Analysis Of Crm Perspectives Toward Successful Implementation Model

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Abstract: Regarding extensive competitive environment in any business, organizations must change their view to customers as the main assets in their businesses. So, they have to develop new strategies to retain profitable and loyal customers. In the recent years, Customer Relationship Management (CRM) has been emerged from Marketing and Information Technology as the most efficient tool to make customers loyal by improving relationship between organizations and their customers. For organizations, it is vital that they realize CRM nature, definition, real objectives and different perspectives to implement CRM successfully, and the organizations which do not pay attention to CRM concepts will not be success to make strong and long-term relations with their customers. In this paper, it is tried to analyze CRM contents from different perspectives, propose a unified definition and develop a model to implement successful CRM with the consideration of different perspectives.
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Key words: Customer Relationship Management (CRM), Marketing Philosophy Perspective, Business Strategy Perspective, Technology Perspective, CRM Implementation Model

Introduction

In the recent years, economics and businesses` functions have been changed by paradigm Shift`s conditions to become increasingly from product-centric to customer-centric so that making strong and long-term relationships with customers is only one way to success and profitability in any business. Although one-to-one marketing strategy has been considered by commercial organizations in the last 50 years, implementing this strategy was difficult due to face-to-face interaction with all profitable customers. Concerning rapid growth of technology, booming of IT knowledge, and their applications in commercial activities as well as development of Relationship Marketing (RM) strategies a new approach called Customer Relationship Management (CRM) was emerged in order to facilitate making strong and long-term relationship with all profitable customers in the last two decades. CRM focus on building long-term relationships with sustainable customers that create more value for both organization and customer. Businesses of all types and sizes have been motivated to employ CRM to develop and manage the relationship with their customers more effectively in order to achieve comparative advantage. An enhanced relationship with customers can make greater customer loyalty and retention rate which are the main factors for organization`s profitability. Furthermore, the growth of IT has greatly increased the opportunities for marketing, and has transformed the management of relationships between organizations and their customers (Bauer et al., 2002). Concerning CRM implementation, organizations were successful which defined CRM, and realized CRM concept and objectives properly. In this respect, CRM has been defined by researchers, scholars and academicians from different point of views. Although there are different perspectives related to CRM the most definitions have been proposed regarding the three main perspectives including "marketing philosophy", "business strategy", and "technology" (Payne and Frow, 2005).

Regarding around two third failure CRM implementation (Corner and Hinton, 2002) which might be resulted from the inexistence of clear and consistent definition of CRM (Richards and Jones, 2008) related to CRM perspectives, this paper aims to clarify CRM nature and propose a unified definition of CRM based on CRM different perspectives analysis in order to develop a CRM implementation model based on the content analysis.

CRM Perspectives

Over the past fifteen years, many definitions have been provided in the CRM literature. Defining CRM is not an easy task, and it is required for developing a clear understanding of CRM different perspectives, and what CRM application is for an organization. Moreover, the different CRM definitions regarding to different perspectives could be resulted from a new emergence of the concept into two fields of study including "Marketing" and "Information Technology" (Da Silva and Rahimi, 2007).

Although some scholars believe that CRM can be defined regarding various perspectives generally, the academic literature on CRM is related to the three key levels for its defining (Valsechi et al., 2007, Moutot and Bascoul, 2008). From "Customer-facing Level",

CRM is introduced as customer-orientation approach that just deals with customer interactions (Ryals and Knox, 2001). From "Organization-wide Level", CRM is a business strategy that seeks to create mutual value for both customer and the organization (Parvatiyar and Sheth, 2001) as a competitive advantage. Finally, from "Functional Level" CRM is viewed as a pure technological solution which links marketing, sales and customer service functions (Chen and Popovich, 2003). Therefore, the definitions of CRM are proposed based on the three different perspectives including "marketing philosophy", "business strategy" and "technology" (Pedron and Saccol, 2009), and each perspective presents a set of definitions which affects how CRM is implemented successfully.

