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THEME:

Managing Change in a CRM implementation Project

Case Study: OXFORD BUSINESS GROUP.

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LIST OF ABBREVIATIONS

Abbreviation	Meaning
CD	Country Director
COM	Core Operations Management
CRM	Customer Relationship Management
EM	Editorial Manager
FPT	Field Project Team
HRM	Human Resource Management
IT	Information Technology
OBG	Oxford Business Group
PA	Project Assistant
PC	Project Coordinator
RM	Relationship Marketing
ROB	Related Operations Management
SC	Steering Committee

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إدارة التغيير في تنفيذ مشروع إدارة علاقات العملاء

المخلص :

في الوقت الحاضر، تعمل الشركات على جعل إدارة علاقات العملاء (CRM) مصدرا للميزة التنافسية. تهدف إدارة علاقات العملاء من خلال منهج متكامل يقوم على الجمع بين العامل البشري، العمليات، والتكنولوجيا إلى إدارة العلاقات مع العملاء بفعالية أكبر. لا يزال التنفيذ الناجح لهذا المشروع مركزا للإهتمام بالنسبة لكثير من الباحثين والممارسين، وتعتبر إدارة التغيير واحدة من العوامل الرئيسية و الأكثر أهمية في نجاح مشاريع إدارة علاقات العملاء. يهدف هذا البحث إلى فهم مساهمة إدارة التغيير لضمان التنفيذ الناجح لمشروع إدارة علاقات العملاء .

لتحقيق هدفنا، قمنا بإجراء عمل ميداني في مجموعة أكسفورد للأعمال، حيث حاولنا أن نفهم الوضع العام لإدارة علاقات العملاء داخل هذه المنظمة، وكيف أن إدارة التغيير بطريقة عملية و ملموسة تعتبر عامل نجاح في تنفيذ مشروع مجموعة أكسفورد للأعمال لإدارة علاقات العملاء.

الكلمات البحث:

إدارة التغيير، إدارة علاقات العملاء

GERER LE CHANGEMENT DANS UN PROJET D'IMPLEMENTATION DE CRM

Résumé:

Aujourd'hui, les entreprises travaillent à rendre le CRM une source d'avantages concurrentiels. Son approche intégrée est basée sur la combinaison de personnes de processus et de technologies visant à gérer plus efficacement les relations avec les clients. Réussir l'implémentation représente un défi pour de nombreux chercheurs et praticiens, cette réussite est liée à la bonne gestion du changement qui est considérée comme l'un des facteurs clés de succès les plus importants des projets CRM. Cette recherche vise à comprendre la contribution de la gestion du changement afin d'assurer une implémentation réussie du CRM.

Afin d'atteindre notre objectif, nous avons mené un travail sur le terrain au sein d'**Oxford Business Group** où nous avons essayé de comprendre la situation générale du CRM dans cette organisation et comment la gestion du changement est concrètement un facteur de succès dans l'implémentation du CRM.

Mots-clés:

La gestion du changement, la gestion de la relation client (CRM)

MANAGING CHANGE IN A CRM IMPLEMENTATION PROJECT

Abstract:

Nowadays, companies are working to make CRM a source of competitiveness advantage. Its integrated approach based on the combination of people, process, and technology is aiming to manage more effectively relationships with customers. A successful implementation has been the center of interest for many researchers and practitioners and change management is considered as one of the most important key factors of success in CRM projects. This research aims to understand the contribution of change management to ensure a successful implementation of CRM.

To achieve our target, we have conducted a fieldwork in Oxford Business Group where we have tried to understand the general situation of CRM inside this organization and how change management is concretely a success factor in OBG CRM implementation.

Keywords:

Change Management, Customer Relationship Management

GENERAL INTRODUCTION

General Introduction

Nowadays, an increasing competition is shaping the world of business. Organizations are competing in a global market where competitive advantage can be achieved in different ways. Since decades, academicians and practitioners of management have been giving set of tools and methodologies which respond to the needs of organizations, and the environmental specifications: ISO certifications, 6 Sigma, ABM, Lean management, latest technological solutions.

As it is obvious in many articles and surveys *-mentioned below-*, a big part of companies has chosen to concentrate on acquiring and building beneficial and sustainable relations with their customers. This is not new, But new elements are emerging: continuous development of business processes, rapid technological advances, and increasing interest in human factor give new ways to do it. It is the case of the Customer Relationship Management (CRM) which is an interaction between all those elements to address customers, increase their loyalty, and sustain competitiveness.

A recent press release of Gartner (May, 2014) *-the world's leading information technology research and advisory company-* says that worldwide Customer Relationship Management Software market worth \$20.4 Billion in 2013, up 13.7 percent from \$18 billion in 2012¹. Even though, 80 Percent of revenues come from North America & Western Europe, the trend is shifting to new markets in Middle East and Africa², areas with more IT spending to modernize their infrastructure. This market is expected to expand to nearly \$36.5 Billion in 2017³.

In fact, implementing a CRM into a company is an expensive investment. Companies consider Customer Relationship Management software to be the top priority for more spending on enterprise applications around the world (Gartner, 2014).

But the same report doesn't hide that up to 55 percent of CRM implementations have failed to meet expectations. IBM Business Consulting revealed that 14 percent from 370 companies worldwide thought they are fully utilized successfully their CRM applications, and three-

¹ <http://www.gartner.com/newsroom/id/2730317> / Date: 05/03/2014 at 10h

² Ibid

³ Laurie F. Wurster et al., «Forecast: Enterprise Software Markets, Worldwide, 2012-2017, 2013 Update», Gartner, 2013.

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fourths of surveyed considered that the decision of CRM ownership was “wrong”¹. And this is what we shall explain in our research.

One question can prevent a loss; what is a Customer Relationship Management? Lacking of a clear understanding of what CRM means can be the factor behind failure. Research has shown that scholars didn't agree on same ideas about CRM (Richard et al, 2007). From narrow technical to large strategic perspective, definitions of CRM vary a lot (Payne and Frow, 2006).

The concept of CRM has been emerging between two fields, Marketing and Information Technology (Da Silva and Rahimi, 2007), and a third field was added, Business Strategy (Pedron and Saccol, 2009).

From a pure marketing perspective, CRM is a customer centric approach with the aim of retaining customers and increasing their satisfaction and loyalty (King and Burgess, 2003). This perspective finds its core concepts in Relationship Marketing (RM). Daily Activities should be driven by understanding of the changing needs of customers (Zablah et al., 2004).

Chen and Chen (2004) qualified CRM to be a methodology that uses heavily information technology like internet and databases to boost efficacy of a business. Advances in databases are critical to the effectiveness of CRM systems (Sandoe et al., 2001). The purpose of CRM is to create customer relationships, using the role of IT as a tool to gather, analyze and apply data to build and manage relationships with customers (Plakoyiannaki and Tzokas, 2002).

In Addition to that, CRM is in the heart of Business strategy. This perspective implies that organizations' strategy, technology, processes and people must be aligned to the goals of acquiring desirable customers (Mack et al., 2005). Many marketing metrics such as profitability, purchasing tendencies, service requirements, Life time value can be used by organizations to decide their strategies (Thakor et al., 2006). Kale (2004) said that organizations are invited seriously to define profitable and wanted customer relationships from those that do not have profit. In this regard, CRM strategy should be aligned with other strategies of an organization.

¹ Steve LaValle and Brian Scheld, «CRM done right: executive handbook for realizing the value of CRM», IBM Business Consulting, 2014.

General Introduction

Investigating key success of failure of CRM implementation was the subject of many studies and researches. Forsyth (2009) examined 700 companies to know causes of CRM failure. Organizational change comes first with 29 percent. It exists other reasons such as; company policies, poor CRM skills. Change management provides appropriate business process to optimize planning for successful implementation of CRM (Kale, 2005). Kale looked at change management as a key factor between success and failure in CRM projects.

Building on that, this study comes to highlight the process of CRM implementation in OBG and change management practices to result a successful implementation. In order to do that, the problem of our research is:

How can change management contribute to a successful implementation of CRM in Oxford Business Group?

To precise the way we treat this problem, the following questions are asked:

- Was the implementation of Oxford Business Group CRM based on tools and techniques used in this field?
- What is change management enablers (tools) prioritized to ensure success when implementing CRM?

To answer these questions, we issue the following assumptions:

- *Assumption 1:* Oxford Business Group CRM implementation was based only on some tools and techniques used in this field.
- *Assumption 2:* Change management can bring actions to address certain shortcomings in CRM implementation project.

To meet our problem, we choose the case of a company that gave us the opportunity to do our internship. Oxford Business Group is a global publisher and consultancy producing annual investment and economic reports on more than 30 countries. Every business intelligence report is based on in-country research by experienced analysts. To identify investment opportunities, OBG draw on more than 1,000 first-hand sources.

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Oxford Business Group gives huge importance to Marketing. A year ago, OBG implemented a Customer Relationship Management Solution to achieve its objectives. The structure of all in-field offices are the same, and CRM application is the same within all offices. This is why we choose Algeria Office to examine Customer Relationship Management implementation and put focus on areas that need change management tools to improve this experience.

Our thesis will be structured in 3 chapters. Below is an outline of them:

*Chapter 1: ‘**Conceptual framework of the research**’.* We present key definitions and related topics, core concepts of CRM and Change management, with presentation of main articles and books used to build our framework.

*Chapter 2: ‘**Research Methodology and Case Study**’.* We will discuss the research methodology and the presentation of Oxford Business Group. Then, we will analyze the general situation of CRM in the company.

*Chapter 3: ‘**Implementation process and change management perspectives**’.* We will show in detail how OBG CRM was implemented and what change management imperatives are necessary to be considered in such a process.

CHAPTER ONE

Chapter 1: Conceptual Framework of Research

While economies are increasingly competitive, and times have been tough, many companies have decided to turn to a new philosophy of Relationship Management. With the aim of maximizing revenues and minimizing costs, businesses have resorted to Customer Relationship Management. It is a tool to connect all parts of the company to deliver an excellent customer experience.

Being closer to the expectations and needs of clients is the backbone of Customer Relationship Management philosophy that finds its rites in the modern marketing. However, the effectiveness of a CRM initiative is related to other factors, some of which are linked directly to marketing techniques, while others are linked to areas such as technology advances and people.

Recent studies have confirmed the hypothesis that failure in managing change is the main cause for CRM systems failure.

This chapter aims to identify a conceptual framework for research detailing some aspects already discussed during our fieldwork. The first section of this chapter is introducing us to CRM, its definitions and perspectives. The second section is dedicated to the concept of Change Management, its definitions, evolution and levels. In a third section, we will align the two concepts of CRM and Change Management and overview contribution of scholars in this matter.

Indeed, sections of this chapter are:

Section 1: What is Customer Relationship Management?

Section 2: Overview of Change Management;

Section 3: Managing Change in CRM Implementations.

SECTION1: WHAT IS CUSTOMER RELATIONSHIP MANAGEMENT?

Management of organizations is ensured by a number of strategic elements such as Human Resource Management, Operations Management, Financial Management, Supply Chain Management as well as Marketing. Marketing refers to a variety of issues such as consumer behaviour, market research, advertising management, retailing, digital marketing and Customer Relationship Management.

Many researchers have dealt with the subject of Customer Relationship Management. Scholars have many contributions: Kumar (2010), Buttle (2004), Payne (2007), Brown (1999), Winer (2001), Chen (2003) and many others.

In this section, we will define what CRM is and how CRM emerged and developed both in research and practice. We then present its objectives and different perspectives of it.

1.1 Emergence and evolution of Customer Relationship Management :

Even though, the meaning and domain of CRM still have a big amount of confusion, companies are adopting customer oriented strategies to reach more efficiency in their relationship with customers. Businesses are realizing the need for in-depth and integrated customer knowledge in order to build close cooperative and partnering relationships with their customers¹.

In this stage of the study, it is important to notify that practitioners look at CRM as an approach aiming the development of a full knowledge about customers in order to enhance their professional relationship with a company, while scholars are interested in the scope of CRM, and frameworks to set theoretical foundations regarding processes, technologies and people.

The marketing literature regarding Customer Relationship Management leads directly to a first observation. The two concepts of Relationship Marketing and CRM are used simultaneously.

According to Grönroos (1994), Relationship Marketing is a new paradigm. Marketing shifted from the paradigm of attracting customers to the paradigm of having customers and taking

¹ Atul Parvatiyar & Jagdish N. Sheth, «Customer Relationship Management: Emerging Practice, Process, and Discipline», journal of Economic and Social Research 3(2) 2001,2002, P 01

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care of them. The core of RM is relations, maintenance of relations between the company and the actors in its micro-environment, i.e. suppliers, market intermediaries, the public and of course customers as the most important actor¹. It is all about creating a long term, stable, and win-win relationships.

RM is defined as «*an integrated effort to identify, maintain, and build up a network with individual consumers and to continuously strengthen the network for the mutual benefit of both sides, through interactive, individualized and value added contacts over a long period of time*» (Shani and Chalasani,1992)².

Sheth and Parvatiyar (1995) believe that customer relationship practices have been developing since the pre-industrial era under others names like RM³. CRM as known today is a result of continuous evolution and other factors affecting its growth.

Table1: EMERGENCE OF CUSTOMER RELATIONSHIP MANAGEMENT

Age / year	Characteristics
Pre-industrial Economy	<ul style="list-style-type: none">-Direct interaction between producers of agricultural products and customers.-Development of customized products for customers.-Emerge of relational bonding between sellers and buyers.-Evidence of relationship orientations between marketing actors.
Industrial economy	<ul style="list-style-type: none">-The Advent of mass production.-Emphasis at increasing sales.-Less frequent interaction between producers and customers due to the role of middlemen-Middlemen role leads to transactional orientation in Marketing
Post-industrial economy	<ul style="list-style-type: none">-Huge technological advancement and Information Technology-Total Quality Management philosophy-Intensity of competition as a driven factor to increase concern about

¹ Annika Ravald & Christian Grönroos, «The Value concept and Relationship Marketing», European Journal of Marketing 30,2, P01

² Alok Kumar Rai, «Customer Relationship Management: Concepts and cases», PHI Learning Private Limited, 2008, P 21

³ Atul Parvatiyar & Jagdish N. Sheth, op.cit.

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	customer retention -Automating marketing and appearance of CRM Solutions.
--	------------------------------------------------------------------------------

Source: author's own creation

As mentioned above in the table, CRM as an idea is not new. Even early merchants had the intention to build strong relationships with their customers to keep them coming back. A team of scholars in American Universities delivered an article in the early 2000's about CRM technology adoption¹.

They state that new technologies are the biggest enablers that made CRM as we know it today. IT gives knowledge of who customers are, what they bought and when they bought, and even predictions based on historical behaviour. They posit that CRM is an information technology industry and so the real evolution of CRM is when transformed from a marketing philosophy to an implemented CRM solution into a company via databases, software applications, and automated internal processes.

Table N° 2: EVOLUTION OF CUSTOMER RELATIONSHIP MANAGEMENT

Age	Year	Lessons learned	Milestones
Introduction	1980's to early 1990	Very expensive to maintain	Focusing on automating and standardizing the internal processes to make customers an asset.
Growing	Mid-1990 to end 1990	Some vendors are slow to respond to the internet	Due to the emergence of the web, client/server architecture behind CRM applications would disappear.
Current	2000	N/A	E-CRM
Future	After 2000	N/A	N/A

Source: Yurong Xu, David C. Yen, Binshan Lin, David C. Chou, «Adopting Customer Relationship Technology», Emerald Edition, 2002, P 04

¹ Yurong Xu, David C. Yen, Binshan Lin, David C. Chou, ibid

1.2 Definitions of Customer Relationship Management:

CRM means different things to different people. Between managerial and technological emphasis, the expression Customer Relationship Management came in use since the early 1990s. Many interpretations of CRM perspectives led to the evolution of this concept in two major Fields: Management *-marketing and strategy-* and IT.

