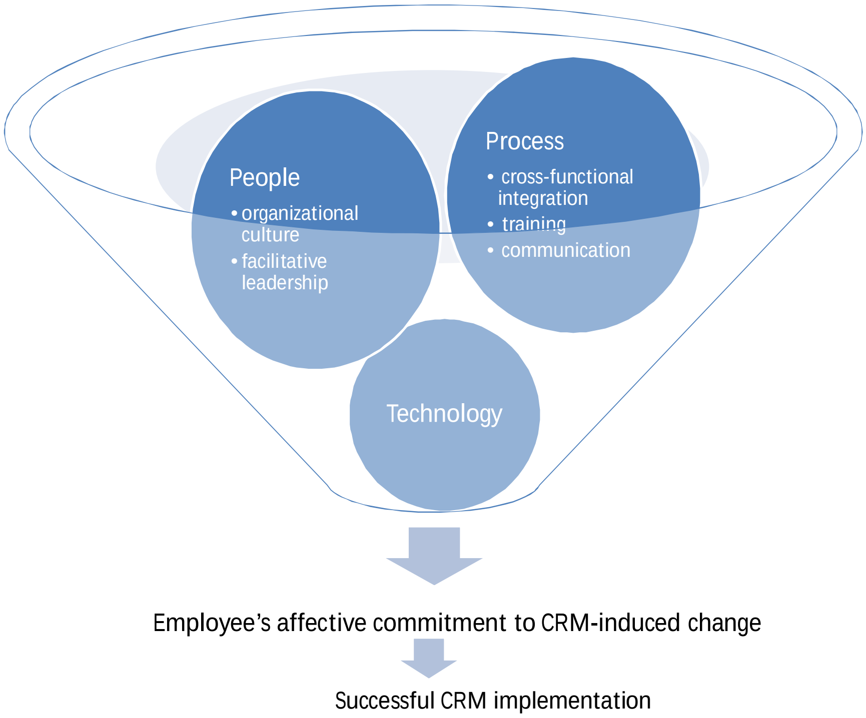

Figure 2. Succesful CRM implementation (Shum & Bove & Auh 2008, Journal of Marketing,Vol 42 (11/12), 1365).

2.1 Definition of customer relationship management

CRM is a business strategy that adds value to the customer by integrating internal processes and functions. This is enabled by modern information technology and high-quality customer data. (Buttle 2009, 15.) Payne (2006, 4) defines it to be "a business approach that seeks to create, develop and enhance relationships with carefully targeted customers in order to improve customer value and corporate profitability and thereby maximize shareholder value." According to Oksanen (2010, 5) developing CRM can be approached in three different ways:

1) strategic development of managing the customers
2) pragmatic development of way of working
3) developing/adopting the tool .

   Elements of each one are needed. In the focus there are the learning organisation and changing the ways of work.

Oksanen (2010, 10-11) suggests that the adoption of CRM differs from the adoption of other data systems in the sense that it is quite a unique project. It is not only using a new tool but changes are needed in the organization's processes and the mindset of the employees as well. Unfortunately CRM as a data system does not force employees to use it in terms of running business – the business can continue working in the same way without causing a company-wide catastrophe. This fact easily leads to inactivity of the use of the tool. Anxiety should be spurred to remove the thoughtless attitude to the ease of implementation and obvious success, as they can never be taken for granted.

As a technological solution CRM tool is satisfactory in most cases. The reason for not using the system seems to hide out somewhere else. After the initial enthusiasm towards the new system the eagerness will gradually disappear and the real problems start especially if turnover of the personnel is high. Only in very few cases the criteria of success can be met, i.e.

- The ideal utilization rate would be 4/5 of the target group using it regularly in two years from implementation.
- The organization is truly dependent on CRM and the information it produces
- CRM is an essential part of information management in the company.

  Only such an organization knows its customers thoroughly and genuinely. (Oksanen 2010, 26–29.)

2.2 CRM strategy and vision, objectives and requirements

First the company needs to agree on the CRM-strategy and the vision and secondly to prioritize both the objectives and requirements to be able to find the essential factors for a successful implementation. Process descriptions are preferably kept on a quite general level before choosing the tool and editing the processes and tool should take place at the same time in order not to weaken the usability of the system. The figure 3 illustrates the idea. (Oksanen 2010, 77–78.)

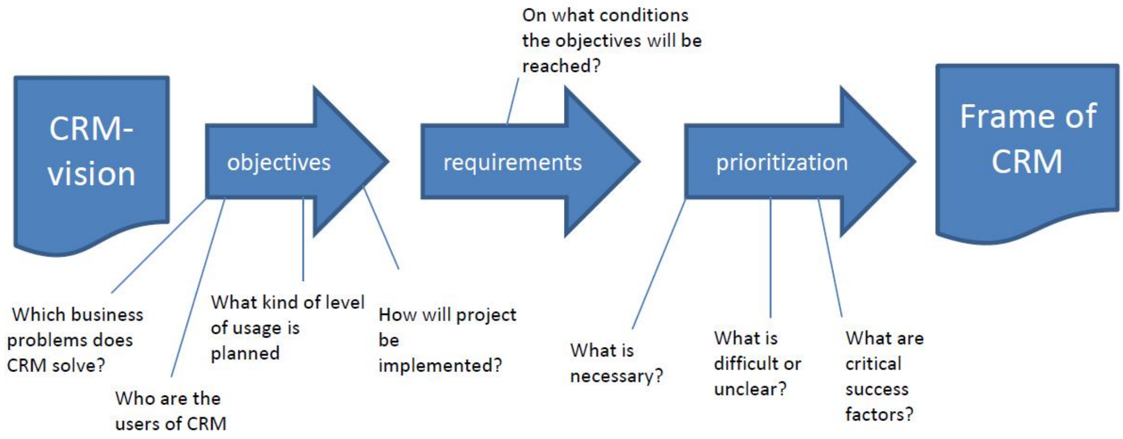

Figure 3. The definition process of objectives and requirements (Oksanen 2010, 77–78).

It is important to define the objectives for a CRM-project which can be achieved by setting requirements. The objectives determine the desired outcome, which must be measurable. They can be divided into business, project and usage level objectives. The detailed requirements state in what way objectives can be reached. The supplier will usually come along, when the objectives have been set and the requirements of the upper level have been defined. (Oksanen 2010, 75–76.)

2.2.1 CRM strategy and vision

Buttle defines (2009, 65) that “CRM-strategy is a high-level plan of action that aligns people, processes and technology to achieve customer-related goals.” Special emphasis should be put on such factors as customer segments, products that are offered and channels through which products are distributed. Buttle derives the CRM vision from the CRM strategy and envisions it to give shape and direction to the CRM strategy, i.e. how business will be changed as it relates to customers. (Buttle 2009, 66–68.)

2.2.2 Objectives of the CRM-project

Objectives emerge from visioning and the priorities given to functions of the project. Oksanen separates between three different objectives, which are business objectives, project objectives and user's objectives. The business objectives create the core of CRM project. They have to be driven from the problem and be set in an understandable simple way. The message needs to be repeated frequently and objectives need to be measurable. (Oksanen 2010, 78–81; Buttle 2009, 69.)

The objectives of the project consist of the following factors: the scope of the project (contents), time schedule and the method of implementation. Often the time frame is so strict that all the objectives cannot be reached. What will happen in such a case is that the schedule will be delayed. The project can be carried out in two different ways, either through waterfall-model or iterative model. In the waterfall model each phase follows one another and there is no return back (as you cannot climb waterfall upstream). A prerequisite for this method of implementation is that objectives and requirements are clear. By contrast, an iterative way of carrying out a project means chopping the project into smaller pieces and carrying out each piece according to the waterfall model. The latter is more expensive and it is applicable to the complex projects, as it offers more flexibility yet to plan the next parts of the project after testing the first parts. (Oksanen 2010, 81–86.)

Finally, there is a need to define who will use the CRM-system and for what. In big companies the sequence has to be taken into consideration: It is essential to have incremental implementation. It is equally important to understand how often the system is used and how much data is collected. The objectives are derived from daily operations. (Oksanen 2010, 87–88.)

2.2.3 The requirements originate from the objectives

When the objectives are clear the next step is to identify the requirements for them. They guide the supplier's activities and the system design. All the objectives do not need to be turned to requirements. The process should not be complicated too much as the CRM-system is quite ready-to-use, depending though on the fact to what extent the system eventually needs to be tailored. Objectives give a possibility for a supplier to understand the needs of the customer and requirements give a concrete idea how the customer would like to act. Requirements are concrete statements related to people, process and technology, for example investing in new software or in training (Buttle 2009, 69–70; Oksanen 2010, 90–92.)

2.3 Different types of CRM

The most simple way to classify CRM is on the basis of the customers, i.e B2B or B2C. The categorization has some significance in legal terms but as a technical solution such a division is not relevant. (Oksanen 2010, 23–24.)

Another way to separate CRM is derived from its use which is supported both by Oksanen (2010, 24–25) and Buttle (2009, 4–11), whereas Payne (2006, 23) leaves out strategic CRM from his division.

1) Strategic CRM supports customer centric business culture. Strategic CRM concentrates on winning and retaining customers by creating them more added value than competitors. This would happen through enhancing employee behaviour in order to increase customer satisfaction and retention as well as collecting customer information to be shared and applied across the businesses.

2) Operational CRM can be called basic CRM, as it comprises the most common applications, which are marketing, sales and customer service tools. Automation and integration of these functions is supposed to improve customer-supporting business processes to reach full effectiveness

3) Analytical CRM collects all customer-related data, processes and interprets it, distributes and reports it with the purpose to improve the company and customer value. It is important to find out who would be the most valuable customer for the company or if there is a need for customer grouping on the basis of potential buyers.

4) Collaborative CRM makes enterprises cooperate in the supply chain; they combine their strategic and tactical efforts for more profitable attraction and retention of customers. They can have joint marketing, category management

and market research and use CRM technologies to communicate across boundaries of enterprises.

According to Buttle (2009, 12–14) the nature of CRM is still not quite clear to companies. It is often wrongly considered as some kind of marketing tool, as it is used for many marketing activities, such as customer retention, building customer databases and market segmentation. In reality CRM covers wider range of activities than these and customer-related data is not used by marketing function only, but it is shared cross departments, sometimes even with outside suppliers and partners. Another wrong perception is that CRM is an IT-solution forgetting broader strategic initiative. A common misunderstanding is that CRM is about loyalty schemes. However, in reality all CRM implementations are not linked to loyalty schemes at all. CRM can basically be implemented by every company, but as to analytical CRM the customer-related data needs to be in place, otherwise this type of CRM will not be successful. (Buttle 2009, 12–14.)