CRM as a Marketing Philosophy Perspective: CRM from marketing philosophy perspective refers to the customer-orientation approach with the purpose of retaining customers by achieving to customer satisfaction and loyalty (King and Burgess; Nancarrow et al., 2003). This perspective effectively joins the Marketing concept with Relationship Marketing (RM), and concentrates on the important of creating customer value that is only implied in the other perspectives. It emphasizes on successful relationship, and advises organizations to be customer-centric (Zablah et al., 2004). This perspective recognizes that fortified relationship has to create value which is better achieved by organization with a customer-orientation approach (Wilson et al., 2002). It also says that organizations must attempt to continually understand customers` needs and requirements. In this case, all organizations` activities must be organized in order to responsibility to their customers. CRM as a marketing philosophy perspective addresses to the most effective way to achieve customer loyalty by seeking to make long-term relationship with customers (Zablah et al., 2004). In fact, retention of customers through the establishment of such relationships is the crux of the CRM philosophy (Javalgi et al., 2005). According to this perspective, organizations require daily activities to be driven by an understanding of the changing needs and requirements of customers.

CRM as a Business Strategy Perspective: In many studies and researches, CRM has been defined as an organizational business strategy that drives functional plans and actions toward building strong and long-term relationship with customers in order to achieve competitive advantage. CRM as business strategy should be understood as an operational part of shareholder value management for the fields of marketing, sales and customer service. An increase in the value of the customer base refers an increase in the value of the entire organization. Therefore, in this perspective of CRM, organizations` strategy, technology, processes and employee must be aligned towards the goals of acquiring desirable customers and understanding their needs and wants (Mack et al., 2005), and must allocate their resources to build and maintain relationship with each customer based on Customer Life-time Value (CLV) (Kracklauer et al., 2001). Organizations can decide about their strategies with the aid of CLV metrics such as profitability, life-time revenue potential, servicing costs, interests, purchasing tendencies, and service requirements (Thakor et al., 2006). In this regard, organization should be aware which customer relationship is profitable or wanted, and which one does not have profit for the organization (Kale, 2004), so CRM strategy is very important for an organization to choose the relationships that increase profitability. Therefore, many researches and experts in CRM field believe that CRM should be viewed as business strategy rather than other perspectives in the organizations. From this perspective, it is considerable that CRM strategies should be aligned with general strategies of organizations.

CRM as a Technology Perspective: Advances in technology related to databases are critical to the effectiveness of CRM systems (Sandoe et al., 2001). Technology allows for vast amounts of data to be stored and produced when needed (Achuama and Usoro, 2010) with the purpose of providing an interface between the customer and the organization`s employees (Chaffey, 2002). CRM applications take full advantage of technology innovations with their ability to collect and analyze data on customer patterns, interpret customer behavior, develop practice models, respond with timely and effective customized communications and deliver product and service value to individual customers. The technological perspective expresses that CRM is a technological tool for both sales and marketing systems with the purpose of creating customer relationship, and concentrate on the role of IT being used to gather, analyze and apply data to build and manage relationships with customers. Technological tools organize the relationship bonding process (Plakoyiannaki and Tzokas, 2002), and have essential role in supporting the integration of multiple points of contact for the customer (Srevastava et al., 1999). These tools create knowledge from the collected data which is available for management and employees to make relationship with customers.

Analysis of CRM Perspectives

Although there are lots of definitions related to CRM in marketing, management and IT literature from different perspectives for analyzing CRM definitions there was considered the mentioned three perspectives. In this respect, CRM perspectives indicate the benefits, applications, and individual aspect of CRM implementation for the organizations. To follow the

study and analyzing CRM perspectives, in order to understand better CRM concept, there was investigated on CRM definitions, and number of 58 definitions of CRM were collected based on "marketing philosophy", "business strategy", and "technology" perspectives which were presented by researchers and scholars worldwide in the last decade. Selected CRM definitions are represented in Appendix in detail. Table 1 illustrates the summary of CRM definitions according to the main CRM perspectives ("MP" indicates marketing philosophy perspective, "BS" indicates business strategy perspective and "T" indicates technology perspective).