1.2.1 Technical definitions of CRM:

From a technical viewpoint, Chen and Chin define CRM as « *a methodology that heavily employs certain information technology such as database and internet to leverage the effectiveness of relationship marketing process*»¹.

Ryals and Payne support the same perspective. They have referred to CRM as « *the usage of IT in implementing relationship marketing strategies*»².

While Starkey and Woodcock give a definition that considers technology as a cornerstone in the organization. They define CRM as « *a process enhanced by IT that integrates the organizations' competences to deliver superior profitable customer value to existing and potential customers*»³.

1.2.2 Managerial definitions of CRM:

The managerial definitions focus on the strategic orientation of CRM. This approach considers that CRM is not just a technology; a broad view could be provided to cover all aspects of CRM.

¹ Chen, Q., Chen, H, «Exploring the success factors of e-CRM strategies in practice», Journal of Database Marketing and Customer Strategy Management, 11(4), 333–43, 2004

² Ryals, L., Payne, A, «Customer Relationship Management in financial services: towards information-enabled Relationship Marketing», Journal of Strategic Marketing, 9(1), 3–27,2001

³Starkey, M., Woodcock, N, «CRM systems: Necessary but not sufficient. REAP the benefits of Customer Management», Journal of Database Marketing, 9(3), 267–275, 2002

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Gray and Byun posit that CRM is «*a primarily strategic business process issue rather than technology which consists of the following components: customer, relationship, and management*»¹.

According to Reinartz and Chugh CRM is «*a strategic process of shaping the interactions between a company and its customers with the goal to maximize the lifetime value of customers for the company as well as to maximize satisfaction for the customer*»².

Brown has also supported the strategic view of CRM as he referred to it as «*a key competitive strategy that is needed to focus on customers' needs and to integrate an organizational customer facing approach*»³.

The analysis of previous definitions shows the lack of an overall view that comprehends all dimensions of CRM. High quality outcomes of CRM depend on the availability of a full and holistic understanding of CRM systems. Therefore, our research adopts a recent definition which is delivered by Francis Buttle. Buttle defines CRM as «*the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high quality customer related data and enabled by information technology*»⁴.

1.3 : **Benefits of CRM:**

With the variety of technology and processes used in every industry, benefits of CRM might vary too. However, a multi-industry study of Reinartz (2004) says that although that variety of companies and their different targets from implementing CRM, it exists a set of common objectives between them⁵.

Richards and Jones (2008)⁶ summarize the benefits of a CRM in seven points:

¹ Gray, P., Byun, J, «Customer Relationship Management», Centre for Research on Information Technology and Organizations, Version 3-6, University of California, 2001

² Reinartz, W., Chugh, P, «Learning from experience: making CRM a success at last», International Journal of Call Centre Management, 4(3), 207–219, 2002

³ Brown, S, «A case study on CRM and mass customization», Wiley, Toronto,2002, P41– 53

⁴ Francis buttle, «Customer Relationship Management, Concepts & Technologies», Elsevier Edition, 2011, P 15

⁵ Nguyen, Papadopoulos, «Exploring the potential benefits of CRM systems in customer centric age: A case study of telecom company in Vietnam»,2011, P 03

⁶ Richards, K.A. and Jones , «Customer Relationship Management: Finding value drivers, industrial Marketing Management», vol.37, 2008, P 120-130

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- 1- The implementation of CRM enables companies to target profitable customers effectively. Using CRM gives measurement for repeat purchases and money spent so it is possible to identify the most profitable customers to serve them better and facilitate long-term relationship with them.
- 2- Improving the quality of communication across selling channels and sharing customer data throughout different levels of the organization in order to narrow the gap between distribution channels and customers and as a result this will boost customer satisfaction and improve customer retention rate.
- 3- Improving sale force efficiency and effectiveness. As salespeople have access to customer data immediately so they can acquire a more positive impact on customers. Implementing a CRM can help to achieve a 270% increase in business unit profits.
- 4- The ability to individualize marketing messages by understanding customer behaviour. Marketing efforts are devoted from products toward individual customers. Individualized marketing messages help in building brand awareness.
- 5- Customisation of products. Leveraging customer data supports the process of identifying customer needs so companies can produce more suitable offers¹.
- 6- Creating a motivation for the organization to understand more about its customer's preferences and tastes. CRM provides marketing personnel with necessary data to reduce the required time to resolve customer's disputes.
- 7- Supporting pricing strategy. Cost determination is a key factor to determine the price of a product or a service. A price must cover all fix and variable costs, including those

¹ Mithas, S., Karishnan, M.S. and Fornell, C, «Why Do Customer Relationship Management Applications Affect Customer Satisfaction?», Journal of Marketing, Vol. 69, No.4, 2005, P 201-209

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associated with serving customers. CRM functionalities enable a support to pricing decisions.

1.4 : Major perspectives of CRM:

Over the last years, CRM has generated a lot of interest among academicians and practitioners. The available literature on CRM is salient and prominent, but it is inconsistent and highly fragmented. The reason of this is the lack of conceptualization of this phenomenon (Bull, 2003)¹. Significant convergence exists among users as to CRM's nature. As mentioned above in the introduction, some users suggest that CRM is a specialized collection of technological tools; others go further as they consider CRM as a set of business processes to manage customer relationships. A deep review of literature reveals numerous proposed definitions of CRM. According to Zablah (2003), those definitions advance 5 major perspectives of CRM².

Figure 1: CRM MAJOR PERSPECTIVES



Source: Author's own creation

¹ Bull. C, «Strategic issues in customer relationship management (CRM) implementation», Business Process Management Journal, 9(5),2003, P 592– 602

² Alex R. Zablah, Danny N. Bellenger, Wesley J. Johnston, «An evaluation of divergent perspectives on customer relationship management: Towards a common understanding of an emerging phenomenon», Industrial Marketing Management 33, 475– 489, 2004, P 02

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Table N° 3: DOMINANT PERSPECTIVES OF CRM

Perspective	Description	Implications for CRM success	Representative conceptualization
Process	Buyer– seller relationships develop over time and must evolve to procedure.	CRM success is contingent upon a firm’s ability to detect and respond to evolving customer needs and preferences.	[CRM is concerned with] the creation and leveraging of linkages and relationships with external marketplace entities, especially channels and end users (Srivastava et al., 1999).
Strategy	A customer’s lifetime value determines the amount and kinds of resources that a firm invests in a particular relationship.	CRM success requires that firms continually assess and prioritize customer relationships based on their relative lifetime profitability.	[CRM enables companies to] invest in the customers that are (potentially) valuable for the company, but also minimize their investments in non-valuable customers (Verhoef & Donkers, 2001).
Philosophy	Customer retention (and hence Profitability) is best achieved through a focus on relationship building and maintenance.	CRM success requires that firms be customer-centric and driven by an understanding of customers’ changing needs.	CRM is not a discrete project. It is a business philosophy aimed at achieving customer centricity for the company (Hasan, 2003).
Capability	Long-term, profitable	CRM success is	[CRM] means being

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	relationships result only when firms are able to continuously adapt their behaviours towards individual customers.	contingent upon a firm's possession of a set of tangible and intangible resources that afford it the flexibility to change its behaviour towards individual customers on an ongoing basis.	willing and able to change your behaviour toward an individual customer based on what the customer tells you and what else you know about that customer (Peppers et al., 1999).
Technology	Knowledge and interaction management technologies represent the key resources firms need to build long-term, profitable customer relationships.	CRM success is primarily driven by the functionality and user acceptance of the technology firms implement in an attempt to build customer knowledge and manage interactions.	CRM is the technology used to blend sales, marketing, and service information systems to build partnerships with customers (Shoemaker, 2001).

Source: Alex R. Zablah, Danny N. Bellenger, Wesley J. Johnston, op.cit.

SECTION2: OVERVIEW OF CHANGE MANAGEMENT

There is much discussion today about Change Management and its vital role in the world of business. In order to response or to anticipate a changing competitive market, companies are aiming to build a capacity for change. In a harsh environment where uncertainty is culminating, change is a major condition for survival by which companies can no longer avoid. Indeed, their effectiveness is increasingly dependent on their ability to change (Vandangeon, 1988)¹. Thereby, it is no more useful for organizations to seek stability

¹ Vandangeon-Derumez I, «La dynamique des processus de changement», Numéro spécial, Les organisations face au changement, Revue française de gestion, Septembre-Octobre, n° 120, P120-138, 1988

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enhancers, but the challenge is about how to acquire the ability to change the organizational mode that governs it (Perret, 1996)¹.

The model of universal and definitive organizational functioning comes to an end, giving way to a model of change presented as essential. According to Peter Drucker (1999): «... *in a revolutionary period as the one we live in, change is a standard* »². This model encourages the organization to develop its capacity to change, to find new methods of coordination and management to improve productivity. Faced with these constraints, the process of change, its conduct and support have become the heart of the strategic thinking of businesses and on the top of their managerial concerns.

2.1: Change inside Management thought:

Change has inspired the reflection of many management researchers. Before the 1950's, Management has been considered as a research and development of a universal model to solve organizational problems. In this perspective, change was no more than a tool of adjustment of a technical nature to realize the overall objectives of an organization. Change was not seen as an objective.

Later on in the late 1950's a focus has been made on the topic of organizational change in order to develop the new organizational theories. In this regard, we can mention the works of Coch & French (1948) who were interested in the way change can be perceived by stakeholders as well as the work of Kurt Lewin (1951) who developed his temporal approach of change cycle (Unfreeze, Move, Refreeze).

The late 1960's witnessed a new dimension in management thought. Change was studied in the shadow of showing importance of environment in the evolution of organizations. The contingency theory of Lawrence & Lorsch (1967) explains the way by which the external environment determines the forms of successful organizations. From this perspective, "the change is the essential element» (Vandangeon, 1998)³.

¹ Perret V, «La gestion du changement organisationnel : articulation des représentations ambivalentes», 5ème Conférence Internationale de management stratégique, 13, 14 et 15 Mai, Lille, 1996

² Drucker P, «L'avenir du management selon Drucker», Edition Village Mondial, 1999

³ Vandangeon-Derumez I, op.cit.

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Facing the complexity observed in the evolution of organizations, reconciliation was made between the two precedent approaches (Singh et al, 1986)¹. During the same period, a certain distinction had been made in the context of change theories: a *radical change* against *marginal change* (Tushman & Romanelli, 1985)², *intentional change* (Child, 1972)³ and prescribed change (Pfeffer & Salancik, 1978)⁴, or change analyzed as a process (Pettigrew, 1987)⁵.

2.2: Defining Organizational Change as a process:

The majority of researches on organizational change have mainly focused on the content of change. However, it seems more important to focus the interest in an approach centred on the change process (Van de Ven & Huber, 1990)⁶. Perceiving change as a process allows knowing how and why an organizational entity changes and develops. This perception conducts to the identification of common mechanisms that are responsible for the emergence of observed events and causal circumstances (Soukas, 1989)⁷.

Our research shows a variety of definitions regarding organizational change. Among all available definitions we choose the following ones:

Poole and Van de Ven (2004)⁸: «*Organizational change is defined as a type of event, empirical observation of a difference in form, quality, or state over time in an organizational entity. This entity might be an individual, a working group, a strategy for an organization, program, product, or an organization as a whole*».

¹ Singh J-V., House R-J. & Tucker D-J, «Organizational change and organizational mortality», Administrative Science Quarterly, Vol.31, n° 4, 1986, P 587-611

² Tushman M-L. & Romanelli E, « Organizational Evolution : A Metamorphosis Model Of Convergence and Reorientation», Research In Organizational Behavior, Vol.7, 1985, P 171 - 222

³ Child J, «Organizational structure, environment and performance: the role of strategic choice», Sociology, Vol.6, n°1, 1972, P 1-22

⁴ Pfeffer J. & Salancik G-R, «The External Control of Organizations: A Resource Dependence Perspective», Harper & Row, New York, 1978

⁵ Pettigrew, A-M, «Context and Action in the Transformation of the Firm», Journal of Management Studies, November, Vol.24, n°6, 1987, P 649 – 670

⁶ Van de Ven A-H. & Huber G-P, « Longitudinal Field Research Methods for Studying Processes of Organizational Change », Organization Science, Vol.1, n°3, 1990, P 213 - 219

⁷ Soukas T. (1989), «The validity of idiography research explanations». Academy of Management Review, Vol.14, 1989, P 551-561

⁸ Poole, M. S. and Van de Ven, A. H, «Handbook of organizational change and innovation», Oxford University Press, New York,2004, P xi

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Yatchinovsky (1999)¹: «Organizational change reflects the way to go from a 'start' state and an 'end' state, between two equilibria of the organization».

Guilhon (1998)²: «Organizational change is a process of radical or marginal transformation that affects structures and organizational skills».

Beriot (1992)³: «Organizational change is a dynamic process that creates a difference in a system between time t and time $t + 1$ ».

2.3: The analysis of the organizational change process:

Studying change as a process posits that it has a beginning and an end. Although this design of change might be determined, it hardly represents a single path to follow. The review of literature reflects that the process of change is studied according to three key approaches: cognitive and psychosocial approach, management approach and temporal approach.

2.3.1: Cognitive approach and the psychosocial approach:

The cognitive approach explains the process of change in cognitive or interpretative schemes. These schemes represent beliefs and shared sense within the organization. They allow identifying the elements that make up a system and finding links between them to have a consistent view of all (Vandangeon, 1998)⁴. This promotes a better understanding to the meaning of the behaviour of actors and their actions. Indeed, representations of organizational actors shape their ways of perceiving and acting that allow them to shape and transform the organization (Perret, 1996)⁵.

Followers of this approach believe that these interpretative schemes, which are shared references among the members of an organization (Moch & Bartunek, 1990), might be drivers

¹ Yatchinovsky A, «L'approche systémique pour gérer l'incertitude et la complexité», ESF, Paris, 1999

² Guilhon A, «Le changement organisationnel est un apprentissage», Revue Française de Gestion, n°120, septembre-octobre, 1998, P 98-107

³ Beriot D, «Du microscope au macroscopie : l'approche systémique du changement dans l'entreprise», ESF Editeurs, Paris, 1992, P 103

⁴ Vandangeon-Derumez I, op.cit.

⁵ Perret V, op.cit.

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of change (Greenwood & Hinings, 1988)¹. Other authors such as, Weick & Browning (1986)² believe that organizational change is a modification of interpretative schemes themselves. From this perspective, the process of change is constructed by interactions between members of the organization. This is about creating new representations collectively shared by organizational actors (HAFSI & Demers, 1989)³.

According to this approach an important place is given to the perception of leadership and its importance as an actor in the management of change. The authors Hambrick, Geletkanycz & Fredrickson (1993)⁴ stated that the interpretation of context by managers is crucial to the decision to change or otherwise stability. For Starbuck, Greve & Hedberg (1978)⁵, in times of crisis, leaders are struggling to consider the change. Weick (1995)⁶ emphasizes this idea by highlighting the importance of the process of "meaning creation" in the study of organizational change processes. According to this view, the top management has a role of "producer of meaning." Weick is based on the fact that the problems are not easily observable as data by the players of an organization. Then, they must build an idea of the problems and situations and give them meaning.