2.4 CRM-projects with different approaches

Unlike we usually think a CRM-project is not a project following one scheme, but can have versatile forms depending on the target. The forms detected by (Oksanen 2010, 31) are

1) Pilot project
2) First CRM-project
3) Reimplementation
4) Further development project
5) International implementation

The boundaries of the definitions are not rigorous, but they can be combinations of each other. A *Pilot project* is unfortunately too often implemented as a non-effective testing of the functionalities of the system. It should, however, focus on the change in the way of working. A good pilot requires time, resources, commitment and a clear plan. Commitment means one’s willingness to start a CRM-project and then start it effectively. It means also to be committed with the supplier and the objectives of the pilot project. The contents and the scope are usually not very well planned: The pilot needs to be limited to two or three functions, such as documenting the meetings with customers or segmenting the customer database. The project period should not exceed two or four months. (not to be too long nor too short). The critical mass for such a project is 10-20 persons, who should come from different units of the company. (Oksanen 2010, 31–36.)

The *First CRM-project* means adopting a new tool. The organization has not had an integrated tool for customer management before. The challenge here is possibly collective ignorance by the organization. What is positive about a CRM-project is that there are no feelings of failures in advance to discourage the enthusiasm. It has to be stated also that as to this kind of a project there is a strong will to have an appropriate tool, as otherwise the operations are not sensible anymore. The supplier's role here can be crucial, if the customer is inexperienced. The supplier can provide support with his experience and well-tested practices. (Oksanen 2010, 39–40.)

Reimplementation takes place if the previous CRM implementation has failed; either a completely new system will be taken into use or the old one will be updated. At this phase the commitment from management is usually stronger, but the former failures weaken the willingness of project group members to put an effort into a new attempt again. There is a need to analyze the prevailing situation carefully:

- ownership and responsibility from this on
- current situation (implement a new system or update old one; if the system is in the end of its lifecycle it may need to be changed)
- possible change of supplier
- set the targets carefully. (Oksanen 2010, 40–43.)

The smallest type of a CRM-project is a *further development project* , which quite simply means to add some functionalities or change them or add users into the system. The problem here is the organizations' tendency not to take such a project seriously enough, but strongly believe that it follows smoothly and effortlessly the original project. (Oksanen 2010, 43.)

The last type of CRM-projects according to Oksanen is the *international implementation* which is very useful for international or global companies. The geo-graphic distance between people and cultural differences are generally a problem: despite differences you need to unify the ways of working or integrate your customer database. Travelling is expensive and therefore one should consider videoconferences instead of it in most cases after the first face-to-face meeting. It is very important to commit people to ensure the adoption of new systems, which requires the ability to find the right resources and give them responsibility. In an international environment language problems may create obstacles in this respect and sometimes different business cultures: employees may expect different approach from the management than they actually encounter, for instance employees are used to receive clear orders from the superiors whereas the management prefers democratic discussion. (Oksanen 2010, 43–46.)

Both Oksanen (2010, 92–95) and Buttle (2009, 68) state that it is essential to agree on the scope of the project. Prioritization (Figure 4) according to Payne (2006, 344–345) means that the most important functions are involved in the first stage and some tasks will be adjourned to the next project. Consequently CRM is not a project but a continuous process. Obviously it is best to start with the biggest challenges and bottlenecks and postpone other less important features to the future. Prioritization applies to the contents of the project as well. What is important for the business and easy to implement should be on top of the agenda, i.e. so called quick wins. Next there are the tasks which are difficult to implement but very significant for the business. These should be given immediate attention to. The third position is given to nice-to-have-features (easy to implement but of minor importance). The fourth group consists of needs of little significance but which are hard to implement at the same time.

Impact on our business

	Easy	Hard
High impact	Champion rapid implementation	Task force project teams
Low impact	Easily actionable items	Monitor

Ease of implementation

Figure 4. Classification matrix for issues identified in CRM audit (Payne 2006, 344).

Eventually Oksanen (2010, 92-95) states that there are critical success factors concerning each project, which are not predetermined, but they should be recognized and defined to each project (not more than four or five factors) to be taken into account, as failure in these would lead to the failure of the whole project. These “must haves” are defined in many different ways depending on the researcher: later in the chapter 2.6 the views of Francis Buttle and Oksanen will be presented more closely.

2.5 The stakeholders of the CRM project

CRM implementation involves a change that concerns many people in the company and therefore stakeholders need to be identified. System users are naturally important stakeholders, who will finally anchor the change. (Buttle 2009, 72.) In the following chapters the focus is, anyhow, on governance structure for CRM project, as roles and responsibilities are extremely important in the implementation of any project.

2.5.1 The core persons

The *CRM owner* or *programme director* should be a member of the board of management. He is the person who understands the big picture and he truly expects the system to succeed. He has supreme managerial and communication skills and possesses excellent knowledge in change management to be able to understand visions and strategy as well as to manage daily business. The CRM owner is fully aware that change concerns everybody, both the directors and users of the system. The CRM owner should know basics of the CRM and he makes sure that the project deliverables are achieved and project costs are in control. (Buttle 2009, 73; Oksanen 2010, 100–104.)

The *Project manager* is the managing director of the project. He takes care of the project on the daily basis and makes sure that the objectives are achieved. The *Main user* can be the same person as the project manager but this is not recommendable as leading a project is not similar to managing the contents of the project. The main user’s role is very important as to introduce the system to the organization and to train employees for that, also give them advice in tricky issues and build support organization. The *Key users* and technical personnel support ordinary end users. In large companies there are several people to help colleagues. (Oksanen 2010, 104–109, 114–117.)

2.5.2 The teams

The *Project group* or *programme team* takes care of different planning and defining workshops, creates guidelines of the work and tests the system. The members of the group have an active role also at the time when the system is actually implemented. The timetables should be carefully planned being prepared to arrange substitutes in case of illnesses. (Oksanen 2010, 110–111.) The project group consists of major stakeholders, such as senior management, marketing people, sales staff and IT specialists (Buttle 2009, 73).

The *Steering committee* has the ultimate responsibility of leading the project and making decisions. It needs to control, lead and support. It is the board of the project. The members of the steering group need the ability to make decisions and they really need to be committed to their work. (Oksanen 2010, 111–114.) Apart from the CEO and executives of the respective fields related to CRM implementation also some external resources, like CRM-consultant take part in the work of the steering committee (Buttle 2009, 74). The project manager acts here as a presenter and an assistant, i.e. prepares the topics for decisions and the CRM-owner acts as a chairman (Oksanen 2010, 113).

When the project is finished it is obvious that a group for monitoring CRM development has to be created: it should consist of the CRM-owner, the main user and many key users. It would meet 4–6 times a year and handle feedback and requests for change (RFCs). The main user puts an effort to root CRM in the business culture and he should be granted time enough for this purpose. Usually a comprehensive training for newcomers will follow. Whenever there will be an extension of the system it is essential to create a minor project out of it to enable a smooth implementation. (Oksanen 2010, 295–297.)

2.6 Critical success factors

Buttle (2009, 65–69, 78–79) emphasizes the importance of defining the CRM strategy and vision followed by establishment of goals and critical success factors (CSFs) for CRM project. CSFs are variables that have most impact on the business success. The most important factors according to Buttle are usually focus on people and process issues, senior management commitment, cross-functional integration, customer information management and support for operational management. Payne (2006, 34) suggests that the success of CRM strategy depends on the interrelationship of business and customer strategy. Payne (2006, 336–338) lists also quite many other common barriers to CRM success, such as technological skill shortage, inadequate investment, poor data quality, failure to understand the business benefits, lack of top management involvement and inadequate metrics. In the following figure 5 Oksanen (2010, 48) presents the results of the survey among Finnish business directors about their views of the most significant success factors when implementing CRM. 93 % emphasized the management commitment. Project core persons' roles were also considered highly important.

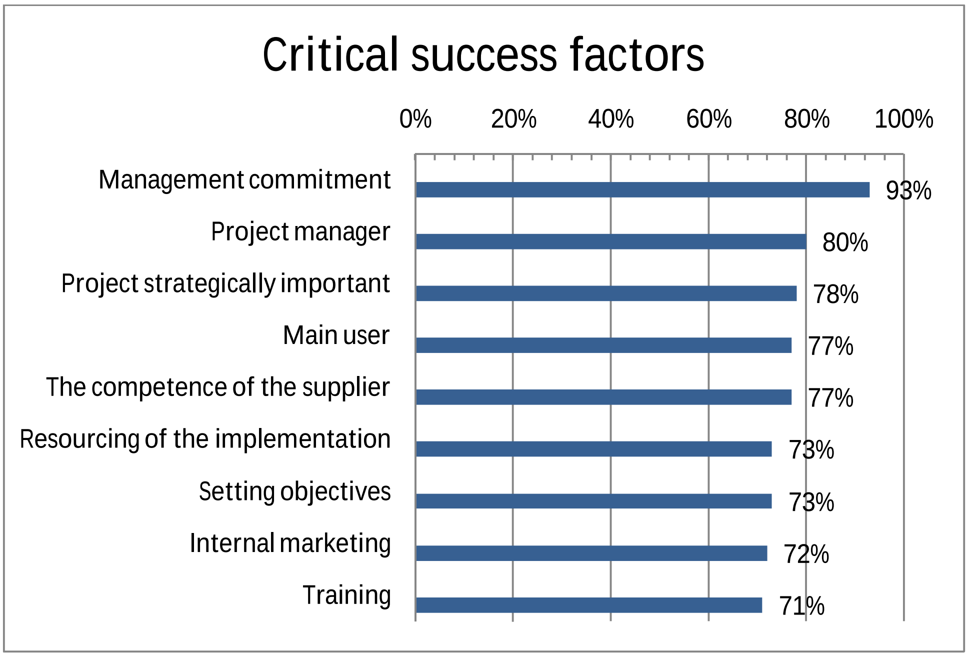

Figure 5. Adaptation from the survey of Oksanen (2010, 48).

Almost 67 % of the CRM projects fail for different reasons, some caused by bad management, some because of reluctant end-users and some due to failure of adopting new technologies. Whatever the case is the company planning to take such a step could take a look at critical success factors and make a risk management plan. (Buttle 2009, 79.)

3 Change management and internal marketing in relation to CRM

3.1 Change management

Change management means to control an organization's transition from one state to another, more desired state and persuade employees to accept it and support it. Organizations' ability to effectively manage change situations can be decisive for their survival. Not to care for changes in the external environment can be lethal. Companies try to be proactive by creating future scenarios about the market and be prepared to fight off recession for instance. (Paton & McCalman 2008, 3, 4, 11.) Moreover the pace of change of environment is not slowing down – on the contrary (Kotter 1996, 26).

Transition management model (Buchanan and McCalman 1989, 198) suggests that four interlocking management processes have to take place in order to succeed in organizational changes and also maintain them:

- The trigger layer identifies the needs which are communicated to employees, who are willing to understand and accept when they know that the change is necessary
- The vision layer communicates a vision where the company is heading
- The conversion layer means finding support for the vision, i.e. recruit disciples to the vision among the personnel
- The maintenance and renewal layer identifies the ways how changes are rooted in the organization by influencing behaviour and values. (Paton&McCalman 2008, 11–14.)

To achieve the above goals, a transition management team is often set up, which is a group of company leaders. The team's challenge is to understand what employees know and what they do not know and win their trust. The trust is usually achieved by predictability and capability of the managers. (Duck 1993, 58, 64, 70.)