*Table 1: **Summary of CRM Definitions Perspective Basis***

No	Source	CRM Perspective			No	Source	CRM Perspective		
		MP	BS	T			MP	BS	T
1	Winer (2002)	√			30	Zablah et al. (2004)	√		
2	Nairn and Bottomeley (2002)	√			31	Eichorn (2004)	√		
3	Cunningham (2002)	√			32	Harding et al. (2004)		√	
4	Chou et al. (2002)	√			33	Nelson (2004)		√	
5	Wilson et al. (2002)	√			34	Chen and Chen (2004)			√
6	Knox et al. (2002)		√		35	Peppers and Rogers(2004)			√
7	Stone and Foss (2002)		√		36	Missi et al. (2005)	√		
8	Anton and Hoek (2002)		√		37	Mack et al. (2005)		√	
9	Sathish et al. (2002)		√		38	Karakostas et al. (2005)		√	
10	Feinberg and Kadam (2002)		√		39	Boulding et al. (2005)		√	
11	Chaffey (2002)			√	40	Dous et al. (2005)		√	
12	Xu et al. (2002)			√	41	Payne (2005)		√	
13	Bose (2002)			√	42	Geib et al. (2005)		√	
14	Dowling (2002)			√	43	Shang and Lin (2005)		√	
15	Adebanjo (2003)	√			44	Ngai (2005)			√
16	Nancarrow et al. (2003)	√			45	Lindgreen et al. (2006)		√	
17	Newell (2003)	√			46	Chalmeta (2006)		√	
18	Singh and Agrawal (2003)	√			47	Sun et al. (2006)		√	
19	Campbell (2003)			√	48	Tarokh and Ghahremanloo (2007)		√	
20	Zikmund et al. (2003)	√			49	Mendoza et al. (2007)		√	
21	Kale (2003)	√			50	King and Burgess (2008)	√		
22	Kincaid (2003)		√		51	Urbanskiene et al. (2008)			√
23	Croteau and Li (2003)		√		52	Almotairi (2008)			√
24	Kotorov (2003)		√		53	Huang and Wang (2009)	√		
25	Ryals (2003)		√		54	Liou (2009)		√	
26	Gupta and Lehmann (2003)		√		55	Hsieh (2009)			√
27	Rajola (2003)		√		56	Stein and Smith, (2009)			√
28	Ragins and Greco (2003)		√		57	Zameli (2011)		√	
29	Chen and popovich (2003)			√	58	Rouholamini and Venkatesh (2011)			√

As we see Table 1, there is specified the sources of CRM definitions in the three categories based on the main CRM perspectives. So, according to the above Table, various CRM definitions can be analyzed clearly. The findings demonstrates that just less than half of the definitions (48.3%) refers CRM as a "business strategy" while about 27.6% of the definitions are associated with CRM as a "marketing philosophy", and finally around a quarter of definitions (24.1%) have been proposed defined CRM from "technology perspective". Table 2 shows the results of CRM definitions analysis based on the main CRM perspectives.

It seems that there can be a connection between the CRM perspectives so that CRM technological applications support CRM strategy which aims to make and develop relationships between an organization and the customers. Obviously, this

Table 2: Analysis of CRM Definition Perspective Basis

No	Perspective	Number of Sources	Percentage (%)
1	**Marketing Philosophy**	16	27.6
2	**Business Strategy**	28	48.3
3	**Technology**	14	24.1
	Total	58	100

strategy is based on marketing philosophy which focuses on customer-orientation approach as organization`s culture. In other word, CRM as a marketing philosophy is the background for any strategy and IT application where the philosophy guides the CRM strategy (Pedron and Saccol, 2009), and technology enables this strategy to implement successfully. The connection between marketing

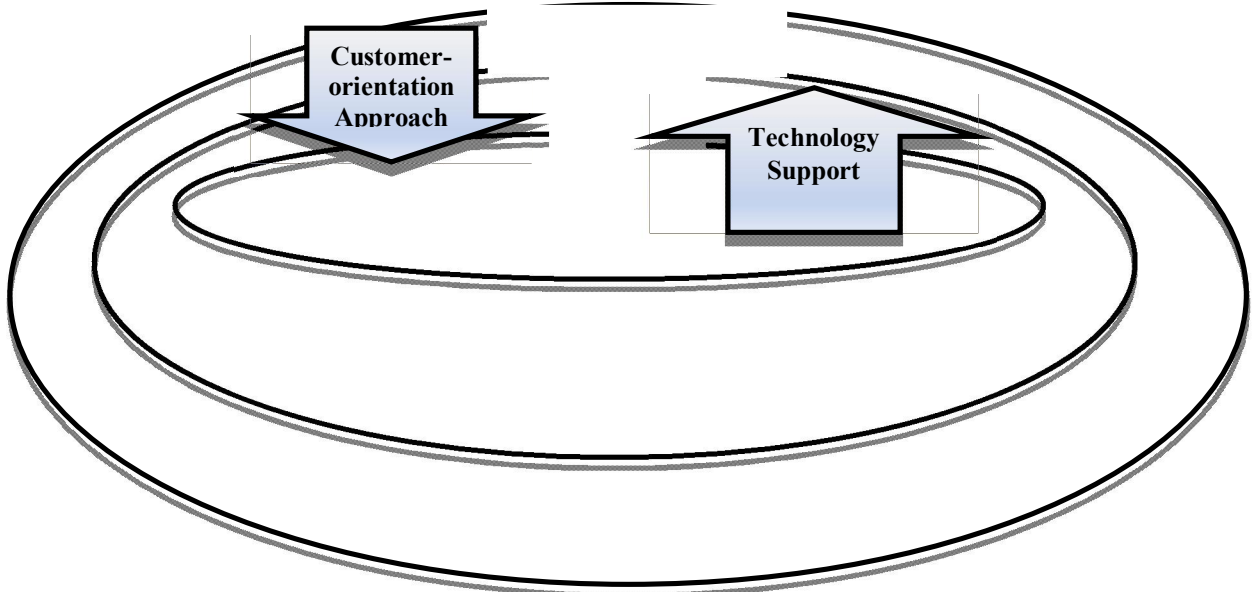philosophy, business strategy and technology perspectives of CRM is shown in Figure 1.