The psychosocial approach, meanwhile, had been built on the works developed by the proponents of Organizational Development School in the 1960s. The belief of this school can be defined as « *a planned move led by the top on the organization as a whole, to improve the efficiency and health of the organization through planned interventions on processes, using the contributions of science behaviour* » (Beckhard, 1975)⁷. So this perspective offers a psychosocial analysis of organizational processes, including the process of change, based on the following assumptions:

¹ Greenwood R. & Hinings C.R, «Organizational Design Types, Tracks and the Dynamics of Strategic Change», *Organization Studies*, Vol.9, n°3, 1988, P 293-316

² Weick K-E. & Browning L-D, « Arguments and Narration in Organizational Communication », *Journal of Management*, Vol.12, 1986, P 243-259

³ Hafsi T. & Demers C, «Le changement radical dans les organisations complexes : Le cas d'Hydro-Québec», Gaëtan Morin, 1989

⁴ Hambrick D-C., Geletkanycz M-A. & Fredrickson J-W, «Top executive commitment to the statu-quo : some tests of its determinants», *Strategic Management Journal*, Vol.14, 1993, P 401-418

⁵ Starbuck W-H., Greve A. & Hedberg R, «Responding to crises», *Journal of Business Administration*, Vol.9, n° 2, 1978, P 111-137

⁶ Weick K-E, «Sensemaking in organizations», Thousand Oaks, CA: Sage Publications, 1995

⁷ Beckhard R, «Le développement des organisations, stratégies et modèles», Paris, Dalloz, 1975, P 12

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- Adequacy between the search for improving efficiency and human development,
- Commitment to social norms in the comprehension of change via group working,
- Commitment to participative approaches as a necessity to the success of change management.

According to the organizational development school, change can be planned only, giving a central place to psychosocial and human dimension. Change would be a result of the will of men and not a natural feature of the organization (Child, 1972)¹. Planning and controlling steps is the essential task in any change process, which leaves no space for initiative and spontaneous actions (Beer, 1976)². This vision of change is systemic in nature as it takes in account the system as a whole and based on stakeholder participation.

However, the leaders of this approach recognize the existence of resistances and proclaim their integration into the analysis of change as reactions related to personal issues of actors, the culture of the organization, rules and procedures. The framework of Kurt Lewin: '*Force Field Analysis*' provides a wide understanding to this topic. According to him, a set of opposing forces stabilize around equilibrium.

As a part of this approach, we can also mention the works of Bennis (1969) as a leader of organizational development in the USA. Bennis builds his theory on the assumption that in order to change an organization, the only sustainable tool is changing its culture³. Likert (1967) joins Bennis as he gives supporting ideas. Likert explains that the planned process of change is based on the culture of the organization. Therefore, in order to change an organization, we must act on the organizational climate and attitudes to influence behaviour⁴. He outlined the importance of establishing a diagnosis of the psychosocial condition and cultural organization to analyze operational modes and the system's ability to accept and implement the desired change. Organizational change is conditioned by an educational

¹ Child J, op.cit.

² Beer M, «The Technology of Organization Development», in Dunnette, M. (Ed), Handbook of Industrial and Organizational Psychology, Chicago, Illinois: Rand McNally, 1976

³ Bennis W, «Organization Development: a system view», Santa Monica, California, Goodyear, 1969, P 37

⁴ Likert R, «The human organization: its management and value», New York: McGraw- Hill, 1967

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strategy that aims to amend the beliefs, attitudes and values of individuals and the structure of the organization.

2.3.2: Management approach:

The most valued dimensions of this approach are the actions of individuals and managerial tools used by stakeholders to lead the process of change. This perspective addresses the change in terms of organization and its components (values, strategy, structure, actors and management system). In this regard, Vandangeon (1998)¹ talked about two types of change:

- *Incremental change*: where only parts of the organization change.
- *Revolutionary or radical change*: where the entire organization changes.

According to a "logical Incrementalism" perspective, Quinn (1980)² offers a specific vision of the process of proceeding in a flexible way and invites change agents to deal with time and organizing the process step by step bringing actions of incremental type. In order to build a vision for an organization, managers must be aware about the need for change.

Also, through studies of strategic change in large companies, Doz & Prahalad (1987)³ highlight the importance of certain managerial tools in the implementation change such as communication. Lawler (1991)⁴ advocates a communication based model which is a combination of approaches like "Bottom Up" type and "Top Down", where the leader sets the direction of change and gives flexibility to players on the details of implementation.

This approach covers also the works of Crozier (1963) and those of Crozier & Friedberg (1977). For Crozier (1963)⁵, the organization is seen as a set of players who have self-interests and own goals and a control on multiple resources such as authority, time, information and human resources. Organizational change is then dependent on the balance of

¹ Vandangeon-Derumez I, op.cit

² Quinn J-B, «Strategies for Change: Logical Incrementalism», Homewood III: Irwin, 1980, P 37

³ Doz Y.L. & Prahalad C.K, «A Process Model of Strategic Redirection in Large Complex Firms: The Case of Multinational Corporations», 1987, P 63-88

⁴ Lawler E, «Strategic choices for changing organisations», in large-scale organizational Change, The Jossey-Bass ed, 1991, pp. 255-271.

⁵ Crozier M, «Le phénomène bureaucratique», Paris, Seuil, 1963

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power between different parties. It may emerge or be stopped by conflicts between divergent interests. In addition, Crozier & Friedberg (1977)¹ consider that the change cannot be defined by a model designed in advance and imposed on the players. They posit that the process of change would be built by a collective process through which resources and capabilities of participants are mobilized to allow the move of the system regarded as a group of human and not as a machine.

2.3.3: Temporal approach:

The temporal approach considers that a process has a beginning and an end without being defined in advance. It is then constructed by the actors. The literature has noticed that several models have been proposed by authors. Two of them gain a lot of presence in change management related topics; Kurt Lewin, and John Kotter.

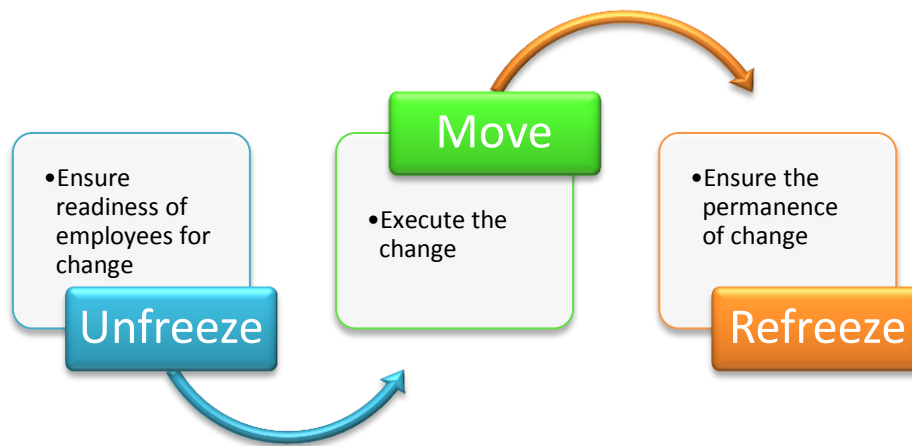
2.3.3.1: The Model of Lewin (1947)²

The model of Lewin (1947) focuses on the understanding of behaviour and existing forces within the organization. These forces are, according to Lewin, of two kinds: the forces of attraction or *drivers for change* and constraining forces that prevent the action of change. As part of a change, the behaviour of the actors would be the combination of these two forces. Moreover, the concept of change by Lewin, is compared to a river changing elements over time even if «*its velocity and direction remain unchanged*» (Lewin, 1947). The change is then resulting in a field of opposite forces, with similar intensities. By analogy to a chemical transformation where a solid element passes to a fluid state before returning again to a solid state that is different from the first, the process of change would be a planned cycle, long and following three phases as mentioned below:

¹ Crozier M. & Friedberg E, «*L'acteur et le système*». Paris : Ed. du Seuil, 1977

² Lewin, K, « The channels of group life, social planning and action research », Human Relations, n°1, 1947, P 143-153

Figure 2: THE MODEL OF KURT LEWIN



Source: Author's own creation

- A- Unfreeze: It focuses on the awareness of stakeholders of the existence of a dissonance between the organization and its environment. Therefore, a desire for change is born throughout the organization. The driving forces push toward new perceptions and emergence of new beliefs. This stage is characterized by instability, loss of reference and a degree of insecurity thus supporting the feeling of a strong need for change.
- B- Move: This phase reflects a movement toward change, exploration of new practices and discussion of those deemed ineffective. Resistance forces to change are weakened
- C- Refreeze: The last stage of the change process is the integration of new practices. It is a convergence and appropriation of new behaviours. In addition, during this stage, a new culture emerged. The new culture might prevent individuals and groups to return to the previous step.

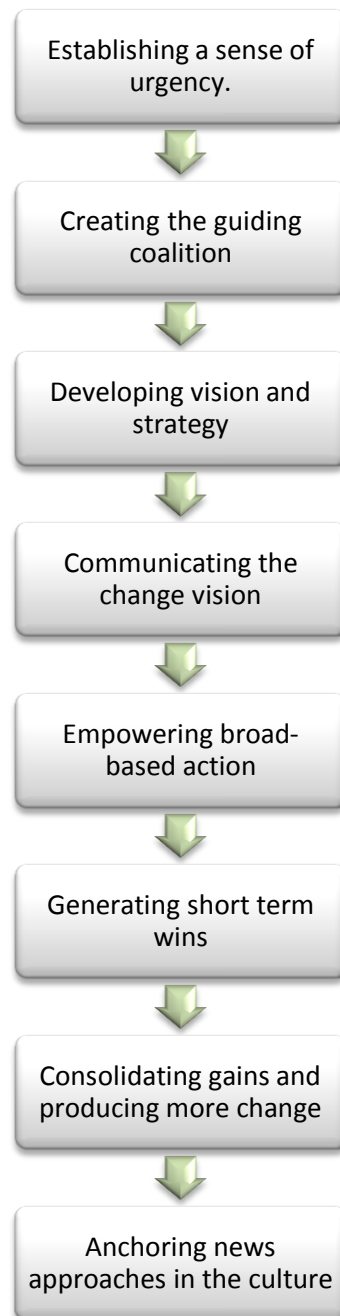
2.3.3.2: The model of Kotter (2012)¹

Successful transformations are all based on one fundamental insight: The major change will not happen easily for a long list of reasons. This model is a strategic type, created in 1969 .It is called the eight-stage change process. Every step contains essential tasks mentioned below:

¹ Kotter J-P, « Leading change », Harvard Business Review Press, 2012, P 23

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Figure 3: THE MODEL OF KOTTER



Source: Author's own creation

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1. *Establishing a sense of urgency :*

- Examining the market and competitive realities.
- Identifying and discussing crises, potential crises, or major opportunities.

2. *Creating the guiding coalition*

- Putting together a group with enough power to lead the change.
- Getting the group to work together like a team.

3. *Developing vision and strategy*

- Creating a vision to help direct the change effort.
- Developing strategies for achieving that vision.

4. *Communicating the change vision*

- Using every vehicle possible to constantly communicate the new vision and strategies.
- Having the guiding coalition role model the behaviour expected of employees.

5. *Empowering broad-based action*

- Getting rid of obstacles.
- Changing systems or structures that undermine the change vision.
- Encouraging risk taking and non-traditional ideas, activities, and actions.

6. *Generating short-term wins*

- Planning for visible improvements in performance, or 'wins'
- Creating those wins.
- Visibly recognizing and rewarding people who made the wins possible.

7. *Consolidating gains and producing more change*

- Using increased credibility to change all systems, structures and policies that don't fit.
- Hiring, promoting, and developing people who can implement the change vision.
- Reinvigorating the process with new projects, themes, and change agents.

8. *Anchoring new approaches in the culture*

- Creating better performance through customer oriented behaviour, better leadership.
- Articulating the connections between new behaviours and organizational issues.
- Developing means to ensure leadership development and succession.

SECTION3: MANAGING CHANGE IN CRM PROJECTS

Some studies have qualified change management to be the factor behind success or failure of CRM initiatives. CRM aims to change the orientation of companies and this generates deep changes in the organization as a whole. In this section we will review the literature that discusses the role of change management in CRM implementations. The following titles attract our interest:

3.1: Sudhir H. Kale, (2005):

As it is mentioned in section 1, CRM is conceived differently. It can be a technology, a process or a strategy, while, it has elements of each of these. Kale posits that CRM is first and foremost a customer-centric philosophy that is translated into a strategy which uses IT and business processes. Kale has shown interest in change management and CRM systems in two articles:

- *Appreciating the Role of Change Management in CRM,*

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- *Change management: Antecedents and Consequences in Casino CRM*

Kale investigates on how change management issues affect CRM implementations. He defines change management as a process of developing a planned approach to desired transformations in an organization. So in a CRM context, change management involves two converging and predominant fields of thought:

- An engineer's approach to improve business performance emphasizing on processes, systems and structures.
- A psychologist approach to handle the human side of change emphasizing on people and help individuals make sense of what the change means to them.

Change management covers at least four initiatives to ensure a successful implementation of CRM:

3.1.1: Leadership:

Kale has valued the role of leadership as an enabler of CRM success. A research about 299 companies conducted by Van Den Bulte found that the top management commitment to drive change is what end-users need to accept CRM introduction. Leadership style and the ability of leaders to implement change become paramount. Leadership involves the way they communicate change to their employees and to show them what the company is trying to achieve and why. Top management needs to sell change internally to allow employees to adopt CRM vision both in rational and emotional terms.

3.1.2: Training:

Training is usually the most under-budgeted area in CRM implementation. As any new implementation within a company, CRM may generate fears of the new system and its practices. Training comes as alleviation to this fear. A company must set a formal training program to provide users with operational capacity to correctly use CRM.

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3.1.3: Change infrastructure:

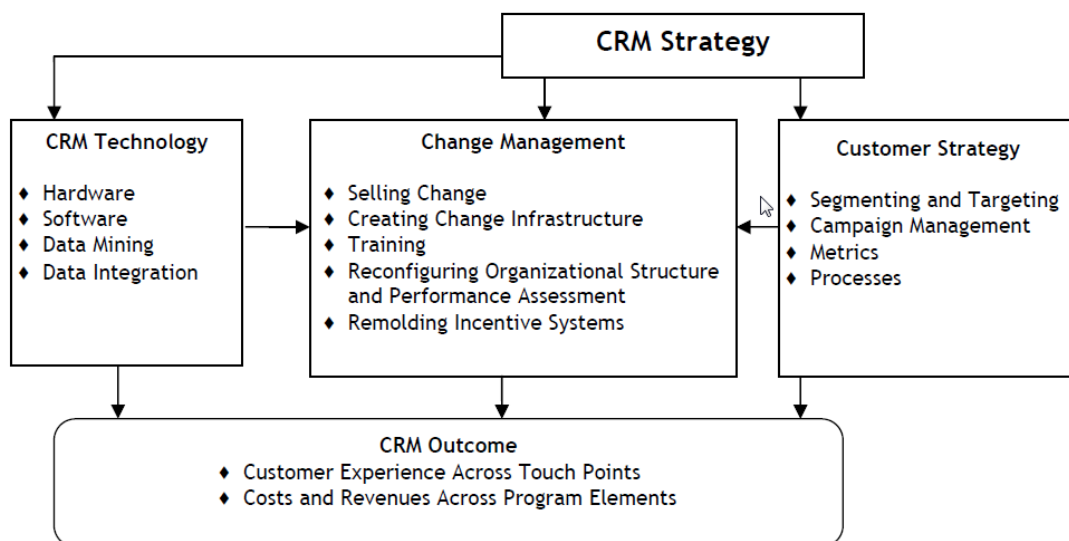
CRM implementation requires a big coordination effort of several individuals within an organization. Therefore it is recommended to establish an infrastructure that identifies key elements to drive the change and define their role in every stage of the process.