Launching a CRM-project in a company is clearly a change of such a magnitude that it needs to be managed. It has an impact on wide range of people, among whom probably are such employees who naturally resist the change. According to Paton & McCalman (2008, 52–53) organizations fear the change for many rational reasons:

- Organizational changes may occur i.e. losing jobs
- Creating new technological challenges
- Many employees only want to maintain the status quo
- The supply chain members are afraid of any negative impact
- It challenges the old way of working and past lessons that many seniors have learnt
- It encourages debate

Kumar & Reinhardt (2006, 66) claim that the resistance from employees is a positive force, as it shows they care and at the same time it implies that something is not working in the change process. In this case the senior management need to provide a lot of information in order to remove the confusion and emphasize the benefits, listen to people, communicate and eventually let them feel that they are making the change.

Quoting Kotter (1995) it seems that only 30 % of the change programs succeed. In their article Aiken and Keller (The McKinseyQuarterly, 2009, (2),101–102) present McKinsey researchers' view of 4 basic conditions that are essential for an employee to change her/his behaviour: compelling story; role modelling, reinforcing mechanisms and capability building. It seems inevitable that some elements of human nature get in the way, when the change management programs are being implemented. Change may mean opportunities for the managers but for the employees change is often something fearful and worrying (Strebel 1996, 139).

The purpose of a compelling story is to make the employee to see the point of the change, to agree with it and change his/her behaviour accordingly, but it is poorly taken into account what motivates the employees, such as what kind of an impact the change program has on the working team or the employee himself. It would be even better if the employee could discover the positive outcome of the program himself/herself – not that somebody tells it to him/her directly. In this way the commitment to the outcome is significantly increased. The approach should be based on pros and cons – not only on cons as usually is the case. (Aiken & Keller 2009, The McKinseyQuarterly, 2009 (2), 101–104.)

Another common mistake is to believe that the leaders can always role model the change. They may not be able to do it simply for the reason that they have not been able to change their own behaviour. Additionally the influence makers should not be overinvested although they are a helpful element in driving a change. (Aiken & Keller 2009, The McKinseyQuarterly, 2009 (2), 105–106.)

What comes to reinforcing mechanisms it is good to realize how some small unexpected rewards can incredibly enhance the change to happen, more than salary increases. The process and the outcome need to be fair and justified, otherwise the employees can go against their own self-interest. (Aiken & Keller 2009, The McKinsey-Quarterly, 2009 (2), 106–107.)

In the sector of capability building one has to note that personality types and emotional intelligence have a great influence on how we behave which fact needs to be taken into account in the training. The new skills after a training are best put in the practice, when series of learning sessions and fieldwork is arranged. Only this way employees would efficiently use the new skills in the busy business life –one learning session only is not enough. (Aiken & Keller 2009, The McKinseyQuarterly, 2009 (2), 108–109.)

Change management related to CRM means the work that one has to carry out during the roll-out in order to anchor the change in the organisation and manage the expectations related to it. Oksanen states that the best communicator would be the CRM owner, as he knows the background and objectives of the project and can link them to the company strategy. The challenge is to communicate the change enough. Technical management of the change refers to the CRM-solution only and the feedback collected on it: collecting, treating and following feedback throughout their lifecycle. (Oksanen 2010, 247, 254.)

3.2 Leading change

John Kotter has published his eight steps to transform organization already 17 years ago but he is still quoted in all the eminent publications of the domain. In 1995 his analysis was based on tens of change projects of different companies. He warns not to skip any phase of the change process as otherwise satisfying results will not be produced. One critical mistake in any phase can cause a catastrophe. The change is about to start when you notice the margins dropping or maybe you see a chance in some so far ignored emerging market. The need of change has to be broadcasted everywhere. (Kotter 1995, 3.)

Wall Street Journal article highlights the same view as it stresses the importance of the new technologies for the survival of the companies. It is the CEO's duty to contribute to the process of distinguishing a company, bearing in mind, though, the business differences in the company. (Ross & Weill 2011, The Wall Street Journal 26.4.2011, R2.)

Kotter's theses (1995, 1 – 20) are as follows:

1. Creating sense of urgency

   You need to have a good leader (leading people) and not a manager (managing work): you need to get people out of their comfort zones, especially in the cases where everything looks good; you still need to make the status quo look more dangerous and explain employees why it is needed to step into the unknown. The urgency rate needs to be emphasized; you can even gamble and create a deliberate crisis to make people worried. The change needs to take place (the urgency rate is high enough) when 75 % of the executives are honestly convinced that the business has to be changed.

2. Creating a powerful steering committee

   You need to create a powerful steering group in terms of expertise, titles, relationships and information. In big companies you may even need 20-50 people for such a group. The senior managers always form the core of the group but some other people outside this hierarchy are needed as well and they all should be capable to work as a team.

3. A vision clarifies the direction
   A sound and sensible vision to develop a picture of the company's future is important and it should be communicated in a simple way.

4. The vision must be repeatedly communicated
   The executives need to get masses of people to support their idea of the future vision, even make them to be prepared for short-time sacrifices. The employees need to believe in the fact that a useful change is possible. In a daily talk the executives need to stress the vision everywhere and use all possible communication channels to broadcast the vision. The deeds of the executives need to be consistent with their words.

5. There should not be any constraints on the new vision
   The steering committee ought to empower others to act on the vision. The organizational structure can prevent people from changing – these systems and structures should be changed that seriously undermine the vision. Sometimes the blocker can be a person and there is nobody to stop his harmful acts. He may be a talented expert and it is feared that he might leave the company. Whole effort can collapse if the employees start thinking that the executives lied to them about their commitment to change. The empowerment of others and maintaining credibility is essential. Risk taking and non-traditional ideas are also welcome.

6. Plan and follow short-term wins
   Every small improvement on the way should be recognized and employees rewarded for that. So, planning of short-time goals to be achieved is utmost important in order to keep the urgency level up, as the major change will take time.

7. Foster credibility
   First improvement does not mean that the battle is won already. There are even bigger problems to come after short-time wins and those can only be tackled by being consistent with the transformation vision. It can take 5–10 years until changes are really rooted in the company. The old traditions must not come back.

8. The changes need to be anchored in the company business culture
   It is essential to show how the new approach has improved performance – and it needs to be communicated. The management succession needs to put an effort to support the change in the future, too.

   Two years later John Kotter published a new book, where he emphasized managers' and directors' skills to lead people in a constant change, which is more important than manage the functions and issues. Moreover the responsibilities related to the management can be delegated to lower levels enabling the managers and directors to concentrate on leadership. (Kotter 1996, 144,146.)

3.3 Employee's responsibility and commitment

Oksanen claims that the employees do not easily commit themselves to the new systems unless the system is absolutely business-critical, i.e. one cannot manage the tasks without it. Some people think they are too busy to learn to use it or they may have fear for the new technique. The change resistance occurs often due to misunderstanding of the benefits the new system would bring. There will always also be employees who definitely do not want to use the new system. The reason can be some intangible jealousy towards the other employees who would be able to share the same knowledge that seemed to be exclusive. The number of the newly implemented applications in the company may also be high and the CRM is perceived one too many. (Oksanen 2010, 60, 69–74.)

As the employees have a general inability to commit it is no wonder that between 60-90 % of CRM implementations fail (Buttle 2009, 349). Hence how to make the employees truly loyal? According to the researchers of Walker Information Global Network and Hudson Institute only 34 % of employees are "truly loyal". An amazing 31 percent of workers worldwide are "trapped", i.e. they would like to leave the organization, but cannot because they do not have any other options. It would be tempting to recruit only the best employees, those that are "truly loyal", and train and motivate them, because to be able to deliver excellent customer experience the workers need to be engaged. "Recruit for attitude, train for skills". (Payne 2006, 374–376.)

3.3.1 Increasing responsibility of employees

The unclear roles can also demotivate employees. The senior management has to pay attention to the responsibility and commitment of employees despite the middle management's fear that the power is taken off from them. Giving empowerment to the employees makes them feel trusted and valued. By empowerment Buttle means not only responsibility to take care of customers but also support the employees to improve their skills to match the authority. (Buttle 2009, 354 –355.) Equally, it is sometimes hard for an ordinary employee to take the responsibility which is believed to belong to the manager (Payne 2006, 379).

Major change management programs may be needed to increase service orientation. For being able to contribute to the organizational performance the employees need to understand the organizational culture – this knowledge helps them to take decisions that improve the quality of customer service. (Payne 2006, 377–380).

3.3.2 Organizational culture

Buttle (2009, 75) refers to the studies of two scholars and defines organizational culture as "a pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with the norms for behaviour in the organization." (Deshpandé & Webster 1989, 3–15.) The research shows that the organizational culture has an impact on business performance.

Figure 6. The competing Values model of organizational culture (Cameron & Quinn 1999, ref. Buttle 2009, 75).

Competing values model of organizational culture (Figure) suggests that an organizational culture called adhocracy predicts strongest association with CRM-success. Adhocracies represent creative, externally-oriented organizations with a high degree of flexibility, which dare to take risk. (Cameron & Quinn 1999, ref. Buttle 2009, 75.) The opposite would be hierarchies, which represent traditional organizations with a clear chain of command. The leaders of hierarchies have a strict control over the organization and they respect position and power. Market organization pays attention to exchanges of value between people and stakeholders minimizing transaction cost. Market cultures are competitive and always seeking results. The clan organization has a flat organization which does not concentrate so much on controlling but on flexibility. The clan resembles a family and has a bit inward focus. The leader has a supportive role towards the employees. (The Competing values framework 2012.)

3.3.3 Individual behavioural change

According to Kotter and Buttle, the profound understanding of what has to be changed individually i.e. buy-in happens both on emotional and rational level. On the intellectual level people know exactly what has to be changed and why, whereas emotional buy-in happens through genuine excitement about the change.

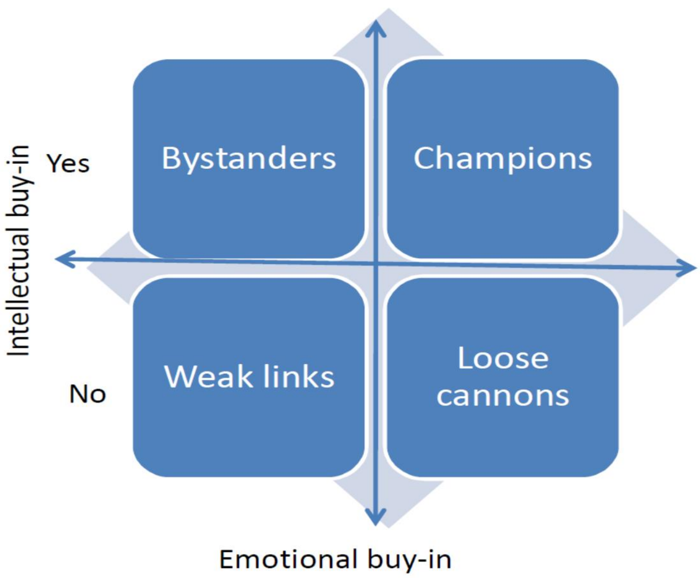

Figure 7. The buy-in matrix (Buttle 2009, 76).