*Figure 1: **Connection between CRM Perspectives***

According to the connection between different CRM perspectives, organizations which interest to implement CRM must believe customer-orientation philosophy as organization`s culture, develop strategies based on this philosophy for making customer satisfaction and loyalty, and use technology in order to facilitate CRM processes and strategies. Consequently, according to above discussion and the result of the CRM definition analysis, CRM can be defined based on the combination of the three perspectives as follow:

"Customer Relationship Management (CRM) is the practical implementation of Relationship Marketing and a competitive business strategy based on Information Technology (IT) to facilitate information analysis and communicate with customers adopted by organizations which have accepted customer-orientation approach as organizational culture, and attempt to have strong and long-term relationships with the customers in order to achieve customers` satisfaction and loyalty."

Concerning successful CRM implementation, considering CRM different perspectives, aspects and concepts is very vital. So, the conceptual model of CRM implementation is presented based on the discussed CRM perspectives and the provided CRM definition. According to this model, the organizations which desire to implement CRM should select appropriate marketing approach based on Relationship Marketing philosophy which is the customer-orientation as organizational culture, and with the aid of appropriate managerial decisions develop the business strategies toward making strong, long-term and profitable relationships with customers. It is considerable that IT systems and technological devices can prepare appropriate infrastructure to facilitate activities such as the processes of interacting with customers, collecting and analyzing customer data for better understanding customers` needs and requirements. Figure 2 shows the model of successful CRM implementation based on integration of the three CRM perspectives.
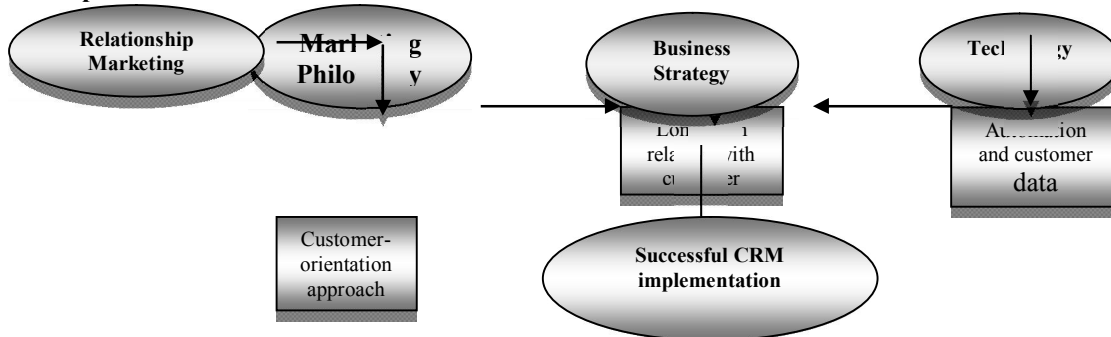
CRM Implementation Model

Figure 2: **Conceptual Model of Successful CRM Implementation**

Conclusion

As the 21st century dawns, IT systems have enabled organizations to develop commercial relationships with the customers, and in this regard, they have launched CRM initiative with the purpose of retaining profitable customers. Although organizations have allocated different resources to implement CRM just 30% of CRM projects are met the organizations` expectations. The waste of time and financial resources can be resulted from misunderstanding of CRM various aspects and perspectives regarding CRM implementation. Therefore, having a proper definition of CRM is very important to implement CRM successfully. The paper aimed to analyze CRM definitions based on different CRM perspectives including marketing philosophy, business strategy and technology and proposing a new definition of CRM based on the combination of the mentioned perspectives. There was also a conceptual model to implement CRM based on the fulfilled analysis and CRM definition from combination perspectives point of view. The developed model can be considered by the organizations which want to implement CRM and achieve to the desirable outcome and success in this respect.