3.1.4: Organizational structure & Performance assessment:

The next step after change infrastructure involves assessment of various managers' duties and responsibilities under the CRM project. Also, business units may need to be reconfigured around customer segments.

As mentioned in the Figure 4 below, Kale posits that the nature and conduct of change management derives from the CRM strategy and it is further shaped by the technology solution and the customer strategy stemming from the CRM strategy.

Figure 4: CRM AND CHANGE MANAGEMENT



Source: Kale (2005), Appreciating the role of change management in CRM, p9

3.2: Csaba Deak & Csaba Mester, (2006):

In their study «*Change Management in the backstage of the CRM projects*», the authors start by setting the important elements of CRM that should be carefully managed to achieve higher efficiency in client-treatment. They think that the following combination is the most complete to provide CRM users with a holistic view of relationship marketing:

- CRM strategy
- CRM Information Processes in company
- Purchasing of technological tools for CRM support
- CRM human resources

An initiative of upgrading or new CRM system requires some form of change management. The writers consider that changes are different according to their significance in the organization and their situation in the work of the leaders. Two dimensions are recommended to be considered in CRM project:

- How central place does the change have according to the most important work of the organization? A change can be a key or marginal process.
- How new is change in that environment? A classification is required from new to known.

At the end of their study and after analyzing many international and well known methodological approaches applied by consultants, the authors develop their own project that can be applied in Hungarian companies. Their project consists of applying change step by step for CRM implementation. Every step is a level, and every level contains many tasks.

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Table N° 4: STEPS OF THE CRM PROCESS IMPROVEMENT METHOD

Steps	Tasks
1. Preparation	<ul style="list-style-type: none"> - Recognizing the need for changes - Define your strategic CRM objectives, goals and vision - Forming the leading guiding committee - Vision, general aims - Forming the team in charge of planning - CRM project team development, team education - Accepting the operation model of the modification
2. Situation inquiry, identification of the processes	<ul style="list-style-type: none"> - Detailed determination of the customer demand - Identification of the processes - Determining the business strategic needs - Initial success - Preparing the flow chart
3. Understanding and analyzing the processes	<ul style="list-style-type: none"> - Understanding the structure of the processes and procedures - Determining the value increasing activities - Benchmarking - Problem solving processes
4. Aims of processes	<ul style="list-style-type: none"> - Assessing the opportunities - Detailed definition of CRM aims - Approval of the leading committee
5. Planning new processes	<ul style="list-style-type: none"> - Structure of the new process - Analyzing the information demand

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	<ul style="list-style-type: none">- Choosing the appropriate alternative
6. Technical planning	<ul style="list-style-type: none">- Understand and identify the technology will enable the CRM objectives and goals to be achieved- IT planning- Defining the establishment- Introduction plan
7. Planning of human resources	<ul style="list-style-type: none">- Determining the tasks and labour demand- Determining the needs for management and directing- Planning the new organization and sphere of activity- Communication of changes- Education plan- Planning the changes of the system of incentives- Planning the temporary organization
8. Implementation	<ul style="list-style-type: none">- Continuous communication- Assessing the inclination to changes of the employers- Implementation of the technical planning- Education- Plans of control and implementation- Experimental introduction- Gradual or complete introduction
9. Assessment of the changes	<ul style="list-style-type: none">- Analyzing and assessing the CRM change- Systematic research of further improvement opportunities

Source: Csaba Deak & Csaba Mester, (2006), «Change Management in the backstage of the CRM projects», P 08

3.3: Carl-Erik Wikström, (2006):

The reason behind this study is the lack of scientifically solid research on the topic of CRM success. Wikström looks at organizational change as a challenge that has been raised as an important factor affecting the successful outcome of CRM efforts. He conducts an exploratory study called: «*Organizational change and Customer relationship Management Success*».

Among multiple dimensions potentially affecting a successful outcome of CRM, the author chooses organizational change, as he considers it as a main dimension to be important. Organizational transitions are the most disruptive and difficult CRM targets to reach. Wikström mentions a survey done by CRM forum (Righby, Reichheld and Schefter, 2002) where the majority of responses points that the failure of CRM programs is due to the lack of adequate change management.

Wikström reviews basic concepts as RM, CRM, and then he identifies problem areas of CRM success. The main result of this study is the importance to consider the main change entities and change events and describe them in different levels of observation: environment level, organizational level, individual level.

CHAPTER TWO

Chapter 2: Methodology of research and Case Study

Any project of CRM system must respect universal rules approved by experts on the matter, but a specific understanding of the organization, its activity, its environment, and its actors can help to identify the optimal way to succeed the mission of CRM.

In this second chapter, the first section is devoted to the presentation of the research methodology. Thereafter, in a second section, we will present a short overview about the company Oxford Business Group. The third section is devoted to the analysis of the general situation of CRM in this company.

In fact, the sections of this chapter are:

Section 1: The research methodology;

Section 2: The presentation of the host organization;

Section 3: The analysis of the general situation of CRM in Oxford Business Group.

SECTION1: METHODOLOGY OF RESEARCH

To properly develop our research topic «Managing change in CRM implementation project», and bring a value added through a fieldwork, we conducted a three month internship within the Algeria field office of Oxford Business Group.

To do so, we participated in the operational management in which we were very interested in the field of CRM and change management practices. Our research topic is related to the daily practices of Oxford Business Group.

1.1: Research Process:

To deliver a valuable research, a research process should be defined. A set of activities that are interrelated can constitute the research process¹. There is no unique order to fulfil a mission of research. Therefore we make reference of methodology used in this thesis to a course we had previously during semester 03 of our master « Organizational management», presented by Professor Messaid Amina. H.

1.2: Purpose of the research:

According to Zikmund (2000)², a research could be done for 3 purposes:

- *Exploratory study*: it is recommended if a researcher wants to clarify the understanding of a particular problem.
- *Descriptive study*: it is recommended when studying events that are happening or already happened. It aims to describe a population or a phenomenon and it is conditioned by the availability of literature on the chosen topic.

¹ Malhotra, N.K., «Marketing Research, an applied orientation», 2nd Edition, New Jersey: Prentice Hall Inc., 1996, P 29

² Zikmund, W., «Business Research Methods», 6th Edition, The Dryden Press, 2000, P 8

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- *Explanatory study*: it is recommended when looking to establish causal relationship between variables. Explaining relationships between variables is the main constituent of explanatory studies.

Our study is done in two main phases:

1. *Exploratory phase*: our limited knowledge about CRM implementation drives us to increase our readings and boost our presence in the company to maximum level to acquire this knowledge.
2. *Descriptive phase*: this phase completes the first one as it relies on variables from theory and practice already explored.

1.3: Research approach:

Literature review guides us to choose a deductive approach that relies on existing theories and hypothesis in the field of CRM and change management.

Also, the nature of our problem statement implies the use of a Qualitative approach that can be defined as an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words, reporting detailed views of information, and conducted in a natural setting¹. Other elements support the use of this approach such as the uncertainty of measurement unit.

1.4: Population:

It is not easy to choose among all the population of OBG those who you should interact with to collect necessary data to fuel your study with elements to analyse the studies situation. Adopting a qualitative approach implies a focus on the characteristics of a chosen population and not its statistical representativeness.

¹ Creswell J. W, «Research Design : Qualitative and quantitative Approaches», Sage, Thousand Oaks, CA, 1994

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Our population choice was bas on two characteristics. The first characteristic is to choose managers who were involved in the early stages of the project. This will provide much help to perceive OBG vision about CRM and change management. The second characteristic is to interact directly with people who run and use CRM to check the healthiness of OBG vision and give us elements to build correct findings.

Our interactions in OBG were done as a researcher who is preparing a master thesis and as a Project Assistant who is considered as an actor in the operational management of OBG. This gives place to both formal interviews for the research needs and work meetings for work needs. During three months we were in continuous contact with:

- *Algeria Field Office*: This office was chosen due to geographical matters. It has the same structure of all other OBG Fields offices around the world. The main actors we interact with everyday are: Country Director, Project Coordinator, and Editorial Managers.
- *Department of Digital Marketing*: One interview was conducted with the head of this department from London via Skype. Other regular exploratory and work meetings took place with CRM assistant from the same department. Those meetings were a source for about 70% of information mentioned in this thesis.
- *Department of Circulation and Communications*: One interview was conducted with the Director of the department from London via Skype. The aim of this interview was to gather information relative to the early stages of CRM implementation in OBG.
- *Field Operations Department*: Skype work meetings were conducted with Field Operations Executive, and Logistics Executive.

1.5: Data Collection:

In our study many sources complete each other. According to Walliman (2001), there are two kinds of data. Data is either primary or secondary. In our thesis, we use a combination of both of them:

Chapter 2: Methodology of research and Case Study

- *Secondary data*: this concept refers to data that has been already collected for other purposes or other problems and not the problem in hand. It covers all our literature review we gather from libraries, internet databases, and search engines.
- *Primary data*: this data must fit the case study. It addresses specifically our problem statement. Table 05 presents primary data we use in our thesis and additional information about who provides it, how it has been provided, and its frequency.

Table 05: PRIMARY DATA FOR OUR THESIS

Primary data	Who provides it	Means of communication	Frequency
Focus Group discussions	Algeria Field office CD/PC/EM	Office meeting	Daily
Interview	Digital Marketing Manager	Skype	1
Interview	Communication Director	Skype	1
Survey	We participated in it	Intranet	1
Work meeting	CRM assistant	Skype	Twice a week
Emails	CRM assistant	Intranet	One a week
Work meeting	Field Executive	Skype	Once
Work meeting	Logistics Executive	Skype	Once

Source: Author's own creation

SECTION2: PRESENTATION OF THE HOST ORGANIZATION

2.1: Overview about Oxford Business Group:

Oxford Business Group¹ is a British company with a worldwide reach. It was founded in 1994 by Oxford University graduates. OBG is defined as a global publisher and consultancy producing annual investment and economic reports. Every business intelligence report is based on in-country research by experienced analysts. To identify investment Opportunities, OBG draw on more than 1000 first-hand sources.

¹ [www.oxfordbusinessgroup.com.](http://www.oxfordbusinessgroup.com/) / Date: 07/04/2014 at 11h

Chapter 2: Methodology of research and Case Study

When created, OBG has been at the frontier of mapping new waves of emerging economies. OBG now operates in many of the world's fastest growing markets, offering internationally acclaimed intelligence on regions that are shaping the future balance of economic power.

OBG provides its global readership with the business intelligence they need to stay ahead. The company has access to the most accurate statistics and independent analysis available, assisting clients in making fundamental long-term investment decisions in and about regions where access to knowledge is power.

Working with both public and private sectors, OBG brings a breadth of understanding uncommon in the industry plus an independence of mind that makes its analysis comprehensive and concise.

Today, OBG is present in 3 headquarters in 3 leading cities; London, Dubai and Istanbul and a network of local bureaus in the countries in which it operates. Their staffs come from 30 countries, speaking 18 languages and reach 210 employees. OBG Algeria where we have conducted our internship is located in the following address: Palais Consulaire, 6Bd. Amilcar Cabral. CP.16003 Alger. OBG is partner of *Chambre Algérienne de Commerce et d'Industrie* (CACI) and *Forum des Chefs d'entreprises* (FCE)

2.2: Activities of Oxford Business Group:

As the name of the company suggests, business is at the heart of its mission: international business, which it seeks to encourage through its publications. OBG is a B2B company that has 2 business units:

2.2.1: Economic Publications:

2.2.1.1: The Report

OBG is first and foremost a publisher of economic and business reports that highlight trade and investment opportunities in developing countries throughout the world. Every year OBG produces its flagship called «The Report» in 36 editions. The Report is a macroeconomic study that contains sectorial analysis. All OBG reports follow a tried and tested format. In 32 countries OBG published 216 Reports in 20 years.

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The overall country context is provided before macro environment is explained in detail. Then banking and capital markets are reviewed before each key sector of the economy is reviewed in turn. Chapters set the scene; opportunities are discernible for those knowledgeable in the relevant sectors; and operating challenges are set out.

2.2.1.2: Economic Updates:

In order to address the challenges of timeliness, OBG produces online Economic Updates by way of addition to their annual Reports. Economic Updates are available to OBG global subscribers via emails. An Economic Update is available every two weeks for every country. OBG has produced 25000 original articles in their website.

OBG Operates in the following Regions:

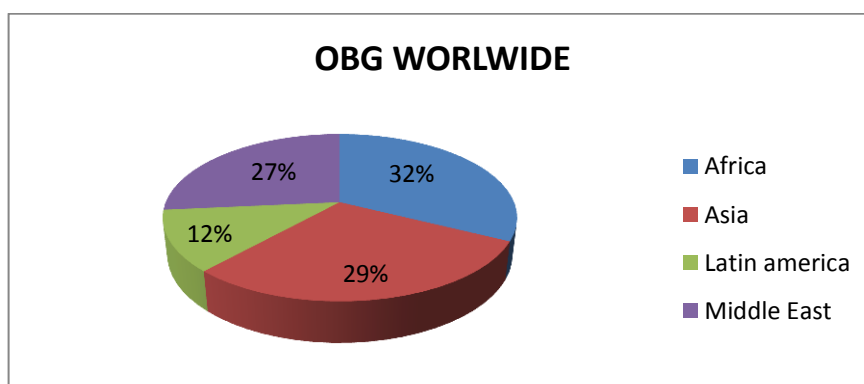
Africa : Algeria, Cote d'Ivoire, ECOWAS, Egypt, Gabon, Ghana, Kenya, Morocco, Nigeria, South Africa, Tunisia.

Asia: Brunei Darussalam, India, Indonesia, Malaysia, Mongolia, Myanmar, Papua New Guinea, Philippines, Thailand, Turkey

Latin America: Colombia, Mexico, Panama, Peru.

Middle East: Bahrain, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, Abu Dhabi, Dubai, Ras Al Khaimah

Figure 05: OBG WORLDWIDE



Source: Author's own creation

2.2.2: Consultancy:

OBG identified a growing demand for specialist tailor-made analysis. As a result OBG Consulting was born. Through its global network of offices and focus on the MENA region OBG Consulting offers on the ground research capability specializing in high value research for corporate, NGO and governmental clients. OBG Consulting offers tailor-made market intelligence and advice to firms currently operating in emerging markets and those looking to enter them.

They have handled a wide variety of assignments ranging from economic research to market studies, risk surveys and financial analysis. While the details of individual projects differ, all the work undertaken by OBG consultants has been driven by a mission to deliver concrete results and actionable research. OBG consulting projects are staffed internally, using consultants with substantial industry experience and impressive academic backgrounds. OBG Consulting's extensive in-house library and database resources allow us immediate access to a host of demographic, economic and industry information on the markets that we cover.