Figure 7 shows that in all the CRM implementations you can find champions, who are both rationally and emotionally committed and opposite weak links who are not committed at all. Other segments are by-standers, who understand justification of the change but they are not enthusiastic and finally loose cannons. The marketing of a CRM-project is carried out differently to each of these groups. (Buttle 2009, 76–77.)

3.3.4 CRM training

What is CRM training supposed to include? Payne (2006, 379–381) divides it to employee training and executive development. The executives are not fully aware of the contents, timing and cost of the CRM and this is why their briefing is needed. The executive development activities usually comprise a series of workshops, where the objectives of CRM will be explained to executives. The employee training is divided further to two types: to develop skills or to change attitudes. As for the CRM technology solution, the training should be practical hands-on training and feedback should be collected throughout implementation to address the problems to the right persons. All CRM training should be arranged cascading through all the executive and employee groups to ensure that all levels of employees are informed. (Payne 2006, 379–381.) It should be noted also that the teaching should be split in units. It is impossible to learn everything during one session, but it is good to have time between the learning modules, as large-scale change cannot happen overnight. (Lawson & Price 2003, The McKinsey Quarterly, 2003, special edition, issue 2, 30-41.)

After implementation the CRM should be followed at least for a year and made sure that learning of the new system is going on. Otherwise there is a risk that the busy employees will regress to their old way of working as it may seem quicker way to take care of the tasks. The aim is to root the new way of working in the way that employee truly understands the benefits he is gaining from the system and does not want to give up the tool anymore. This will not happen quickly but after several repetitions. The example of superiors and executives will make CRM part of everyday life. The dependence of the management of the reports produced by CRM force the employees to adopt the system in a positive way. (Oksanen 2010, 285–292.)

3.4 The concept of internal marketing

The concept of internal marketing has existed from the 1980s and it is suggested that Len Berry is the father of the concept. He understood that marketing strategies are applicable to employees as well and usable especially when a lot of effort is needed to keep good employees in the company. (Berry 1981, ref. Buttle 2009, 353.)

On a general level the objectives of internal marketing are to increase personnel's knowledge through communication and training, their motivation through incentives such as salary and bonuses and finally to enhance spirit through get-together-parties, hobbies and excursions (Mitä markkinointi on? Opetushallitus/Etälukio-Yrittäjyysväylä 2012).

The employees create value for the customers and company. Internal marketing is carried out by marketing different strategies, for instance CRM-strategy, to employees, as if you were selling a concrete product to them. According to Ahmed & Rafiq (2002) "Internal marketing is a planned effort to overcome organizational resistance to change and align, motivate and integrate employees towards the effective implementation of corporate and functional strategies." Internal marketing can be arranged in the same way as marketing plans: setting marketing objectives, implementing segmentation and targeting, marketing positioning and finally marketing mix can be taken into use. (Buttle 2009, 353.)

- In CRM context *marketing objectives* could mean either qualitative or quantitative goals, for instance making employees committed to CRM-strategy or making them adopt new work practices. At the same time you can use some tools to measure how many percentages of the employees have actually achieved the goals
- *Segmentation and targeting* internally means creating subgroups with similar characteristics, each of which is targeted with different marketing mix; it might be done on the base of the customer contacts, i.e the employee's degree of the customer contact
- *Market positioning* is how you want CRM to be perceived by each internal market segment. One positioning is not enough for all the segments, but it depends on each segment's values

- *Marketing mix* comprises of 7 tools (7P) that will bring about the desired outcome in the segment
  - Product is a new strategy or work process to be implemented
  - Price is the psychological cost or pressure carried by the staff
  - Promotion is communication which takes place through discussions, videos, newsletters etc.
  - Place is meetings or internet for instance
  - Physical evidence is memos, training manuals and job descriptions
  - Process means training and coaching
  - Participants are colleagues, team-members, supervisors etc.

    Communication and networking are considered the key elements in internal marketing. (Buttle 2009, 353–355.)

The internal barriers impeding development of the marketing orientation are usually fear of change, lack of time, lack of understanding and bad communication. As internal marketing concentrates on the relationship between the organisation and the employees, the latter can be called internal customers. The most important skills that are needed when carrying out internal marketing towards these internal customers are persuasion and negotiation. (Donnelly & Harrison & Megicks 2009, 188.)

Internal marketing is essential from the point of view of the quality, as good internal relationships are bound to show in the relationship marketing, which increases customer satisfaction (Kalliomaa 2009, 16, 18). Furthermore, internal marketing could mean internal branding, i.e. when the same message goes to customers and personnel, it brings the brand alive among employees and connects them emotionally together (Services marketing 504–505). In other words internal marketing strives for corporate identity: a psychological state, when individuals are feeling complete oneness with the company. If it can be achieved it may give the company a great competitive advantage. Internal marketing has to be an ongoing and systematic process.
(Wieseke & Ahearne & Lam & van Dick, 2009, Journal of Marketing, Vol. 73, March 2009, 123.)

Like Kotter also Kalliomaa (2009, 39–41, 54) emphasizes leadership in internal marketing. The relationship between the employee and the leader is interactive. Leadership is about influencing and striving for objectives, on the other hand also receiving feedback and listening to the needs of the subordinates. Openness, motivation and empowerment are included. The main objective of the internal marketing is success of both the internal and external customer. Therefore the role of middle managers in building member identification is considered fundamental (Wieseke & Ahearne & Lam & van Dick 2009, Journal of Marketing March 2009, Vol. 73, 123).

Transformative leadership is considered as the most powerful way of leadership to bring about results, also results that exceed expectations. This achievement is very much based on trust. The factors of transformative leadership are the following:
-building trust, charisma
-inspirational motivation, building self-confidence of the subordinates
-intellectual stimulation, feedback
-individualized consideration, i.e. genuine interest in people. (Bass 1985, 34–38.)

4 Motivation and implementation of the current survey

Wärtsilä's CRM vision highlights internal and external efficiency. Both the previous survey and the theory revealed that it is not very simple to be successful in any IM implementation and they raised some pitfalls worth of studying further. Management commitment is one of the critical success factors, understanding strategy and meaning of training being very important factors as well.

Reward and recognition systems were not researched. No doubt a lot of improvement ideas would have come out of this approach.

4.1 Qualitative research

On the basis of the publications written about CRM and change management and also the hypotheses that the company already had about the partial failure of adoption of CRM a semi-structured questionnaire (Appendix 1) was created and five interviews conducted. The previous survey was also reflected at this phase. Wärtsilä Ship Power chose the CRM responsible and four other persons among the unit's sales personnel to be interviewed referring to their activeness in presenting their views how to improve CRM and enhance its adoption. The respondents were asked the questions in Appendix 1 but they could also comment freely. The interviews of Aaltokari & Waage & Nelimarkka & Grevink & Paananen took place between May 24 and May 31, 2011. Meetings were mostly carried as e-meetings as the interviewees were located in Vaasa, Stord in Norway and Drünen in the Netherlands except one that was conducted face to face. Each interview took one hour.

The key findings of the interviews that were aligned with the theory were quite many, such as:

- CRM-vision is not clear
- Filling information is time-consuming
- Roles and responsibilities are not clear
- Poor training (not only tool but also processes involved)
- So called back and front sales do not cooperate
- CRM-tool was inadequate when adopted
- Process and tool do not match
- Poor customer reporting – quality issues
- Tool is not efficiently developed and employees are not listened to – replacing shortcuts have been found
- Redundancy of workforce
- Commitment from the management on a relatively high level, but different interests
- Different cultures and backgrounds create barriers sometimes

4.2 Quantitative research

The interviews triggered the final questions to be sent to a bigger audience. The issues that seemed to be repeated in the interviews created the base on which to focus. It became clear not only to ask questions about the tool usability, but also about people-related issues.

4.2.1 Target group and the stratified sample

Target group was the Ship Power personnel, altogether 204 persons. The questionnaire was sent to different employee groups using a stratified sample (30 % of each group), i.e. network sales (36 persons), segment sales (15 persons) and sales engineering (17 persons) to get different views on the same issues and see if they are in line within the same group. Network sales stand for the sales personnel who has the closest contact to the customer (also called front sales) and who is located in the customer’s country. Segment sales (also called back sales) take care of pricing questions and carry the risks. Sales engineering is responsible for making offers. The final respondents were chosen by random sampling: all in all 76 e-mails were sent with a covering letter (Appendix 2) and the link to the e-questionnaire.

4.2.2 Electronic questionnaire

The electronic questionnaire was created in company intranet and the invitation to the chosen respondents was sent by electronic mail. The questionnaire contained 34 questions, out of which 5 initial ones were background variables (Appendix 3).

The questions in the survey were created in a way that they would attract not only the defects in the tool itself but also defects in communications, leadership and training. The tool can be the best possible but if employees are not using it fully, the reason must be elsewhere.

It is obvious that questions measure partly the usability of the tool, as any tool can always be functionally developed further, even though the preliminary interviews did not show any major defects in the tool itself. The questions 7 – 16 measured the functionality. CRM-project is, however, a change project and this is why there need to be metrics to measure project objectives, relations between people, leadership and communication. The vision and objectives of the change project should be clear to all the CRM users, which is also stressed by John Kotter as well as the presence of the management in the project. The change management literature suggests also that training and user support are essential. It is easy to see that when everybody is trained and supported by their managers, the new system could become a part of company's everyday life, so called organizational culture. How well can such measures be implemented? Employer's and employee's behaviour can make the difference. Buttle writes about engagement and empowerment. Eventually internal marketing is supposed to remove organizational resistance towards change. Here two-way communication and cooperation are fundamental and furthermore good leadership is like a glue to seamless teamwork. The questions 17 – 32 concentrated on the people and the process described above.

Some other factors may also have had influence on the reluctance to adopt the CRM tool. Therefore these factors were charted as well in the last part of the survey through a structured and open question.

The questionnaire was tested by two Ship Power employees not belonging to the sales personnel. The idea was to ensure the overall functionality of the question sheet. The testers did not pass any remarks on the questions.

5 Findings of the research

The answering percentage was 61 %, which is considered a good result. The 46 questionnaires were entered into SPSS statistical program for analyzing figures, i.e. creating graphs and tables and defining some correlations as well. The questions contained nominal, ordinal and ratio variables. The opinions and attitudes were charted on Likert-scale.

The nature of the material enabled creating frequency tables, custom tables and crosstabs by means of which it was possible to draw some conclusions. Filtering was used frequently to exclude certain groups of respondents when deeper analyze was needed, like when the managers' understanding about CRM was investigated, there was a need to omit other employees.

The small material did not give a chance for testing dependence of the variables by chi-square test, but Pearson correlation which reflects the degree of linear relationship between two variables could be used in some cases. The findings are principally presented according to the sequence of the questions in the questionnaire and categorized following the approach of the figure 2.