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Appendix
CRM Definitions as Marketing Philosophy

Source	Definition
Winer (2002)	CRM means different things to different people.
Nairn and Bottomeley (2002)	CRM is a long-term business philosophy that focuses on collecting, understanding and utilizing customer information intelligently.
Cunningham (2002)	CRM is all of elements inside the business associated with the customer function connected in an intelligent manner.
Chou et al. (2002)	CRM is an approach that seamlessly integrates sales, customer service, marketing, field support and other functions that touch customers, and it is a notion regarding how organizations can retain their most profitable customers, reduce cost and increase values for them.
Wilson et al. (2002)	CRM is a management approach that enables organizations to identify, attract, and increase retention of profitable customers by managing relationships with them.
Adebanjo (2003)	CRM is one of the fastest growing management approaches being adopted across many organizations.
Nancarrow et al. (2003)	CRM is a process that involves identifying customer wants and expectations, managing them, closely monitoring the customer experience, anticipating problems and taking appropriate actions to foster and nurture relationships.
Newell (2003)	CRM is a philosophy of doing business that will affect the entire enterprise.
Singh and Agrawal (2003)	CRM is an enterprise wide initiative that belongs in all areas of an organization.
Zikmund et al. (2003)	CRM refers to the idea that the most effective way to achieve such loyalty is by proactively seeking to build and maintain long-term relationships with customers.
Kale (2003)	CRM is the use of data related to customer preferences and behaviors to design business process than enhance productivity.
Zablah et al. (2004)	CRM is a philosophically-related offspring to relationship marketing which is for the most part neglected in the literature, and they conclude that further exploration of CRM and its related phenomena is not only warranted but also desperately needed.
Eichorn (2004)	CRM is a set of tools and processes marketed large organizations as a way of facilitating comprehensive customer service organization-wide.
Missi et al. (2005)	CRM is a customer-focused innovation that has attracted business interest and investment.
King and Burgess (2008)	CRM is understood as a customer-oriented management approach where information systems provide information to support CRM processes and thus contribute to customer profitability and retention.
Huang and Wang (2009)	CRM is a customer-centered enterprise management mode, which discovers the customers' value and satisfies their requirements to realize the interaction between enterprise management and customers.

CRM Definitions as Business Strategy

Source	Definition
Knox et al. (2002)	CRM is a business strategy focusing on winning, growing and keeping the right customers.
Stone and Foss (2002)	CRM is the business strategy and mode of operation deployed to maintain and develop relationship with profitable customers.
Anton and Hoek (2002)	CRM is a comprehensive and marketing strategy that integrates technology, process and all business activities around the customer.
Sathish et al. (2002)	CRM is an approach or business strategy which provides seamless integration of every area of business that touches the customer.
Feinberg and Kadam (2002)	CRM has become a strategic imperative for all companies as its effective implementation can increase customer satisfaction, loyalty and retention and so, overall sales and repeat purchases.
Kincaid (2003)	CRM is the strategic use of information, processes, technology, and people to manage the customer's relationship with the company (Marketing, Sales, Services, and Support) across the whole customer life cycle.