2.2.2.1: Investment and Risk Consultancy:

Over the last three years, OBG has advised on the investment and risk profiles of projects with a total development value of \$200bn. The Consulting Division has conducted complex sensitivity analysis on inputs such as construction costs, occupancies, sales and leasing rates, yields, capitalization rates, operating costs and interest rates and advised on projects based on NPV and IRR probabilities. Over the past three years, investment and risk profiling work has taken OBG Consulting team to Jordan, Dubai, Doha, Jeddah, Riyadh, Cairo, Algiers, Tunis, Karachi, Islamabad, Lahore and Colombo.

2.2.2.2: Market Research Consultancy:

OBG maintains a database of real estate construction costs, sales prices for land and finished unit, and macroeconomic data, some of which stretches back almost 20 years. Research teams in 32 regional offices carry out more than 100 interviews in each country every year. OBG consultancy teams work primarily on private client commissions and in the past year alone has researched real estate markets in Pakistan, Turkey, Egypt, Algeria and Tunisia.

2.2.2.3: Real Estate Consultancy:

OBG Consulting has carried out real estate projects for local and international blue chips, including Solidere, Emaar, MAF, Dubai Holding, HSBC and others conducting market research, financial feasibility studies, investment and risk analysis across core real estate practice groups throughout the MENA region, which include; Residential, Office, Retail, Hospitality, Industrial.

2.2.2.4: Economic & Sovereign Consultancy:

A separate arm of the Consultancy Division has built up a number of high profile public and private sector clients who require in-depth economic forecasts and strategies. At times working in concert with some of the world's biggest consulting agencies, OBG has produced the original text for major government strategies, as well as designing the formats for the finished documents.

These commissions have included writing Economic Visions of 200+ pages covering planning for two decades ahead. Other requests for OBG services comprise factually checking and editing Policy Agendas, as well as designing to finished product status. OBG Economic and Sovereign Consultancy are currently in the process of researching and writing an Investors' Guide for a major Middle East government department.

In the private sector, OBG was engaged to produce detailed economic briefings on 14 countries to be used as background material for the launch of a major investment fund. The division is able to call on the resources of the seasoned analysts who produce OBG's economic and investment guides to more than 30 countries and territories throughout the world. For Economic and Sovereign Consultancy assignments, OBG puts together a bespoke team to meet the needs of the client.

2.2.2.5: Financial Feasibility Consultancy:

The Group's feasibility department has assessed the financial viability of real estate projects on sites extending over 700 hectares. The OBG feasibility team specializes in large-scale mixed-use projects, and is known for its work on projects with complex combinations of uses. It has provided highest-and-best-use advice on Greenfield sites and conducted market research-led appraisals on existing schemes in developing markets in the MENA region. The financial consulting team includes professionals who forecast potential costs and returns.

2.3: Organizational structure:

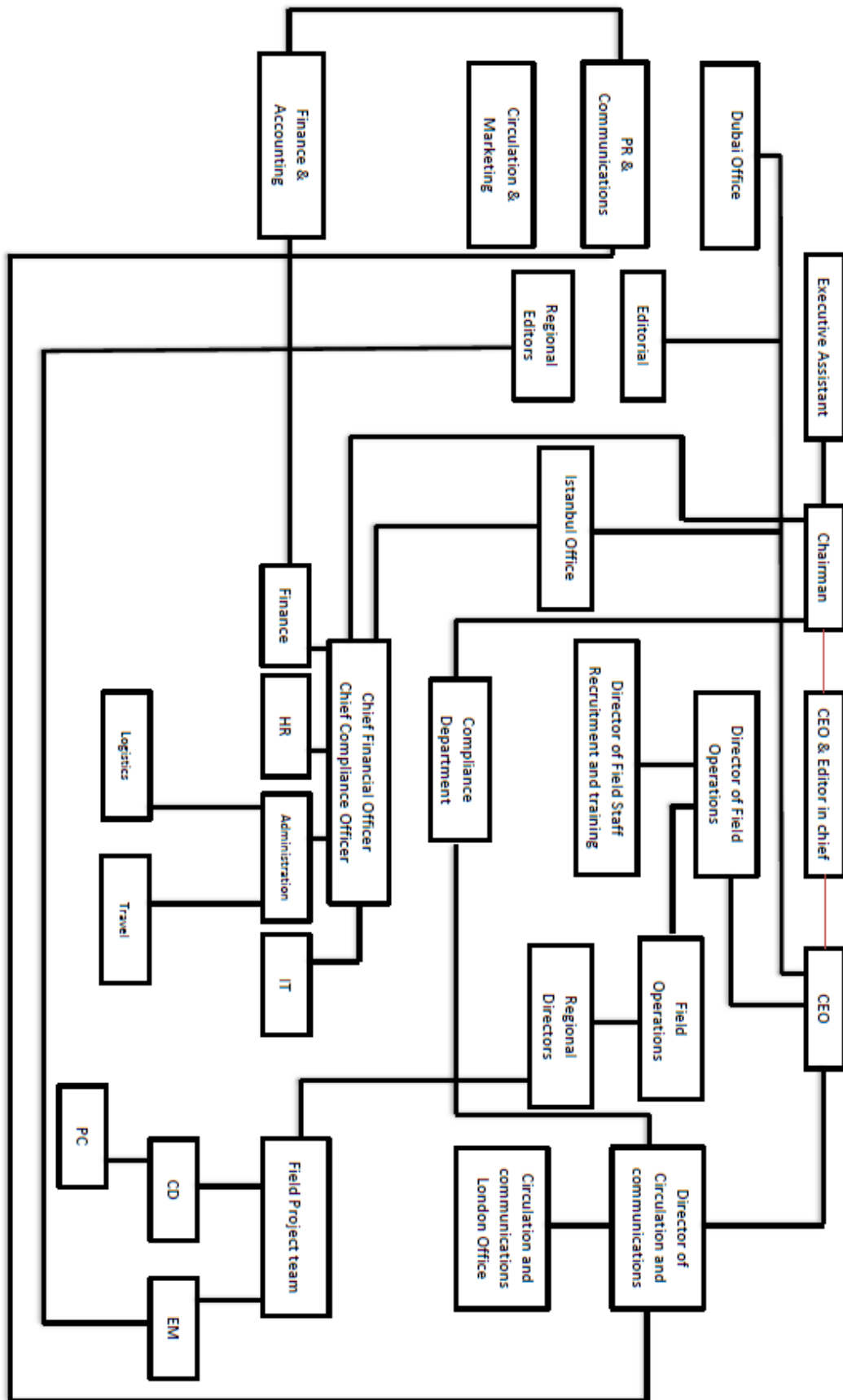
Organizational structure is qualified to be a central issue in organizational management. Therefore, it is worthy in every study to mention the organizational structure for the case study company. It can provide important information for analysis. In our case, CRM is implemented in OBG to overcome information flow problems between different locations of OBG offices.

OBG is keen to decentralize their management as it run business from 3 headquarters.

1. London HQ to ensure top management matters such as strategic management besides other functions like Marketing, Communication.
2. Istanbul HQ to ensure Human Resource Management, Logistics, and Financial management
3. Dubai HQ to ensure Public Relations Management, and Consultancy.
4. Local offices to ensure the in-country research for every project.

While the HQ retains control of key managerial functions, staff in local offices carries out the work according to local requirements. The OBG organizational structure mentioned in Figure 02, is judged to be the most suitable for small and medium sized companies active in many foreign markets

Figure 06: OBG ORGANIZATIONAL CHART



SECTION 3: THE GENERAL SITUATION OF CRM IN OBG

As we have already mentioned in chapter one of our study, a CRM initiative bring a new shape to information inside the company. Full CRM information about customers bring more value and sustainably to the customer relationships. It is important in the beginning of this section to note that some information related to the activity of OBG such as numbers, indicators and names were banned from being published for confidentiality policies. We were based most of the time on our role as a Project Assistant to build our observations.

In order to provide an in-depth analysis regarding the general situation of CRM in OBG, we got the opportunity as a researcher and a Project Assistant to be in direct contact with those managers and staff who are responsible for CRM and other aspects related to it.

According to our exploratory mission and interviews we have conducted, OBG is aware of the importance of information flows inside a company that operates in more than 30 markets worldwide. This interest is added to the nature of its activity that is characterized by two aspects:

- Market research and consultancy activity that are based on huge amount of information flows. This information come from the in-country field, then it is transferred in a primary stage to different HQ to be treated. Then information is stored in different formats according to many criteria such as OBG Business Unit, Clients, and Sector of activity.
- The organizational structure of OBG reveals the presence of this company globally. It is a strategic matter for OBG top management to address challenges of information security, databases management, and the adoption of management methods to the organizational design of the company.

3.1: Field Project Teams in OBG:

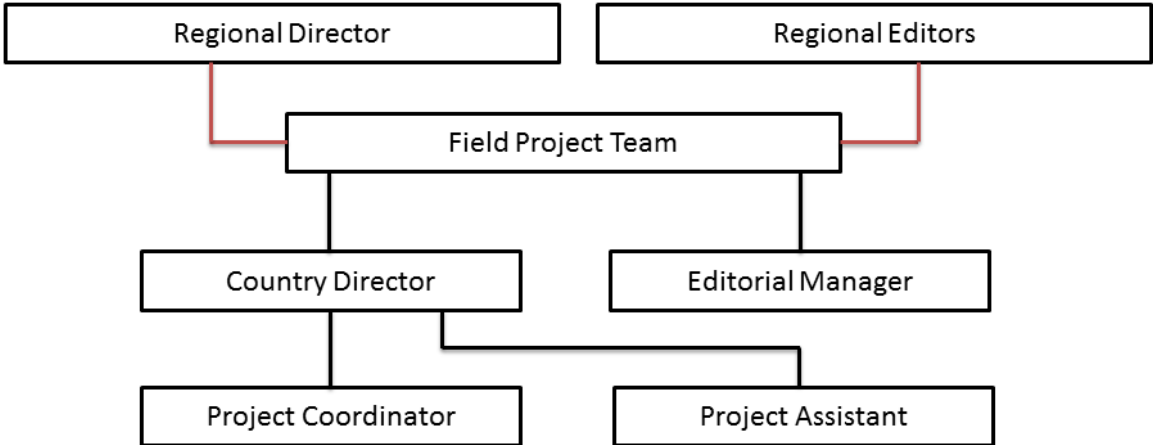
OBG is present mainly in emergent and developing markets. In every country where it operates, OBG implement a Field Project Team that is composed from:

- *A Country Director:* The person who is responsible for management of the whole project in a specific country.

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- *A Project Manager:* This position is optional. It has the same duties and responsibilities of a CD. The size of the market and the volume of work define if the structure is in need or not to a PM.
- *An Editorial Manager:* This position is the backbone of the structure. The EM is responsible for the collect and a partially treatment of all economic information that is considered the most valuable asset for the activities of OBG.
- *A Project Coordinator:* As it is mentioned in the job title, this person coordinates between different departments in the company and between company and other clients.
- *A Project Assistant:* An internship position is opened in all field offices. It is a part of OBG HRM policy to discover potential competencies for the company. A PA has the same duties as a PC.

Figure 07: FIELD PROJECT TEAM STRUCTURE

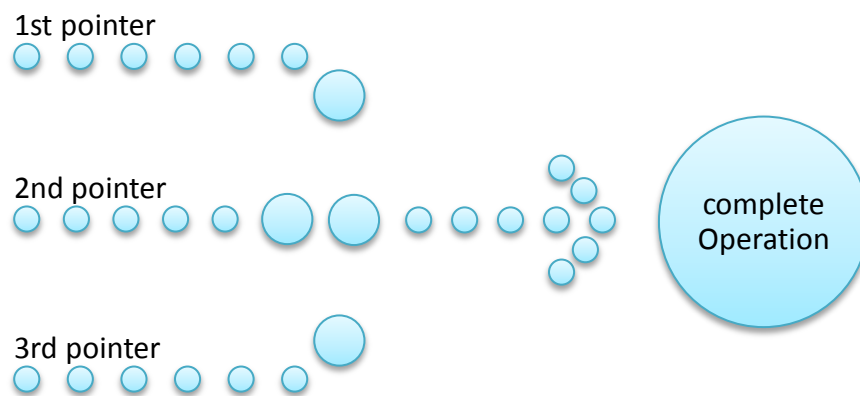


Source: Author’s own creation based on internal documents

3.2: Field Project Operations in OBG:

Every FPT starts operations in January. A project may take up to 8 months to finish the in-country operations. More than 600 meetings called ‘pointers’ organized during this period. FPT operations are in direct relations with OBG activities mentioned in section 2. The Field Project Operations in every country where OBG operates are structured as follows.

Figure 08: MAIN FIELD PROJECT OPERATIONS



Source: Author’s own creation based on observation

- *1st pointer:* this is an introductory meeting that lasts 30 minutes. The main target of it is to make a detailed presentation of OBG to the company they visit. It is also an opportunity to the CD to evaluate the potential of a company.

2nd pointer: this is a 45 minutes meeting. The EM is assigned to conduct this meeting. This can be an informative discussion or a Published Interview. Before a 2nd pointer, the EM prepares topics and questions of discussion. Those topics and questions are approved by the regional director via email. During the meeting, EM collects carefully information related to the company, sector of activity, opinions about the economic environment. That information determines the quality of analysis pieces and the usefulness of OBG database.

- *3rd pointer:* According to the potential of companies visited by OBG and to their marketing plans, some of them are interested in a worldwide advertising. OBG

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provides them interesting advertising offers. Advertisers in OBG benefit from the reputation of their product ‘THE REPORT’ that are sold to the biggest 500 corporations worldwide.

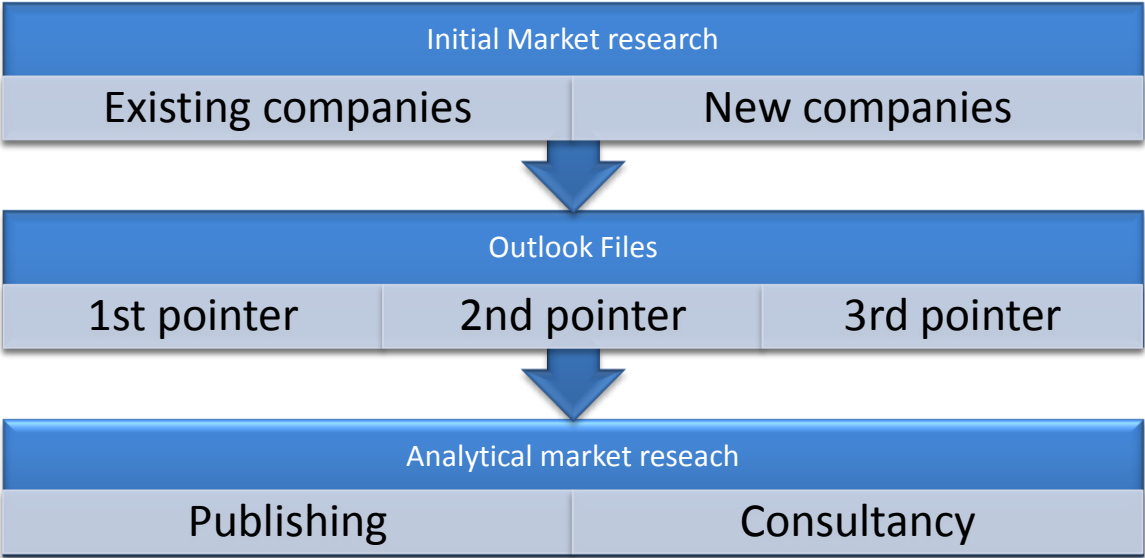
3.3: Field Operations Management in OBG:

Our first interview with the Director of Circulation and Communications at OBG is based on Field Operations Management. It is clear from section 2 that information management is a big challenge for OBG. OBG classifies their Field Operations in two main categories: *Core Operations Management (COM)*, and *Related Operations Management (ROM)*.