5.1 Background variables as a starting point

There are certain cornerstones in the survey that are reflected throughout the research. They are the following background variables:

- The age
- The respondent's experience in using CRM
- Where the respondent is based
- In which segment the respondent is working
- The respondent's title

First it was important to find out what nationality the respondent was. There were 46 respondents who were located in 23 countries. With the help of a frequency table it could be verified that Finland and China were represented best, which is quite natural as these locations are biggest not only from the point of view of Wärtsilä but also from the point of view of Ship Power. It made sense to group the respondents to the categories by the continent: Asia, Europe and America, as it was important to see if there are any differences between the answers of clearly different nationalities. America gave 5 answers, Asia 14, Africa 1 and Europe 26. The findings did not however reveal any significant difference between nationalities or continents.

When studying the years of experience through a simple frequency approach, it was assumed that everyone in the sales needed to use the tool and have the know-how. It turned out that almost 50 % of the respondents were very experienced, which means more than 3 years use. Those who had been using CRM more than 2 years covered already 78% of the respondents. Only 20 % of the respondents had less than one year's experience and as a surprise one respondent regretted not to have any experience at all, as nobody had trained him after having been almost one year in the company. Study of positions confirmed the same experience: the sales personnel is very professional and thus can give noteworthy feedback.

Distribution of the respondents between segments was the following: 4 persons from offshore segment, 10 persons from merchant segment, 8 persons from specials segment and 24 from network sales. The following titles and numbers were listed among respondents: sales director (5), general manager (12), segment sales manager (7), network sales manager (14), sales engineer (6) and other (2). The idea was to see if certain employee group has a clearly positive or negative attitude towards CRM.

5.2 The objectives of CRM initiative in Wärtsilä

Question no 6 was created to investigate how the employees had understood the CRM strategy in Wärtsilä and how well Wärtsilä had reached the general goals with the adoption of CRM. Altering the mindset can happen only if employees see the point of change and can believe in it.

Table 1. Objectives of CRM initiative in Wärtsilä and how they were achieved.

	Optimize revenues		Increase customer loyalty		Increase efficiency		Share sales info		Forecast and budget sales		Reduce work-load		Any other reason	
	Count	Column N %	**Count**	Column N %	**Count**	Column N %	**Count**	Column N %	**Count**	Column N %	**Count**	Column N %	**Count**	Column N %
Not achieved	5	11,6%	4	9,3%	3	6,5%	1	2,2%	4	8,7%	10	22,2%	0	,0%
Somewhat achieved	12	27,9%	12	27,9%	3	6,5%	3	6,5%	3	6,5%	13	28,9%	0	,0%
Fairly achieved	17	39,5%	19	44,2%	24	52,2%	9	19,6%	14	30,4%	13	28,9%	1	100,0%
Well achieved	7	16,3%	8	18,6%	13	28,3%	21	45,7%	19	41,3%	9	20,0%	0	,0%
Very well achieved	2	4,7%	0	,0%	3	6,5%	12	26,1%	6	13,0%	0	,0%	0	,0%

According to the table 1 the respondents seemed to be aware of the goals, no one responded that he was never told why CRM was implemented in Wärtsilä. Most goals were at least fairly achieved; efficiency and optimizing revenues were on a good level as well as communication and customer loyalty. The clearly negative answer was given to reduction of the workload. Half of the respondents claimed that this goal was either not achieved or achieved only somehow.

5.3 Functionality of the tool

The survey of 2009 concentrated on the technology of the CRM tool, where some defects were founded. As it was obvious the technology of the CRM tool is not yet developed enough it was important to repeat some of the questions of the earlier survey and add some new ones. The intention was to study overall satisfaction with the tool and also satisfaction by country, segment, position and experience. It was also important to find out for what purpose employees use CRM.

5.3.1 Satisfaction with the tool

When the overall impression of the CRM tool was asked 50 % of the respondents answered that CRM is a good tool in their opinion despite the years of usage. Expression "good "refers to those who strongly agreed or somewhat agreed and "bad" refers to those who strongly or somewhat disagreed. The satisfaction rate was exactly the same despite the segment, i.e. half of the respondents of the segments were happy with the tool and half of them were not. The young employees did not favour the tool more than the older ones. The most satisfied users were found in the age group 36-45 (table 2). Positive comments indicated that CRM tool is great and worth of developing; it helps monitoring the sales process at different levels.

Question 24 inquired whether CRM functionalities have been planned right so that they support Ship Power sales process. 67 % of respondents answered positively, although some opposite comments indicated that "one fits all" CRM which is implemented throughout Wärtsilä is not the best solution for Ship Power, but it should be tailored.

The respondents commented frequently that they need to do their work twice and the fields in CRM are badly filled by many sales managers. It seems difficult to get a proper overview. Some other negative comments were as follows: "Problems to identify if new sales projects are already in the system. The identifying names are not explicit. Nobody reads the info in CRM anyway and finally it is very little useful to you."

Table 2. Satisfaction and age.

			AGE					Total
			-25	26-35	36-45	46-55	56-	
A GREAT TOOL	Strongly agree	Count	0	0	2	2	0	4
		% within Age	,0%	,0%	14,3%	10,5%	,0%	8,9%
	Agree	Count	1	3	8	6	2	20
		% within Age	100,0%	50,0%	57,1%	31,6%	40,0%	44,4%
	Somewhat disagree	Count	0	3	4	10	3	20
		% within Age	,0%	50,0%	28,6%	52,6%	60,0%	44,4%
	Strongly disagree	Count	0	0	0	1	0	1
		% within Age	,0%	,0%	,0%	5,3%	,0%	2,2%
Total		Count	1	6	14	19	5	45
		% within Age	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

The nationality and the position were not distinctive factors either – it could not be shown that the sales directors would be clearly happier with the CRM than sales engineers (Table 3). Only general managers could be said slightly happier with the tool than others as 7 of the 12 were satisfied with the tool out of which two are extremely satisfied. The opposite would be network sales managers who were rather dissatisfied than satisfied with the tool, i.e. 8 out of the 13 network sales managers were at least somewhat disappointed and one of them strongly disappointed. One of the respondents had failed to answer the question completely.

Table 3. Satisfaction of the employee groups with the CRM.

A GREAT TOOL	POSITION HELD						Total
	Sales director	General manager	Segments sales manager	Network sales manager	Sales engineer	Other	
Strongly agree	0	2	0	1	1	0	4
Agree	3	5	4	4	2	2	20
Somewhat disagree	2	5	3	7	3	0	20
Strongly disagree	0	0	0	1	0	0	1
Total	5	12	7	13	6	2	45

It is obvious (table 4) that the tool is time-consuming and not well integrated with other tools. Confusion was aroused by the alternative "I do not have any problems", as many had ticked that alternative, too, while they obviously also had many problems to mention. It is clear that the respondents found too much complexity in the tool.

Table 4. The cons of CRM.

	I do not have any problems	I do not know how to use it	It is time-consuming to fill in	Not well integrated with other tools	It is done some other way	It is not designed for my needs	I do not know my role in CRM	I do not have time enough to learn it	It is not a simple tool	Something else
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
YES	13	4	27	16	3	5	5	9	13	5
NO	33	42	19	30	43	41	41	37	33	41

5.3.2 The purpose of use

CRM use in Ship Power can be divided in three purposes: to run reports, to review dashboards and enter data into the system. First of all table 5 shows that 80 % of the respondents are active users of CRM i.e. use the system at least weekly or more often.

Table 5. Density of the use of CRM by segment.

Count

		SEGMENT				
		Offshore segment sa-les	Merchant segment sa-les	Specials segment sa-les	Nework sales	Total
CRM-USAGE	Daily	1	4	2	11	18
	Weekly	2	4	4	9	19
	Once a month	0	0	1	1	2
	Occasionally	1	2	1	3	7
Total		4	10	8	24	46

Table 5 shows how the employees use the tool. It turned out that 6 persons did not use the system to any of these purposes, which is confusing as only one person so far was known not to be trained to use CRM. The way 5 persons are coping with their sales task is unknown. They claimed that they had not had enough training and that CRM is too time-consuming. Overall account showed that dashboards are not that popular to review. Insufficient access rights prevent modifying data.

Table 6. For what purpose CRM is used in Ship Power.

	CRM to run reports	CRM to review dashboards	CRM to enter data into the system
	Count	Count	Count
YES	33	17	35
NO	13	29	11

Table 6 shows that not all the basic elements of CRM have been successful, especially dashboard review has not been popular, whereas running reports has been well adopted and employees also seem to use the system in their daily life to enter data. It was of interest to investigate further if the 29 persons who did not review dashboards would also complain about the training they have got. The result revealed that half of them considered training sufficient and half of them did not. Thus the dependence is not unequivocal.

Table 7. Finding information and entering info in CRM.

	If you run reports is it easy to find a report	If you review dashboard is it easy to find a dashboard	If you enter data to the system is it easy
	Count	Count	Count
Strongly agree	0	0	1
Agree	16	7	21
Somewhat disagree	13	10	11
Strongly disagree	4	0	2

The reason of not being satisfied with the core elements of the tool was investigated by a question about the ease of use (table 7). It turned out that the tool is a bit messy: finding the info is not easy, whereas entering the data to the system is considered easier. Some separate comments were presented such as:

- the creation of reports is quite complicated
- there is very little useful output
- most dashboards are rubbish as the data is not up to date.

There was an interest to study if the position had any impact on the use of CRM (table 8), i.e. who will take a look solely at the reports or who is actively entering information in the system. Judging by the figures the use is quite active despite the position. Something interesting was discovered about the dashboard review, which is normally at a low level, but it seems to be of interest for the sales directors, though, as almost all of them use this feature.

Table 8. The impact of the position on the use of CRM

Position held

		CRM reports - Frequency	Dashboards - frequency	Entering info - frequency
Valid	Sales director (5)	4	4	4
	General manager (12)	10	6	10
	Segments sales manager (7)	6	1	6
	Network sales manager (14)	10	5	9
	Sales engineer (6)	6	1	4
	Other (2)	2	0	2
	Total	33	17	35

Figure 8 shows an interesting phenomenon: the willingness to develop the tool is very low. One might have thought that there would be more enthusiasm to get rid of the defects of the tool which would show as a higher share of volunteers to develop the tool. It is worth noting, that there are 38 managers among the respondents and only 9

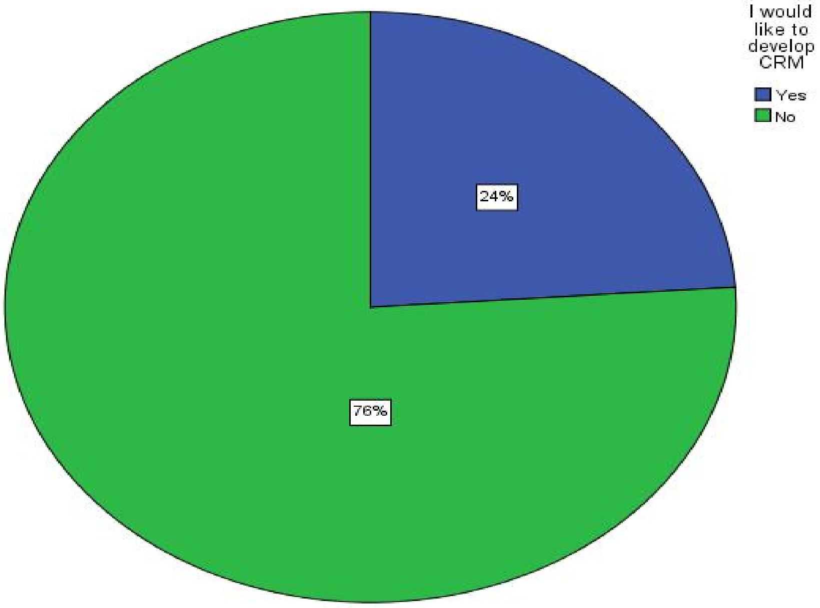

Figure 8. Interest in developing CRM.

out of 38 managers were eager to develop the tool. On the other hand question no 16 showed that 63 % of the respondents were quite sure that CRM will be developed in their favour during the next few years. There is a strong trust in that even though it was not revealed by this survey, who will actually carry out the developing work.