Croteau and Li (2003)	CRM is a customer-focused business strategy that aims to increase customer satisfaction and customer loyalty by offering a more responsive and customized services to each customer.
Kotorov (2003)	CRM is a strategy not a solution and can provide enormous competitive advantage if implemented in a cooperative environment.
Ryals (2003)	CRM is business strategy that all its resources destined for relationship building and maintenance efforts should be allocated based on CLV to the firm.
Gupta and Lehmann (2003)	CRM is a strategy used to learn more about customer's needs and behaviors in order to develop stronger relationship with them.
Rajola (2003)	CRM is customer-oriented business strategy that involves many business units such as IT, sales departments, marketing personnel and public relations staff as well as top and middle management.
Ragins and Greco (2003)	CRM is a business strategy that works to ensure every customer interaction (Whether sale or service) is appropriate, relevant and consistent regardless of the communication channel.
Harding et al. (2004)	CRM is business strategy that aims to maximize customer value by exploiting proprietary customer data and analysis to acquire, develop and retain high value customers.
Nelson (2004)	CRM is a business strategy that maximizes profitability, revenue and customer satisfaction by organizing around customer segments, fostering behavior that satisfies customers and implementing customer-centric processes.
Mack et al. (2005)	CRM is a cross-functional strategy for retaining desired customers and can provide the company with an ongoing stream of profits over the lifetime of a customer.
Karakostas et al. (2005)	CRM is a strategic approach for systematically targeting, tracking, communicating, and transforming relevant customer data into actionable information on which strategic decision-making is based.
Boulding et al. (2005)	CRM is a strategy that seeks to create mutual value for both the customers and the firm.
Dous et al. (2005)	CRM is an interactive process achieving the optimal balance between corporate investments and the satisfaction of customer needs in order to generate the maximum profit.
Geib et al. (2005)	CRM is a strategy with the aim of improving the creation and management efforts of firms with respect to their relationships with customers.
Payne (2005)	CRM is a strategic approach concerned with created improved shareholder value through the development of appropriate relationships with key customer and customer segment.
Shang and Lin (2005)	CRM is a strategic approach that integrates process, people, and technology cross functionally to understand organization`s customers, improve stakeholder value, and deliver profitable and long term relationships with the customers.
Lindgreen et al. (2006)	CRM has been increasingly adopted as a core business strategy and invested in heavily by corporations.
Chalmeta (2006)	CRM is a customer-focused business strategy that dynamically integrates sales, marketing and customer care service in order to create and add value for the company and its customers.
Sun et al. (2006)	CRM is to introduce the right product to the right customer at the right time through the right channel to satisfy the customer's evolving demands.
Tarokh and Ghahremanloo (2007)	CRM is a strategy used to learn more about customers' needs and behaviors in order to develop stronger relationships with them.
Mendoza et al. (2007)	CRM is a strategy which includes processes, technology and network capabilities that help a company to organize and manage its relationships with customers.
Liou (2009)	CRM is a key business strategy in which a firm needs to stay focused on the needs of its customers and must integrate a customer-oriented approach throughout the organization.
Zameli (2011)	CRM is a strategy that unites information technology with marketing.

CRM Definitions as Technology

Source	Definition
Chaffey (2002)	CRM can be defined as the use of the internet and IT applications to manage customer relationship.
Xu et al. (2002)	CRM is an information industry term for methodologies, software, and usually Internet capabilities that help an enterprise manage customer relationships in an organized way.
Bose (2002)	CRM is an enterprise-wide integration of technologies working together, such as data warehouse, web site, intranet/extranet, phone support system accounting, sales, marketing, and production.
Dowling (2002)	CRM is a technological-driven or at least technology-supported.
Chen and popovich (2003)	CRM is a technological solution that joins sales and marketing functions.
Campbell (2003)	CRM is leveraging technology to engage individual customers in a meaningful dialogue so that firms can customize their products and services to attract, develop, and retain customers.
Chen and Chen (2004)	CRM is a methodology that heavily employs certain information technology such as database and internet to leverage the effectiveness of relationship marketing process.
Peppers and Rogers(2004)	CRM is a technology or software solution that helps track data and information about customer to enable better customer service.
Ngai (2005)	CRM is supported by such 'software, tools, systems' as technology-based applications and it should include database capabilities to collect and analyze customer information using statistical techniques such as data mining.
Urbanskiene et al. (2008)	CRM is the complex of software and technologies, automating and performing business processes in the following areas: sales, marketing, service, and customer support.
Almotairi (2008)	CRM is an IS approach that enhance the capability of an organization to deal more effectively with its customers.
Hsieh (2009)	CRM is an enabling technology for organizations to foster closer relationships with their customers.
Stein and Smith, (2009)	CRM is as an additional application for existing enterprise resource planning (ERP) or sales automation systems or as a comprehensive platform, which enables different degrees of utilization.
Rouholamini and Venkatesh (2011)	CRM is a term for methodologies, technologies and e-commerce capabilities used by companies to manage customer relationships.

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