3.3.1: Core Operations Management:

This category deals directly with Field Project Operations. Treating information safely and efficiently is the target of this category. COM is regarded to be a process with many steps. Figure 02 illustrates the main phases of it.

Figure 09: COM PROCESS



Source: Author’s own creation based on observation

- *Initial Market Research:* this activity is done by FPT. OBG looks to it as a regular UPDATE to their database. Informations about existing companies are reviewed to check their accuracy, and information about new companies is added to database.

Initial Market Research covers general information such as: full company name, name of Chief Executive Officer/Chairman/ Managing Director/General Manager/Regional Manager, phone and fax numbers, Address, emails, managers' details, website, and mission/vision.

- *Outlook Files*: they are important constituents that contain information about meetings. Two kinds of data are available on OF files; information related to the company, information related to the economic environment based on opinions.
- *Analytical Market Research*: this type of research is conducted by OBG analysts and freelance analysts. A part of this research is conducted from Dubai HQ and another part requires traveling to the field to conduct surveys, further interviews and other researches.

It is important to note that figure 09 suggests that activities are separated to ease the understanding. Meanwhile activities are related during the project.

- **3.3.2: Related Operations Management:**

Related Operations represent those activities that aim to facilitate the efficiency of COM. They are related to other managerial functions like finance, logistics, HRM, Marketing and Communication.

- *Finance*: every project has a determined budget in the month of January. Additional budgeting could be attributed according to the need of FPOs. Control is an important activity and many files such as Project financial Chart is created to record all expenses on a monthly basis.
- *Logistics*: OBG is company that operates worldwide. It participated in major economic events in the world, so logistics in an important element is the success of its business. Istanbul HQ is responsible for Logistics management and it has direct relations with fields and top management to manage the sending of products, documents, analyst and staff traveling.

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- *HRM*: OBG has a flexible Human Resources policy. Continuous openings for internships help to detect talented students. Recruitment process is identified for every position.
- *Marketing and Communication*: coordination is maintained between fields and Top management to deal with relevant marketing issues for OBG especially Digital Marketing via OBG website and related services like emailing. OBG participates in major economic events such as conferences, seminars, Exhibitions. Event management tools are an important aspect in Marketing and communication in OBG.

In every field, the PC is the person who coordinates all the ROM and some of COM activities with other fields and HQs.

3.4: A Change in OBG:

Since 1994, OBG had specific processes to run its business. The evolution of activity and the expansion of their market push for a change in OBG management. The second interview with the Digital Marketing Manager affords a comprehension to the change event related to the introduction of CRM in OBG.

3.4.1: OBG before change:

According to the description of OBG activities and Operations Management above, it is clear that information management is a crucial activity in the overall management of this company. From 1994 to 2012 the company managed all kind of information using hardware¹ and software packages.

- *Server 01*: the first server is used as a warehouse of all data related to the website of OBG. The website contained the Electronic copies of the Report in different editions for many years. It is also used to provide digital marketing services like Economic Updates, Emailing.

• ¹ <https://filezilla-project.org/>/Date: 07/03/2014 at 10h

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- *Server 02*: this server is the warehouse for all COM information. The access to this server is limited on top management and analysts. Different levels of access are available from Full to Restricted.
- *MS package*: different utilities offered by Microsoft Office package were used in OBG to keep record and send them to servers for warehousing.
- *Other tools*: every team was free to use software or utilities he need manage the day to day activities such as Google Drive, Google Calendar, Dropbox. It is important to note that OBG has Premium memberships in the listed tools.

3.4.2: Change in OBG:

In 2010, a survey made by a third party revealed that OBG is in urgent need to implement a tool that:

- Guarantee the security of information.
- Provide top management and staff with best processes and technology to use information.
- Marketing automation to increases efficiency and reduces human error.

OBG CRM is a «Bespoke software» or «tailor-made software» developed specifically to OBG by a third party and hosted in Cloud by a hosting company. It is worthy to note that the cost of tailor-made software is very expensive and we couldn't reach this information. It took 2 years of continuous meetings between different departments to release a beta version of CRM in December 2012. This beta version was tested in 3 fields: Cote d'Ivoire, South Africa, and Columbia.

Then the usage of CRM is mandatory from 2013 for all OBG staff. Levels of access are determined. A full access is guaranteed for top management and marketing department. Financial managers have a customized access according to the geographical area they manage. And FPT have access to their countries related information.

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OBG CRM suggests the mandatory usage of its functionalities as a direct and final replacement to all old tools such as MS packages, Google Business Services and old servers. Marketing department has created a new position in the organizational chart of the company called «CRM assistant». The structure dedicated to the management of CRM is the following:

Figure 10: CRM IN THE ORGANIZATIONAL STRUCTURE



Source: Internal documents

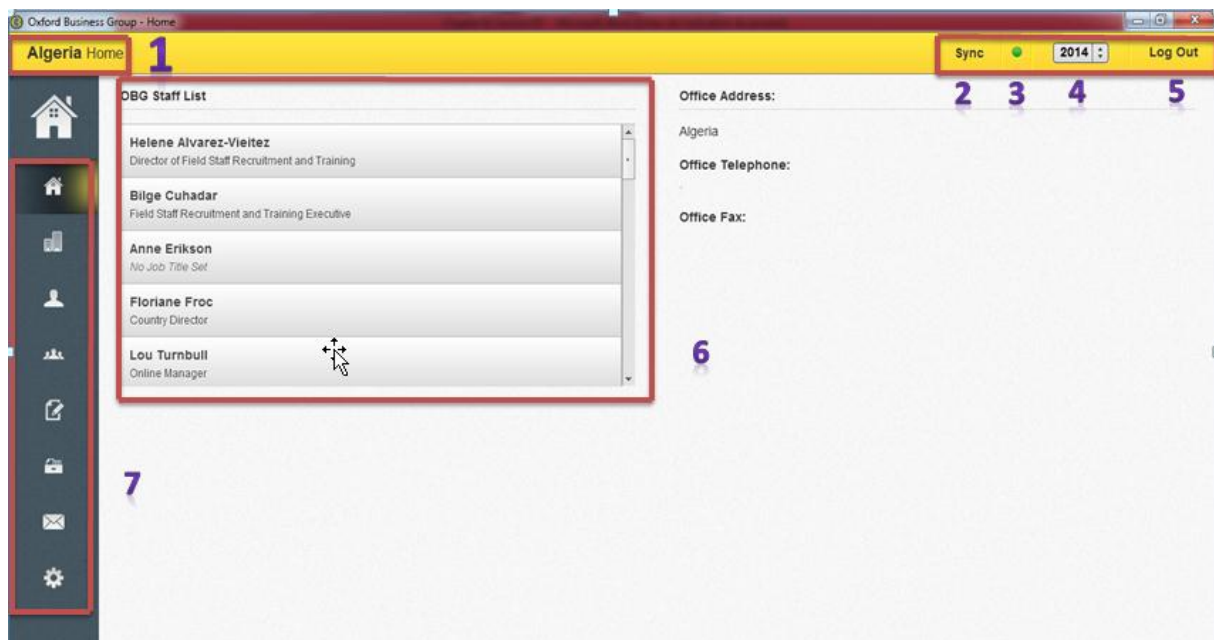
The architecture of OBG CRM supports the activities of the company. It is designed to bring out a rational experience on information management in the service of customers. During our internship, The HQ ‘based on the demand of Algeria country’ Director has given us a full access to all Algeria Field content. The same architecture is available for all field teams in the world. Figure 04 is a screenshot from the main screen of OBG CRM. It shows initial information:

- *Quadrant 1:* this refers to the name of the field country.
- *Quadrant 2:* Sync button helps to upload latest update and modification by users.
- *Quadrant 3:* the Green/Red button refers if the user is connected or not to internet.
- *Quadrant 4:* the year Button enables the user to choose date as criteria to select files.

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- *Quadrant 5*: Log out button
- *Quadrant 6*: It shows the OBG full staff list
- *Quadrant 7*: The Operational Bar.

Figure 11: OBG CRM MAIN SCREEN



Source: A screenshot from OBG CRM

The Operational Bar contains a set of functionalities that are needed in day to day management. It gives detailed information about clients in a particular field.

- *Companies and contacts*: these entries provide the user with all information he needs about customers. (see Table 06)

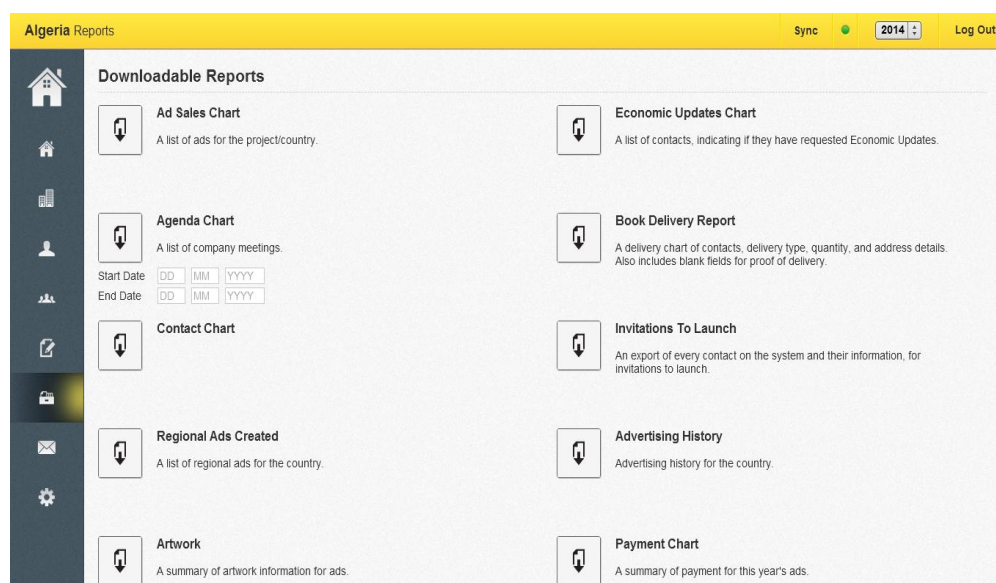
Table 06: COMPANY AND CONTACTS

Company entry	Contact entry
Full name of the company	Name of the contact
Company Sector	Position of the contact
Parent company name	Office phone
Financial information	Mobile phone
Company rating according to potential	Email
Previous contact	Contact details
Phone/ fax numbers, website, address	Assigned OBG user to this client

Source: Author's own creation based on CRM

- *Groups*: this entry is designed to sharpen companies and contact details. Every member of OBG staff must create a group to mention all his contacts. This help to easily reach the information about the state of each customer.
- *Reports*: this entry give an overview about all operation and records related to them. Many charts are available such as sales chart, editorial chart, contacts chart, Agenda chart, Regional Chart, Economic Update chart, Logistics chart, Payment history, Calls History...etc.

Figure 12: CRM ENTRY FOR REPORTS



Source: A screenshot from OBG CRM

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Table 07 summarizes the architecture of OBG CRM in a simple presentation.

Table 07: OBG CRM SIMPLIFIED ARCHITECTURE

Main screen	Companies	Contacts	Groups	Reports	Configuration
Field name	Name	Name	CD Group	Ad Sales chart	Activity based
Synchronization	Sector	Position	EM Group	Agenda chart	Activity based
Year of activity	Parent company	Phone numbers	PC Group	Contact chart	Activity based
Connection status	Financial info	Email	PA Group	Economic updates chart	Activity based
Staff list	rating	Call/email sheet	-	Logistics chart	Activity based
Operational Bar	Competition	Outlook Files	-	Payment chart	Activity based
	List of contacts	-	-	Calls history	Activity based

Source: Author's own creation based on CRM and internal documents

CHAPTER THREE

Chapter 3: Implementation process and change management perspectives

Even though CRM is considered to be a marketing issue, its implementation has effects at different levels of the organization. According to studies few CRM projects achieve success before, during and after implementation. An efficient implementation requires passing once again on basic concepts of CRM starting from definitions and the perspective by which the company adopts.

Based on our Interviews, survey and participation in OBG CRM management, we will present the implementation process of OBG CRM as it happened and we will examine change management practices that the company used to ensure a successful project in the first section of this chapter.

In a second section we will present results of our research about OBG CRM implementation. Our analysis will be based on methodologies used by experts on the matter. From the same perspective, we will judge the efficiency of change management practices in OBG in the 2nd section.

In fact, the sections of this chapter are:

Section 1: Methodology of OBG CRM implementation;

Section2: Results and findings of the study;

SECTION 01: METHODOLOGY of OBG CRM IMPLEMENTATION

Following the expansion of its activity, OBG decided to invest in an implementation of a tool that is beneficial for the management of the group worldwide. The need for this tool was expressed for the first time in the mid of 2010 and took *more* than 2 year to decide the adoption of a CRM system and another year to move to beta version than couple of months to full usage.

During a year, the top management at OBG analyzed different alternatives to address their new challenge. A final decision has been made to adopt an IT solution in the *Cloud*.

1.1: Cloud Computing:

1.1.1: Cloud computing adoption

Our interview with the Head of Digital Marketing department has revealed that the first issue OBG managers discuss was the adoption of Cloud computing approach even before the idea of CRM appeared. According to managers, Cloud computing is suitable for OBG for the following reasons:

- Avoid big expenditure in hardware and software systems;
- Flexibility of IT resources;
- Increase computing capacity;
- Optimization of IT infrastructure.

1.1.2: Cloud computing definition:

Cloud computing is new concept both in IT and business environment. It is an «on-demand» service for IT software, based on virtualization and shared computing technologies. The word *Cloud* is borrowed from telephony¹.

Up to the 1990s, data circuits (including those carrying Internet traffic) were hard-wired. Then, long-haul telephone companies began offering Virtual Private Network (VPN) services

¹ R. Giordanelli, C. Mastroianni, «The Cloud Computing Paradigm: Characteristics, Opportunities and Research Issues», Consiglio Nazionale delle Ricerche Istituto di Calcolo e Reti ad Alte Prestazioni, 2010

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for data communications, with guaranteed bandwidth and at a lower cost. The term “telecom cloud” was used to describe this type of networking, and Cloud Computing is a somewhat similar concept¹. Many major companies use the same principle to run their business such as IBM, Microsoft, Google, Yahoo and Salesforce.com.

In 2007, Google, IBM, and a number of universities joined in on a large scale Cloud Computing research project². Academically, Professor Ramnath Chellapa (1997) defined cloud computing as *«the new computing paradigm where the boundaries of computing will be determined by economic rationale rather than technical limits alone»*³.

According to Foster (2008), Cloud computing is *«a large-scale distributed computing paradigm that is driven by economies of scale, in which a pool of abstracted, virtualized, dynamically-scalable, managed computing power, storage, platforms, and services are delivered on demand to external customers over the Internet»*⁴.

The National Institute of Standards and Technology «NIST», a unit in the U.S. Department of Commerce defines Cloud computing as *«a model for enabling ubiquitous, convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction»*⁵.