5.4 Process factor

In this section I will present the result of process-related elements, such as communication, training and the relations between network sales and segment sales. Quoting CRM literature these factors often create a bottleneck for smooth adoption of any new IM system.

5.4.1 Training

Training is a key element for satisfaction and a successful implementation of CRM and this is why it was measured using different variables. Key-user support is studied in this chapter as well. Table 9 might be interpreted in the way that those who are not trained enough are also dissatisfied. It is alarming that about half of the respondents feel they have not been trained enough and that the quality of training has not been

Table 9 Satisfaction with the tool and training

	A great tool		I have got enough CRM-training		The quality of training has been good	
	Count	Table N %	Count	Table N %	Count	Table N %
Strongly agree	4	8,9%	2	4,3%	1	2,2%
Agree	20	44,4%	20	43,5%	19	41,3%
Somewhat disagree	20	44,4%	17	37,0%	17	37,0%
Strongly disagree	1	2,2%	6	13,0%	5	10,9%
N/A	0	,0%	1	2,2%	4	8,7%

good enough. 13 % of the respondents claim that the training has been completely insufficient and 11 % of the respondents consider the contents of the training very poor. When counting correlation it was likewise clear that there is significant correlation between amount of training and quality of training (Table 1 in Appendix 4).

As it had to be made sure that the obvious result of dissatisfaction is derived from lack of training the following statistics was created, where those respondents who were trained enough (22 persons) evaluated the success of the tool (Table 10). The results do not support the table 9 view; there does not seem to be unambiguous correlation between training and satisfaction, in which case the dissatisfaction must have arisen from some other factors.

Table 10. Enough training does not guarantee the satisfaction.

A great tool

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	9,1	9,1	9,1
	Agree	10	45,5	45,5	54,5
	Somewhat disagree	10	45,5	45,5	100,0
	Total	22	100,0	100,0	

To clarify the training issue thoroughly a simple question was set whether there was a need to have more training and what kind of training in that case. Table 11 and 12 give the results. The clear majority needs more training which should concentrate on both sales and functionality. Some employees commented that it should be arranged on a regular basis.

Table 11. Training needs.

	No more training	More training on sales	More training on functionality	More training on other
	Count	Count	Count	Count
YES	10	26	29	4
NO	36	20	17	42

What comes to the method of training there does not seem to be one single method that would be the most popular but all the possibilities for training can be used, i.e.

hands-on training, live meeting demos, training guides, personal guidance and creating a case-study were all equally supported.

Table 12. The method of training.

	Hands-on training	Live meeting demos	Training guides	Personal guidance	A case-study	Specify something else
	Count	Count	Count	Count	Count	Count
YES	16	14	12	14	14	0
NO	30	32	34	32	32	46

Table 13 indicates the connection between poor training and understanding the CRM role. There were 5 persons who did not know what part in CRM they were supposed to update. The same 5 persons were mostly dissatisfied with the quality of the training and 3 of them also with the amount of training they had had.

Table 13. Connection between the awareness of CRM role and training.

I have got enough CRM-training					The quality of training has been good				
Strongly agree	Agree	Somewhat disagree	Strongly disagree	N/A	Strongly agree	Agree	Somewhat disagree	Strongly disagree	N/A
Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
1	1	1	2	0	0	0	2	3	0

5.4.2 Key user

Generally key user presence is considered very important and preliminary interviews indicated the same. Therefore it was justified to investigate it further. Table 14 gave relieving information about key user awareness: 76 % of the respondents knew their key user. Good news was also that once the employee knew his/her key user, 75 % of them got also support from him/her. There was one separate comment though that the key user does not have time to support.

Table 14. Key user awareness.

I know who is my key user

	Frequency	Percent	Valid Percent	Cumulative Percent
YES	35	76,1	76,1	76,1
NO	11	23,9	23,9	100,0
	46	100,0	100,0	

5.4.3 Communication

The concept of communication was handled in three different ways, i.e. if employees consider CRM has made information sharing easier and how employees prefer to receive information about CRM developments. Table 15 is a bit contradictionary as on the other hand 64 % has noted improvement in information sharing meanwhile
it has not improved the cooperation within the same chain of sales (network sales and segment sales). Judging by the comments it sometimes seems tricky to find the information needed in CRM.

Table 15. Information sharing in CRM.

	More co-operation between Network sales and Segment sales		Has CRM made it easier to share information	
	Count	Column N %	Count	Column N %
Strongly agree	12	26,1%	8	17,4%
Agree	25	54,3%	21	45,7%
Somewhat disagree	2	4,3%	14	30,4%
Strongly disagree	1	2,2%	3	6,5%
N/A	6	13,0%	0	,0%

The respondents were asked, how they would like to get the information about developments in CRM. Table 16 shows amazingly that old ways, such as e-mails and key user guidance are considered better channels than modern intranet. Somebody wanted to be informed by “local support”.

Table 16 Info channels.

	Info through Compass	Info through e-mail	Key users running Live meetings	Other
	Count	Count	Count	Count
YES	7	22	13	4
NO	39	24	33	42

5.5 People and leadership

In this part of the survey the idea was to chart more reasons for the reluctance of CRM use despite the clear motivation of managers to use it and encourage the subordinates to do so also (table 17). The activeness of the managers was, of course, very positive news.

Table 17. Manager himself is an active user of CRM.

	My manager is an active user of CRM		My manager encourages me to use CRM	
	Count	Column N %	Count	Column N %
Strongly agree	7	15,2%	10	21,7%
Agree	26	56,5%	28	60,9%
Somewhat disagree	7	15,2%	5	10,9%
Strongly disagree	2	4,3%	1	2,2%
N/A	4	8,7%	2	4,3%

On the other hand the results of the tables 18 and 19 cause slight confusion as on the table 18 many methods of spurring are eagerly ticked by everybody but when we see the results of the table 19 managers in practice did not consider important to choose so many methods of encouragement. It was striking to notice that quite many managers were happy to tick only the first alternative “I actively use the system”. The level of urging employees to train themselves or informing them of the strategy was not very high. The last but not least depressing observation was that managers are not able to express that their subordinates are important.

Table 18. How a manager should encourage employees.

	YES		NO	
	Count	Row N %	Count	Row N %
My manager actively uses CRM	28	60,9%	18	39,1%
My manager simply pushes me to use it	6	13,0%	40	87,0%
My manager is in favour of training	15	32,6%	31	67,4%
My manager explains what benefits we gain	19	41,3%	27	58,7%
My manager listens to me	14	30,4%	32	69,6%
My manager gives me regular feedback	9	19,6%	37	80,4%
My manager makes me feel important	6	13,0%	40	87,0%
Other	5	10,9%	41	89,1%

Correlation tables 2 and 3 in Appendix 4 show that manager as a role model has clearly a positive influence on the subordinates both by using the system himself but

Table 19. How a manager encourages employees in practice.

	YES		NO	
	Count	Row N %	Count	Row N %
I actively use the system	23	65,7%	12	34,3%
I push subordinates to use CRM	8	22,9%	27	77,1%
I urge subordinates to train themselves	8	22,9%	27	77,1%
I explain what benefits we gain	12	34,3%	23	65,7%
I am ready to listen to the daily problems	13	37,1%	22	62,9%
I give regular feedback	8	22,9%	27	77,1%
I make the subordinate feel important	3	8,6%	32	91,4%
Other	0	,0%	35	100,0%

yet more positive feelings about the tool are generated if the manager encourages the subordinates to use the system. According to table 4 in Appendix 4 it increases the use of CRM if the manager is an active user himself.

Figure 8 earlier can also be studied once more in this context as it points to the same direction, i.e. lack of full commitment to CRM.

5.6 Some other influencing factors

Economic downswing that started year 2008 hit the marine markets with full strength in 2009, which also led to reduction of workforce in Wärtsilä Ship Power. The reduction among the sales personnel was about 80 persons.

5.6.1 Reducing workforce and prioritization of CRM

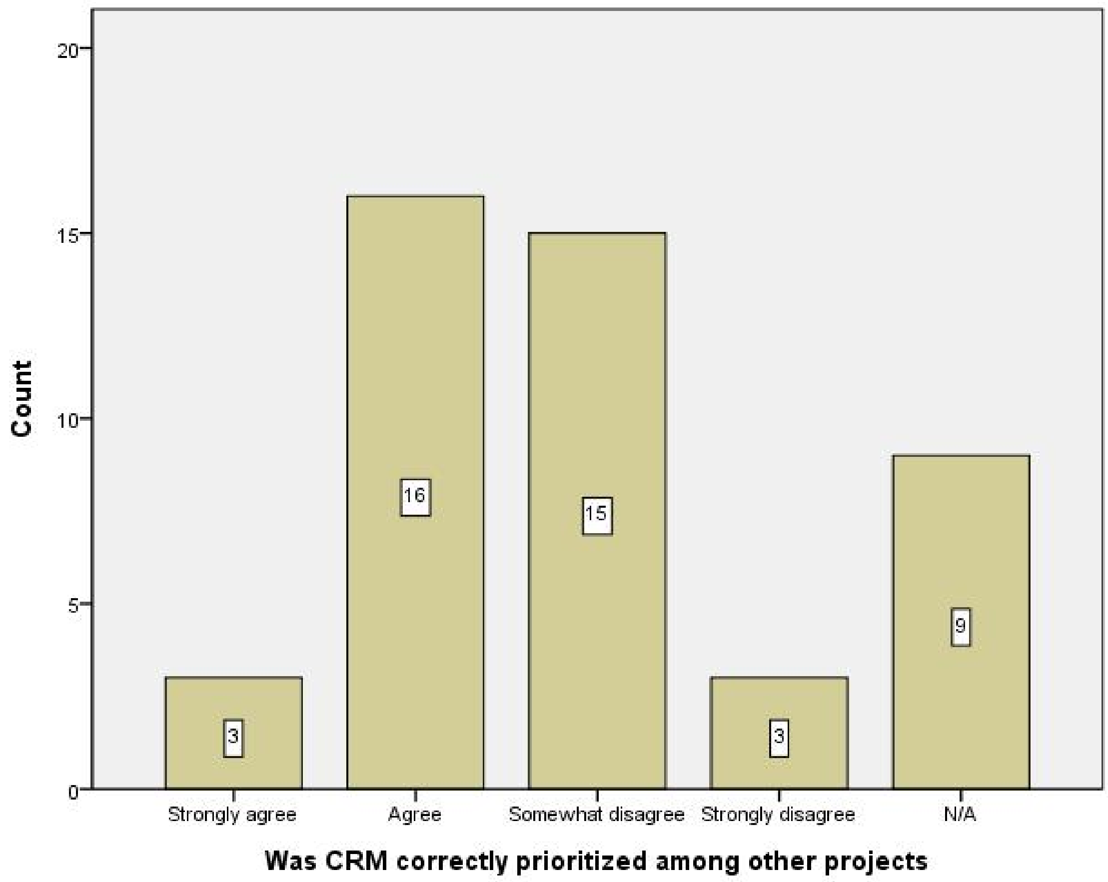

Figure 9. Prioritization of projects.