1.1.3: Important issues about OBG Cloud computing:

It is worthy to note that Cloud computing contains many levels. OBG chose to adopt Software as a Service «SaaS» level. SaaS is an IT solution shared through internet and used by a web-browser or web-Application. It is one of the solutions mostly used by companies. This level of Cloud computing was chosen as it offers administration facilities, internal compatibility within all users, global accessibility and easy management effort.

¹ R. Giordanelli, C. Mastroianni, op.cit.

² http://www.nytimes.com/2007/10/08/technology/08cloud.html?_r=0 Date: 02/02/2014 at 17h

³ R. Chellappa. Intermediaries in cloud-computing: A new computing paradigm. In *INFORMS Dallas 1997 Cluster: Electronic Commerce*, Dallas, Texas, 1997.

⁴ I. Foster, Y. Zhao, I. Raicu, and S. Lu. «Cloud computing and grid computing 360-degree compared», 2008, P 06

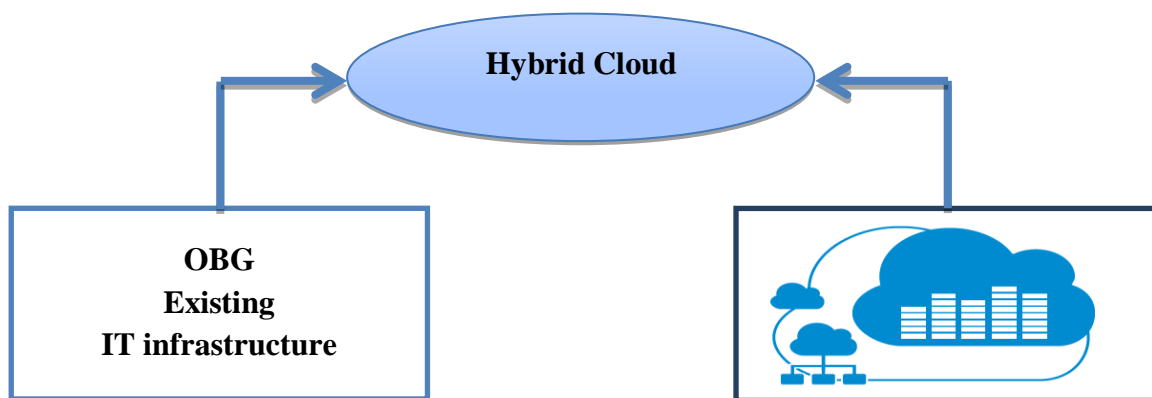
⁵ Mell Peter, GRANCE Timothy, «The NIST Definition of Cloud Computing, Recommendations of the National Institute of Standards and Technology», The National Institute of Standards and Technology, U.S Department of Commerce, 2011, P 06

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It seems interesting to say that the aim of this choice is to decrease costs of having a private IT infrastructure for the company. OBG paid for Cloud Computing on a consumption basis, so the company is in charge for real use only. This is the best alternative for OBG to finance this service and to rationalize budgeting. Also the company benefited from a free trial period to test Cloud hardware and software components from *January 2012 to September 2012*.

OBG adopt a specific category of Cloud computing called Hybrid Cloud. Hybrid Cloud is a combination between existing IT infrastructure and the Cloud Provider. This choice made by OBG is justified by the existence of an in-house structure already in use since many years. It is also a way to save other amounts of money from being spent.

Figure 13: HYBRID CLOUD



Source: Author's own creation

1.2: OBG CRM Implementation:

1.2.1: Data Collection:

This was a crucial step in the OBG CRM implementation process. It took place from *June 2010 to June 2011*. Based on reports to the Chairman and CEOs, a steering Committee was created. The mission of this committee is to define the exact needs of the company. Many meetings were dedicated to analyze internal data and performance reports. The SC qualifies the information management to be the center of the upcoming change. Therefore, it was decided to adopt Hybrid Cloud Computing to host their new CRM that is considered from *a technological perspective*.

1.2.2: Planning:

Six months were dedicated to complete this step. The planning covers budget estimation and a diagnosis to resource requirements for the expected implementation. OBG reviewed all their servers, data architecture, and examine the reliability of their organizational chart during and after implementation. It was decided for CRM to be managed by Digital Marketing department and to create a new position of CRM assistant with an IT technical profile. A timeline was created with clear deadline for every task.

1.2.3: Action:

Based on reports and timeline from stage one and two, OBG two contracts were signed. The first was with a British Cloud Services Provider. OBG chose to adopt a Hybrid Cloud system and to pay according to real usage. A free trial from *January 2012 to September 2012* is offered. A second contract was signed with a CRM system vendor from the North of England. The contract included a consulting service to design the components of OBG CRM and a free beta version. A six months beta version was operational from December 2013 in three OBG projects «Cote d'Ivoire, South Africa, Columbia». The official deployment stage was in June 2013 when mandatory usage of CRM was approved. Before this, a set of training were provided by the CRM assistant. (Details in the upcoming sub-section)

1.2.4: Evaluation:

The most important element to consider during this stage is the user's satisfaction. Therefore the staff of OBG is invited to participate in a survey. During our internship we participate in the making of this survey by suggesting questions and sending suggestion of Algeria Team Field members, and Credit controller for Africa zone and his assistant.

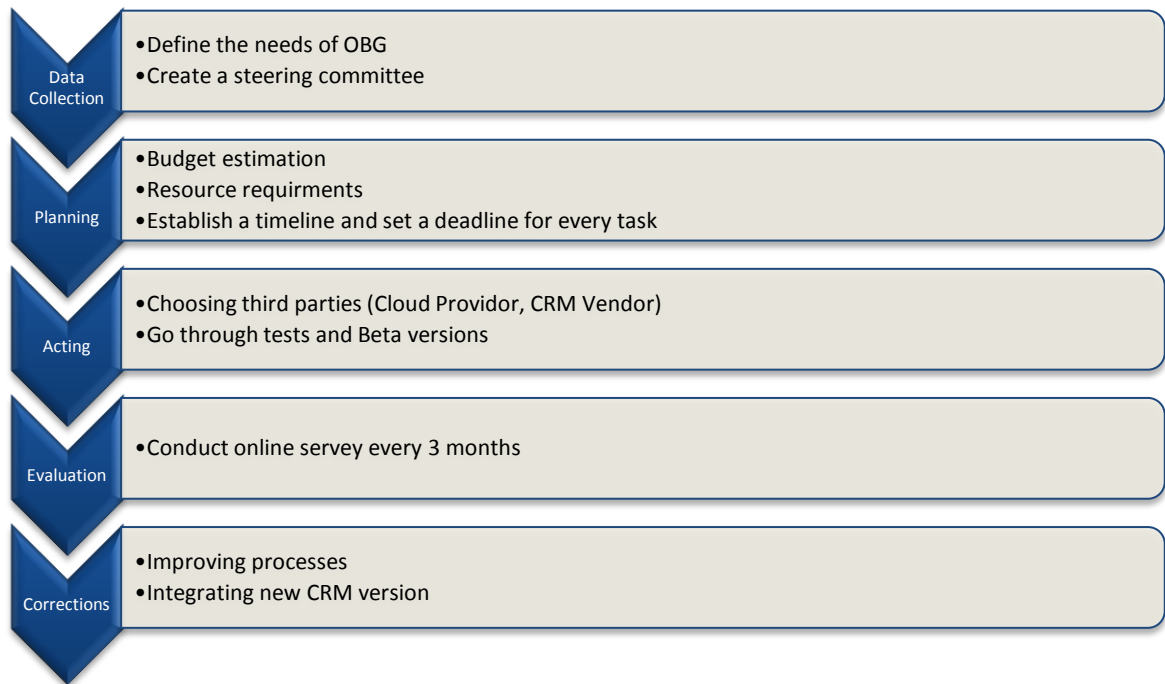
1.2.5: Corrections:

The evaluation and correction stages are planned to be continuous stages. Results from the evaluation phase determine the improvements and modification that will shape the new corrected version of OBG CRM. During our internship, we participate actively in the 2 last stages and during 3 months, OBG launches 2 new versions based on the result of the survey.

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Figure 14 give an overview to the different stages of OBG CRM implementation.

Figure 14: OBG CRM IMPLEMENTATION SEQUENCES



Source: Internal Document

1.3: Change Management Practices in OBG:

Our internship was in a big part of it, an exploratory mission to discover what is really happening regarding two important aspects of a CRM.

- Implementing a CRM solution;
- How does OBG manage this change and what are the tools used by OBG to insure a successful implementation?

Different studies about CRM systems emphasize on the key success factors behind CRM. As previously mentioned in the introduction of this thesis, change management is considered as a crucial contributor to a successful implementation experience. However, there is a significant lack on researches that study specifically the relationship between our two variables; CRM implementation and change management.

OBG managers believe that change management has a key role into the success of their CRM initiatives. Meetings of the SC had revealed this topic. The SC agreed that OBG is already client oriented, so the philosophy behind CRM is already integrated in business processes within the company. Then, the new CRM Solution comes both to deal with information management matters and to give a shape to this orientation ‘*already existed*’ in OBG. Therefore, the SC expected a low level of risk regarding the success of the new CRM application.

However, the company accepted that a low risk is still considered as a risk and the SC must come up with anticipated vision to deal with it. Our interviews with managers show that the SC considered the change occurred when stop using old management process and start using CRM might be a potential risk. In order to face it, the SC has prepared a plan to manage this change. This plan is based on 3 elements:

1.3.1: Top Management Support:

From the early stages of the implementation, Top managers at OBG used communication tools like emailing, field meetings, and internal newsletters on a weekly basis to communicate the change to the whole organization and show the expected results and how CRM solution will ease their work by using simplified process. The repetitive presence of top management especially in email inbox of personnel aimed to reduce fears from the new change and to sell change internally. As a part of their support and commitment, managers invite staff to send their feedback about CRM and make suggestions to continuously improve it.

1.3.2: Training:

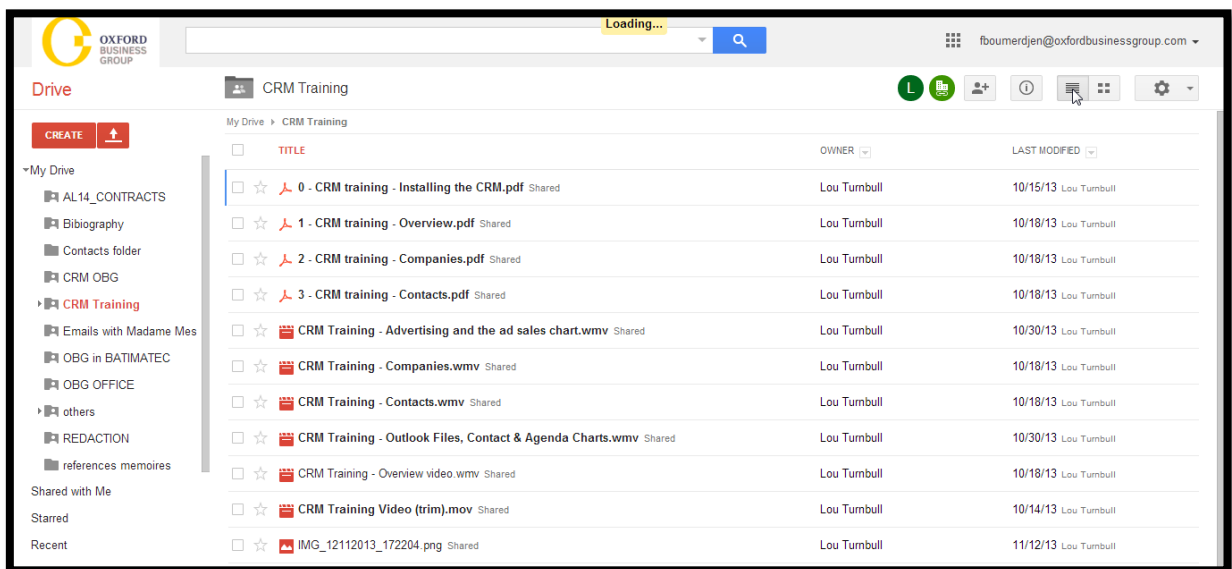
This element is the backbone of OBG change management plan. The training program has three actions.

- Firstly, the Digital Marketing manager prepared a written PDF guide of 51 pages with details on how to use CRM step by step.
- The Second action is an online training to teams via teleconferencing where the CRM Assistant shares her screen with users and shows them how to use different functionalities of CRM.

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- The third action is to share a high definition video in OBG YouTube page¹. Further meetings are available on-demand. Every member in OBG received an email from the marketing department to thank him/her for attending the training and showing continuous support at any moment to solve any problems related to the usage of CRM. The Marketing department shares all training support in PDF and videos on a google drive to be available 24/24h to users.

Figure 15: CRM TRAININIG FOLDER



Source: OBG folder in Google Drive

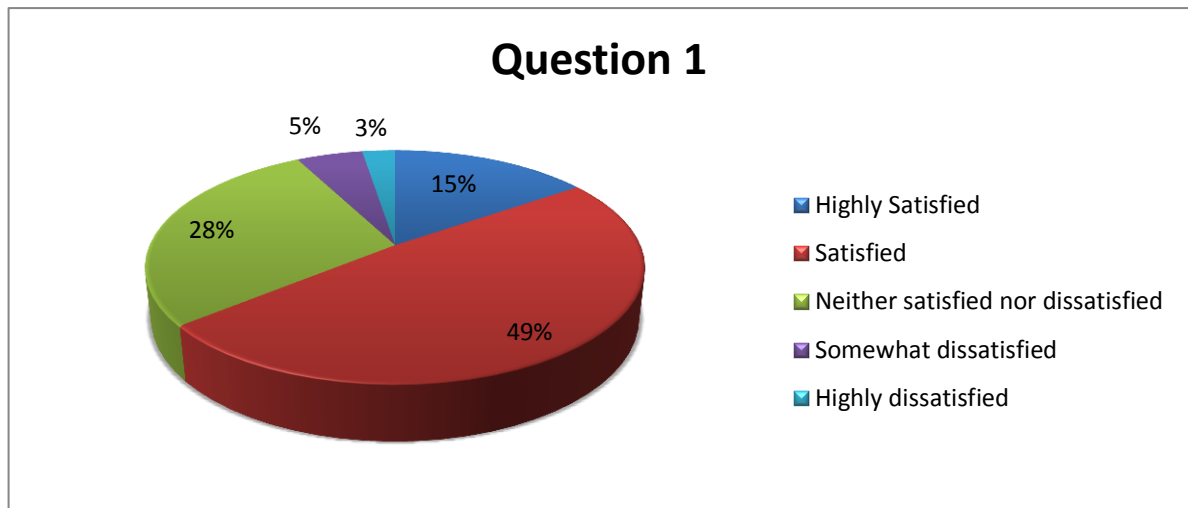
1.3.3: Satisfaction measurements: After the end of training session, OBG staff starts to use CRM every day. This usage enables them to maintain their relationship with each other and with customers. A satisfaction survey was first conducted during our internship. We have participated actively in the making of this survey. The survey was composed from seven questions of different kinds. The Marketing department sent an invitation to the whole staff via email to answer questions using an internet link².

The survey was published on April, 9th, 2014 and it lasted 27 days. 39 member of OBG personnel participated in the survey.

Figure 16: How satisfied are you overall with the CRM system?