Figure 9 supports the original assumption of CRM being a project one too many in the row of the several projects. Employees simply are too tired to digest too many new IM-systems at the same time. They need to understand what the priority is.

Figure 10 seems to disapprove to some extent the original assumption of financial crisis having had some impact on adoption of CRM. The respondents did not feel especially discouraging that the number of employees was significantly reduced during

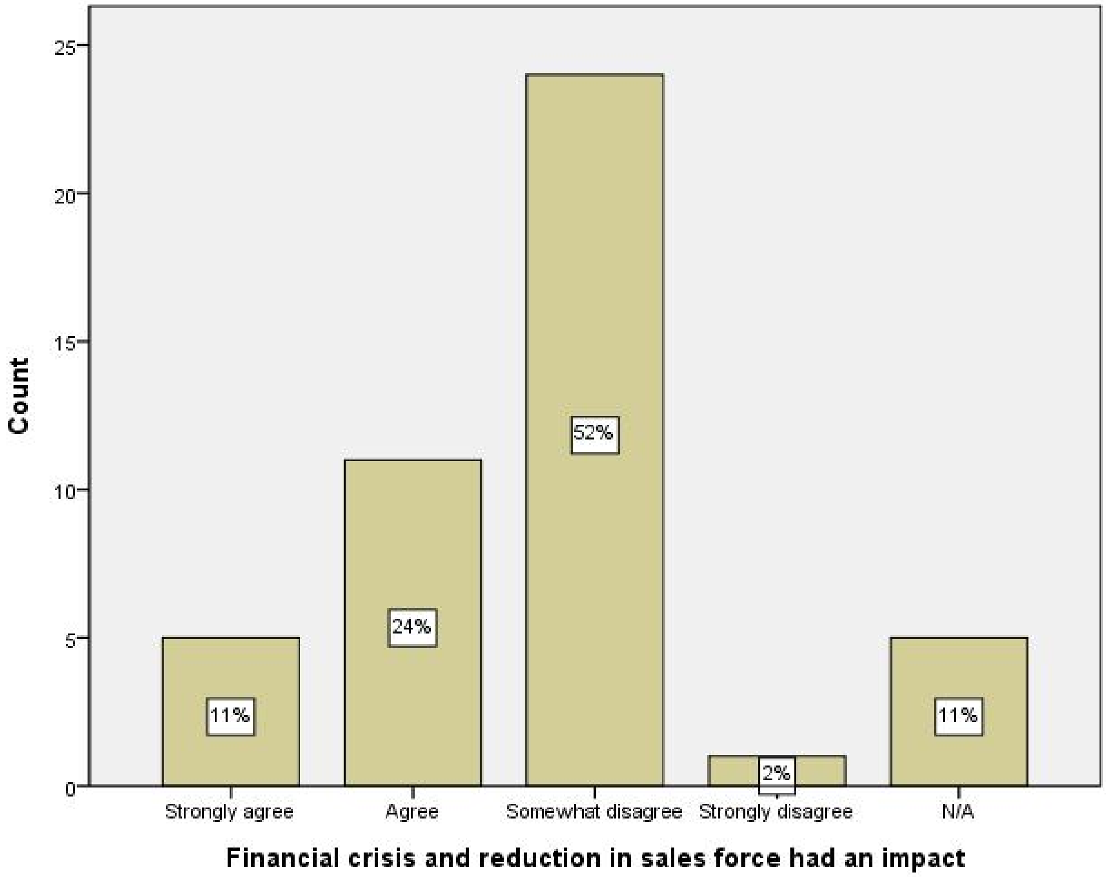

Figure 10. Impact of financial crisis and economic downturn.

2009. There were some separate comments about negative impact though: one comment indicating that having less projects means more people in existing projects creating a mess globally and another comment claiming that taking care of 3-man job does not allow to do customer visits.

5.6.2 Open field

Open field for own suggestions to improve the adoption of CRM brought out the following views among other things:

- Better offline (remote capabilities)
- Now we have to maximize time with the customers and this is why there is no time to complete CRM properly
- CRM is a new tool. Time consuming as there is lack of training. Reduction of resources increased the workload
- I have no idea how to look for the project.
- Let’s get it simplified. Let’s get the data quality up. People should recognize the value finally – the tool is not the problem. We are developing it to wrong direction.
- The tool needs to be simple not spending so much time on documenting. We do not see how the tool supports the company.
- No lack of cooperation but lack of understanding and simplicity

6 Conclusions

In this chapter I evaluate the reliability and the validity of the research and evaluate the findings. There is also discussion about the liaison of the results with the theory and previous survey. Overall assessment about the status of CRM in Wärtsilä is given and some development ideas presented.

6.1 Representative sample, reliability and validity of the research

The validity and reliability of the qualitative research is more difficult to define than in quantitative research. They are best to understood through trustworthiness, quality and rigor. (Golafshani 2003, 597–607.) In my survey the quality was guaranteed as employees in different positions and different countries were chosen for the preliminary interview and questions were based on CRM literature as well as the on the previous Wärtsilä survey. It seemed though that it is quite difficult for people to talk about organizational and leadership issues, they rather talk about the tool and turn back to it even though the interviewer tries to guide them deeper in the topic. Thus the deepest sentiments were not revealed.

In a quantitative survey the aim is to take a representative sample of the target group. In this case the stratified sample guaranteed that different subgroups were sufficiently involved. As the size of the target group was relatively small and the number of the respondents only 46, the results were easy to handle and control.

Reliability of the quantitative survey is a bit difficult to estimate, as the survey should be repeated with the same questions, for example to send it to some other sales managers than were chosen now and see if the results would be the same. Obviously the results would be about the same as even now the results were what were expected. Good reliability was pursued by choosing carefully a stratified sample and aiming at a good answering percentage, which we eventually achieved.

All the questions were carefully discussed in a team of specialists before sending the questionnaire. This is supposed to improve the validity of the survey. The results can be generalized, as the theory already revealed the same kind of outcome. The value of the research may be degraded by the fact that the respondents obviously did not always concentrate on the questions. For instance in the question 15 quite many first choose the option that they do not have any problems and right after they mention plenty of the problems. Also when the goals of the CRM initiative were to be listed somebody could mention that he knew all the goals but finally tick also the alternative that he has never heard of them. I tackled this confusing situation by reasoning what the person had actually meant, by concluding from surrounding alternatives that were chosen. Still there is uncertainty how respondents have understood Wärtsilä CRM strategy. The question 6 was maybe too complicated. There were also some separate comments that confirmed this perception as the added value involved was not seen.

Some other inconsistencies noticed among the questions were that if you tick that you have never heard about the goals of CRM initiative, you should not be asked to scale this answer as now was the case. Also the question about the training and on what subjects training is needed; the alternative C could have been omitted as the previous

A and B could be ticked simultaneously and thus gave the same result as C (“both”). The question no 33 can be criticized irrelevant as it is not easy to say if financial crisis had any impact on CRM implementation. On the other hand respondents came to the same conclusion by indicating that they did not see any connection between economic downswing and adoption of CRM. Some questions indeed were not formulated well or thoroughly considered, which unfortunately was not revealed in the testing phase, but eventually they did not ruin the validity of the questionnaire.

6.2 Development of CRM in Wärtsilä from 2009 to 2011

Some comparison to the previous survey can be made even though the surveys were not quite compatible. Besides the tool the current survey tried to investigate people and process issues as well. The number of CRM users has continued being on a good level and even increased: according to this survey 89 % of the users are actively taking advantage of CRM. The satisfaction with the tool is increasing (from 30 % to 50 %), the satisfaction with the key user performance has improved from 30 % to 76 %.The respondents tend to believe now that meeting the sales targets is improving as well (from 41 % to 63 %) as customer loyalty (from 29 % to 61 %) thanks to the system. The share of managers using the system has considerably increased, as three years ago about 50 % of the managers were using CRM, but now the figure is 72 %.

What seemed to remain the same as three years ago is the interpretation of the inadequacy of training and the complaints about the heavy workload due to complexity of the tool. Using dashboards is also continuously on a low level.

Information sharing is quite good and managers’ overall commitment is good. They just need to understand that setting an example, as good as that is, is still not enough. They seem remote from the daily life of the subordinates. It might be called passion or similar, but the managers need to show clearly that they support the subordinate or that problems can be solved together.

6.3 Findings vs. theory and proposals for improvement

The findings are pretty much in line with the theory. The typical interface is training, for instance. There is never enough training. As Oksanen states in the chapter 2.4 CRM is not a project but a continuous process and therefore it is recommended to have more resources to take care of the training issue. Especially regular training would be appreciated and as to resources key user skills need to be checked – are the chosen persons really the right persons for this role. Different personality types should be taken into account during the training, as Aiken & Keller mention in their McKinsey-Quarterly article. Despite the defects in training it was soothing to discover that so few admitted to have replaced CRM with the old way of working.

This survey did not support the idea raised by the theory (chapter 3.1) that sharing information in CRM would increase the end-user's fear of being easily replaced in the future. Providing information into the system does not actually make anybody less valuable. However some defects are discovered in the information sharing between segment sales and network sales and it would be important to urge these units to have a discussion about improvement in this sector.

As Wärtsilä has a clear CRM strategy the CRM goals have been communicated and they are quite understandable for the respondents once you asked about them, but it may be that the objectives have not been broadcasted regularly using all the existing communication channels. It was stated earlier that a good strategy turns CRM a productive tool. A partial failure in delivering the strategy might also explain the amazing non-commitment to the development of the CRM tool (75 % of the respondents). The professionals and nominated employees (disciples to the vision by Paton & McCalman) need to take care of this issue.

As Oksanen suggests in chapter 2.1 CRM tool is satisfactory in most cases and so it is Wärtsilä Ship Power also, as the utilization rate is now 80 % (those who use CRM at least weekly). However the survey revealed clearly the weakness of dashboards, overall complexity of the tool, which makes it difficult to find necessary information and increases the workload. It is, of course, extremely important to take care of the technology, as it is the base for success mentioned in figure 1.

Managing change is essential for such large-scale projects as CRM is. The most important critical success factor mentioned in chapter 2.6 is management commitment. There are many desired findings about this in this survey when we contemplate how managers themselves have understood their role to set an example and to be active users and how they try to encourage their subordinates. This is also recognized by the subordinates. However something could be improved. The most noteworthy question is to remember the employee's affectionate commitment to work, i.e. managers could show more respect to the employees, give feedback and try to add commitment by explaining "what is in it for me". These elements are not on a poor level, though, except the variable "My manager does not make me feel important". The employee should feel that it is him who is making the change and he should feel excited about it (chapter 3.1).

One of the salient messages of internal marketing is to build corporate identity. I am tempted to think that a Wärtsilä Ship Power employee is able to reach that psychological state, where he feels oneness with a company, once he is well trained, also in terms of strategy, inspired by his superior and genuinely making the change together with his superior and colleagues.

7 The future prospects

It is obvious that the CRM problems that companies are facing are global and consequently the conclusions and improvements, suggested by the thesis are similarly applicable to many companies.

In the future the findings of this thesis could be followed up by additional surveys on the impact of the national or organizational culture on adopting CRM. The sample in this survey was actually too small for researching it. I noticed also that the outcome related to CRM has not been extensively measured in Wärtsilä. According to Kotter the improvement in the performance has to be communicated to be able to anchor the change in the business. CRM could be linked to financial metrics, ROI for instance or continuous key employee metrics like job satisfaction or self-efficacy perceptions.

The CRM is not in jeopardy in Wärtsilä. It is a culture of doing and learning. In my opinion it is following quite an ordinary path that Kotter already observed: it takes usually 5 - 10 years that CRM will be rooted in the company. There is at least no need to restart the project or to change the CRM vendor. The company is going through a natural learning process and will reach the targets in due course.

8 Acknowledgements

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Questions for the preliminary interviews

1) Are visions and strategies clear to everybody and have they been clear from the beginning (why CRM should be adopted). Has it been communicated/defensed enough?
2) Commitment from superiors and management
3) Training and user support
4) Is the sales process clear to everybody? Are the roles in the process clear to everybody?
5) Sales force tool: time consuming or satisfactory?
6) Something else that has disturbed adoptance of CRM in Ship Power?
7) The future or CRM in Ship Power

Covering letter

Dear respondent,

The intention of this survey is to study adoption of company CRM system (Salesforce.com) in Ship Power sales. Purpose is to find out why the system hasn't been fully adopted by users and how internal marketing could be utilized to improve the adoption and attractiveness of the system. Survey is part of Ms Eija Zetterman-Nzewi thesis in the Metropolia University of Business Administration.

The planning of the customer relationship management system implementation to Wärtsilä started 2005. Project planning continued 2006 and kick-off took place 2006 – 2007. Selected application was Salesforce.com. Pilot was implemented 2007 in Norway, Italy and the Netherlands (200 users altogether) and as the results of the pilot phase were good, the global roll-out took place 2008. Implementation was finished and the project closed 2009.

Many factors can have influenced the failure to achieve full adoption of CRM in Ship Power. We ask for your kind support to respond to the questionnaire and this way enable us to support you in using of CRM and improve the way of working. Results will also be utilized to develop CRM further.
The survey will be conducted as a stratified sample globally among Ship Power sales personnel. Your responses will be treated confidentially.

Remember that you really can influence!

Please answer by 07.10.2011

Mauro Sacchi
Director, Quality and Operational Development

E-questionnaire

1) My age
    a. Under 25
    b. 26-35
    c. 36-45
    d. 46-55
    e. 56-

2) How long have you been using CRM?
    a. Less than 1 year
    b. 2-3 years
    c. More than 3 years

3) Location (a drop-down menu)*

4) I work for
    a. Offshore segment sales
    b. Merchant segment sales
    c. Specials segment sales
    d. Network sales

5) I am a
    a. Sales director
    b. General manager
    c. Segment Sales manager
    d. Sales manager (network sales manager)
    e. Sales engineer
    f. Other, what?______________________

6) I think Wärtsilä adopted CRM for the reasons below; (tick all those applicable and indicate how well each goal was achieved on a scale 1-5 where 1 =not achieved & 5 = very well achieved)
    1 2 3 4 5

    a. To optimize life-cycle revenues and profits
    b. To increase customer loyalty by creating customer satisfaction
    c. To increase efficiency
    d. To share sales information globally within and cross-business

e. To forecast and budget the sales proactively
f. To reduce workload and reorganize the work
g. I do not know why it was adopted, I was never told
h. Any other, please specify______________________________

7) I use CRM
   a. Daily
   b. Weekly
   c. Once a month
   d. Occasionally
   e. Not at all

8) I think CRM is a great tool and it supports me in my daily work?
   a. Strongly agree
   b. Agree
   c. Somewhat disagree
   d. Strongly disagree
   Specify your answers____________________________________

9) I use CRM to run reports
   a. Yes
   b. No

10) If you answered 'Yes' to 9 above, is it easy to find a report that serves your needs?
   a. Strongly agree
   b. Agree
   c. Somewhat disagree
   d. Strongly disagree
   Any comment_________________________________

11) I use CRM to review dashboards?
   a. Yes
   b. No

12) If you answered 'Yes' to 11 above, is it easy to find a dashboard that serves your needs?
   a. Strongly agree
   b. Agree
   c. Somewhat disagree
   d. Strongly disagree
   Any comment_________________________

13) I use CRM to enter data into the system

a. Yes
b. No

14) If you answered ‘Yes’ to 13 above, is it easy to use the system?

a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
   Any comment___________________________

15) The factors that discourage me from using CRM, tick all that apply, are:

a. In fact I do not have any problems
b. I do not know how to use it
c. It is time-consuming to fill in so much information
d. It is not well integrated with other tools (QMS, SAP)
e. I have found another way/old way to do the same easier
f. It is not designed for my needs and does not give me any added value
g. I do not know what part I am responsible to update in CRM
h. I do not have time to learn it properly
i. It is not a simple tool
j. Something else
   Please specify your answers_____________________

16) I believe Ship Power will improve the functionality of CRM to my satisfaction

a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
e. N/A

17) I have got enough training in CRM

a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree

e. N/A

18) The quality of training has been good

a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
e. N/A

19) More training is needed , please tick all that apply

a. Not needed
b. On sales
c. On functionality
d. On both
e. Other, please specify ____________________________

20) The following type of training should be available, please tick all those that apply

a. hands-on training
b. Live meeting demos
c. training guides
d. personal guidance (key user)
e. training through a case study
f. Other, please specify_______________

21) I know who my Key CRM user is?

a. Yes
b. No

22) If you answered 'yes' to 21 above do you get full support from key users when needed?

a. Strongly agree

b. Agree
c. Somewhat disagree
d. Strongly disagree
If you ticked alternatives c or d what are the problems________________________

23) Please indicate how you prefer to receive information concerning CRM developments
a. Compass
b. E-mail
c. Key-users running Live meetings
d. Other, please specify_____________________

24) According to you, do CRM functionalities support Ship Power sales process?
a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
Please, specify your answer__________________________

25) I would like to be involved in the developing work of CRM?
a. Yes
b. No

26) I think it is important to have more co-operation between Network sales and Segment sales to enable use CRM smoothly
a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
e. N/A
Specify, why and what kind of interaction?________________________

27) Has CRM made it more easy to share information with others
a. Strongly agree
b. Agree

c. Somewhat disagree
d. Strongly disagree
e. N/A
If you ticked alternatives c or d, what do you think is a reason____________________

28) My manager is an active user of CRM

a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
e. N/A

29) My manager encourages me to use CRM?

a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
e. N/A

30) The best ways for the manager to encourage me to use CRM is that

a. My manager himself actively uses the system
b. My manager simply pushes me to use it
c. My manager is in favour of training
d. My manager explains to me what benefits we gain out of the system
e. My manager shows understanding and listens to my daily problems in CRM
f. My manager gives me regular feedback
g. My manager makes me feel important
h. Other, please specify __________________

31) I am a manager (other respondents skip this) and implement the activities men tioned in the question 30)

a. I actively use the system myself
b. I simply push subordinates to use it
c. I urge subordinates to train themselves
d. I explain what benefits we gain out of the system

e. I am ready to listen to the daily problems in CRM and try to help
f. I give regular feedback
g. I make the subordinate feel important
h. Other, please specify ___________________

32) In Ship Power recently several projects ran at the same time e.g. Shape & QMS. Was CRM correctly prioritized among them?

a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
e. N/A

33) The financial crisis and the reduction in our sales force has had an impact on CRM adoption

a. Strongly agree
b. Agree
c. Somewhat disagree
d. Strongly disagree
e. N/A

If you agree, explain how it affected and do you have a similar fear for the future?_______________________

34) Please state anything else that you think could increase the adoption of CRM

____

*

WBR = Wärtsilä Brasil

WCH = Wärtsilä Switzerland

WCL = Wärtsilä Chile

WCN10 and 15 = Wärtsilä China

WDE = Wärtsilä Germany

WES= Wärtsilä Spain

WFI = Wärtsilä Finland

WFR = Wärtsilä France

WUK = Wärtsilä United Kingdom

WGR = Wärtsilä Greece

WHK= Wärtsilä HongKong

WIN = Wärtsilä India

WIT = Wärtsilä Italy

WJP = Wärtsilä Japan

WKR = Wärtsilä Korea

WNL = Wärtsilä Netherlands

WNO = Wärtsilä Norway

WRU= Wärtsilä Russia

WSA = Wärtsilä South Africa

WSG10= Wärtsilä Singapore

WTW= Wärtsilä Taiwan

WNA= Wärtsilä North America

Correlation tables

Table 1. Correlation between amount of CRM-training and quality of training.

Correlations

		I have got enough CRM-training	The quality of training has been good
I have got enough CRM-training	Pearson Correlation	1	,651**
	Sig. (2-tailed)		,000
	N	46	46
The quality of training has been good	Pearson Correlation	,651**	1
	Sig. (2-tailed)	,000	
	N	46	46

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2. Correlation between the perception of the tool and encouragement to use it.

Correlations

		My manager encourages me to use CRM	A great tool
My manager encourages me to use CRM	Pearson Correlation	1	,463**
	Sig. (2-tailed)		,001
	N	46	45
A great tool	Pearson Correlation	,463**	1
	Sig. (2-tailed)	,001	
	N	45	45

**. Correlation is significant at the 0.01 level (2-tailed).

Table 3. Correlation between the perception of the tool and manager's active use

Correlations

		A great tool	My manager is an active user of CRM
A great tool	Pearson Correlation	1	,352*
	Sig. (2-tailed)		,018
	N	45	45
My manager is an active user of CRM	Pearson Correlation	,352*	1
	Sig. (2-tailed)	,018	
	N	45	46

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4. Correlation between manager's active use and subordinate's density of use

Correlations

		CRM usage	My manager is an active user of CRM
CRM usage (subordinate)	Pearson Correlation	1	,293*
	Sig. (2-tailed)		,048
	N	46	46
My manager is an active user of CRM	Pearson Correlation	,293*	1
	Sig. (2-tailed)	,048	
	N	46	46

*. Correlation is significant at the 0.05 level (2-tailed).