¹ <http://www.youtube.com/watch?v=CFNPRN-Ch3g/> / Date: 29/05/2014 at 05h

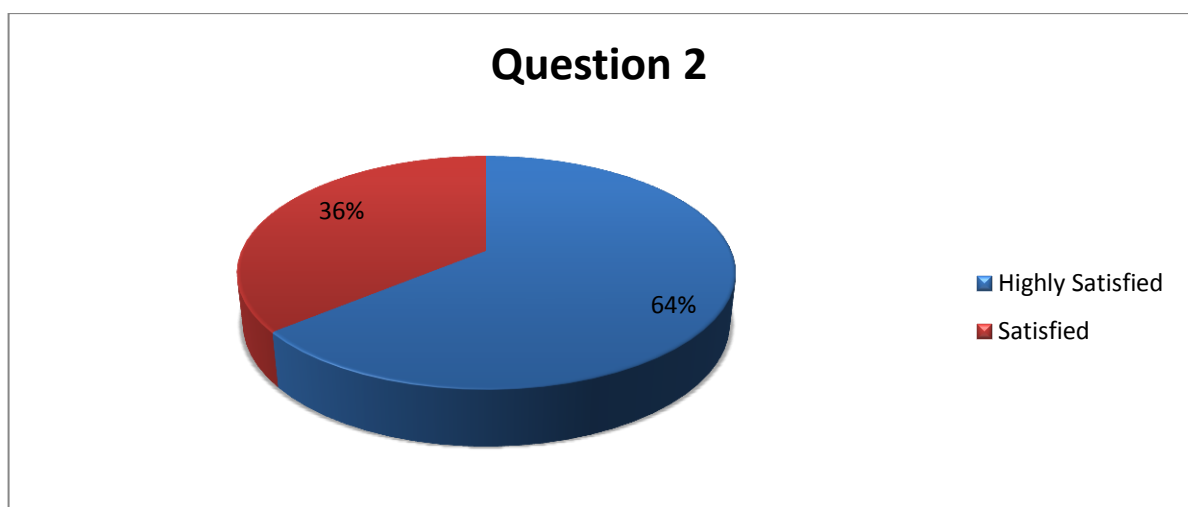
² <http://oxfordbusinessgroup-mail.com/1P7V-2CYRT-FQ1IAJ-10NN9Z-0/c.aspx/> / Date:02/05/2014 at 15h



Source: Author's own creation based on OBG answers report

Comment: More than the half of participants expresses their satisfaction with the overall CRM system. This might reflect a success of the steering Committee while trying to define the needs of CRM users in the first stage of OBG CRM implementation. Also, results show that the design of CRM done by the CRM vendor was acceptable among personnel. However, the small rate of dissatisfaction (around 8%) might be attributed to other external factors like the speed of internet connection especially in African Fields. This kind of problem is also faced in OBG office in Algeria.

Figure 17: How satisfied are you with the service the CRM support team are able to offer you?



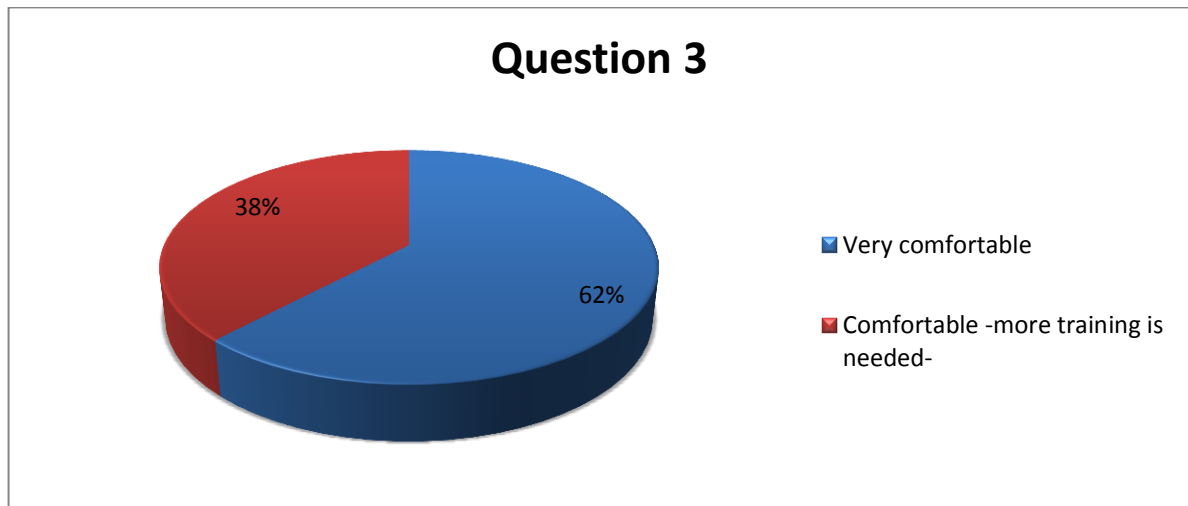
Source: Author's own creation based on OBG answers report

Comment: As mentioned in figure 05 below, 64% of participants are highly satisfied. This can be an indicator to the success of the choice made at the level of the organization chart when

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adding the position of CRM assistant. During internship, we confirmed that the training aspect in OBG change management plan is very efficient. The presence of the support team is daily and personnel get feedback on their suggestions in real time using instant messaging and Skype conversations. The CRM team is doing a solid job.

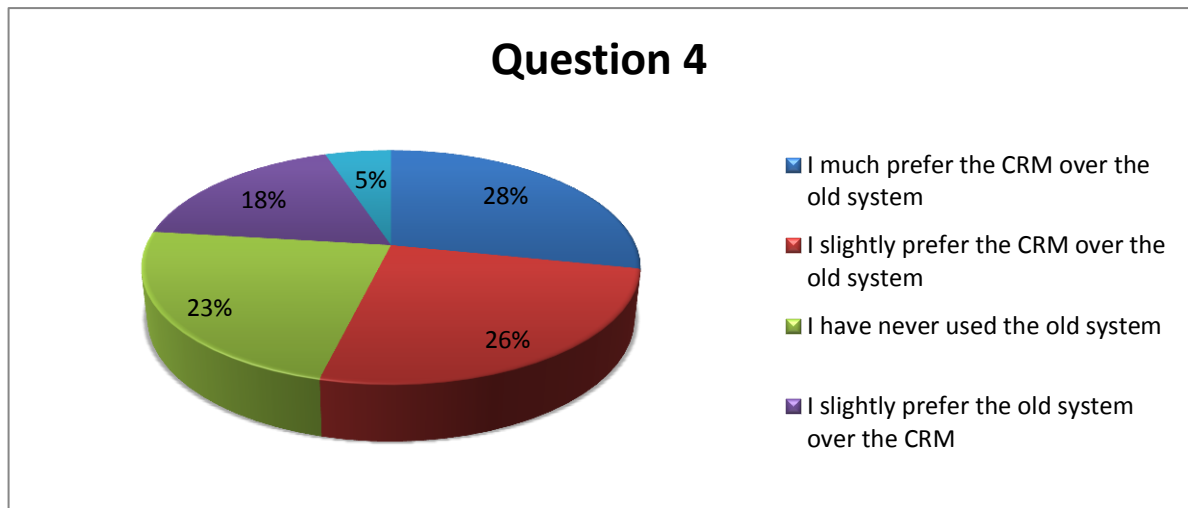
Figure 18: How comfortable are you working with the CRM?



Source: Author's own creation based on OBG answers report

Comment: even though 62 % of participants are very comfortable with the new CRM, a 38% expressed lower level of comfort. Our observations show that this question would have a higher level of satisfaction if it was asked after a longer period. Time is very important element to increase the acceptance and as a result comfort of users.

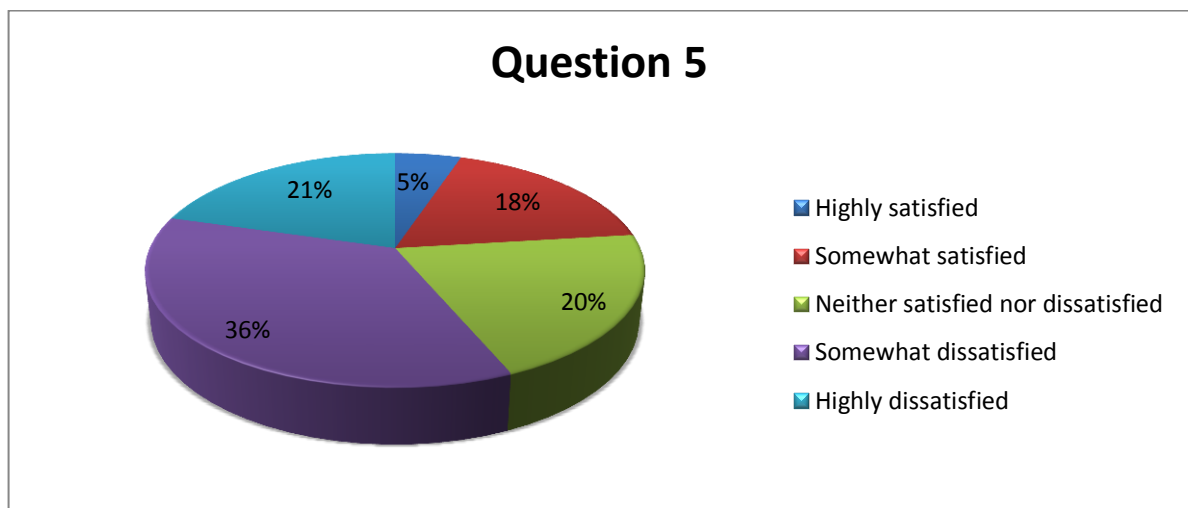
Figure 19: How would you rate the CRM system versus the old system for managing your projects? (Word documents/spreadsheets)



Source: Author's own creation based on OBG answers report

Comment: Slightly the half of participants prefers CRM over the old system. But resistance to change is appearing clearly with 23% of participants. Further discussions with staff show that they think that there is a need for improving the actual version of CRM. Some users are still working on old system on their laptops then transfer results to CRM.

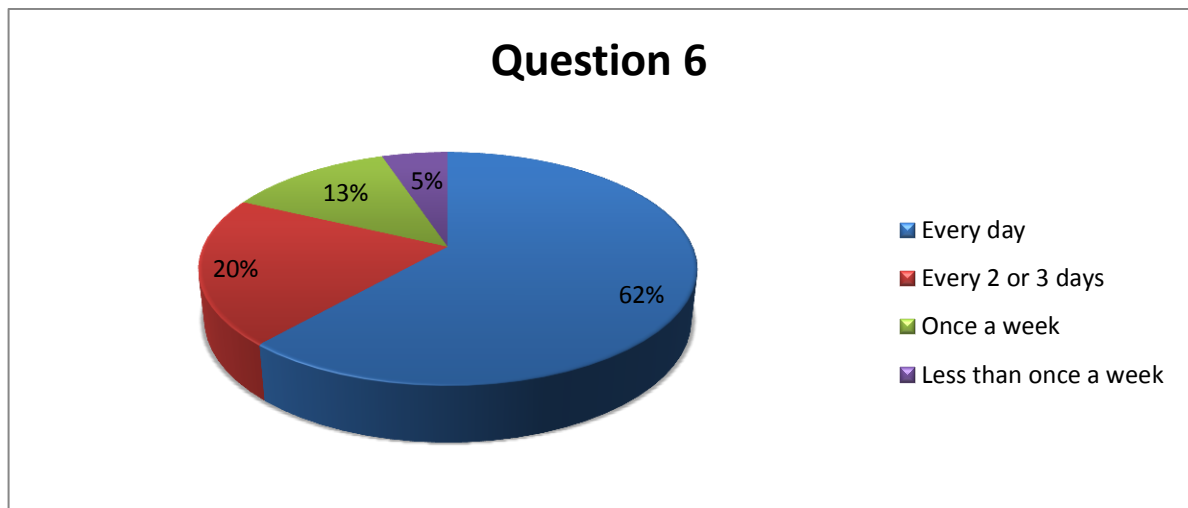
Figure 20: How satisfied are you with the speed of logging in/saving/synching in the CRM system?



Source: Author's own creation based on OBG answers report

Comment: This question is related to the technical side of CRM system and the efficiency of CRM server. As mentioned in Figure 08 below, only 23% are satisfied by the speed of CRM while 57% are not. This was an expected result and OBG team respond directly by sending a new version that is guarantee speed over operations.

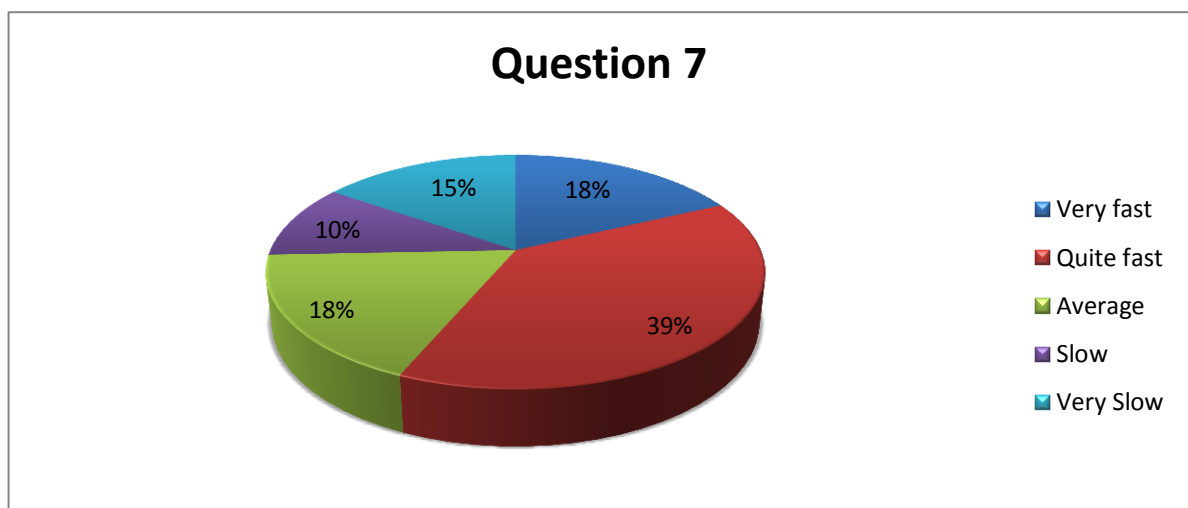
Figure 21: On average, how frequently do you log into the CRM?



Source: Author's own creation based on OBG answers report

Comment: 95% of participants use CRM at least once a week. However that doesn't mean that staff is using CRM at this rate. A user might log in CRM in the beginning of the day and turn on other systems to work.

Figure 22: How would you classify the speed of the internet connection in the location where you most frequently use the CRM



Source: Author's own creation based on OBG answers report

Comment: The internet connection is a very important factor to ease the use of CRM. A high speed of internet facilitates operations. About 57% of users are using speed internet, while others especially in African fields are struggling with internet. It is an important issue should be treated by the CRM team.

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In this section, we tried to bring out the variables we need to build our analysis. Our internship has shown that the company is working continuously to deal with change management aspect of CRM. But more effort should be done to involve more personnel to express their opinions and feedback about CRM.

SECTION 2: RESULTS AND FINDINGS OF THE STUDY

Before presenting the findings of our study, we think it would be useful to first present the steps we have taken to achieve our research mission at OBG.

2.1: Stages for realizing our research mission

Our exploratory activity about implementing a CRM solution at OBG has passed through the following stages:

- Review of a huge amount of literature and select items that have direct interest to our study.
- Ask the HQ to provide us by a professional email address. This help to set formal communication channels with OBG personnel. This setting of this email contains a full list of OBG staff emails.
- Ask for Address book that provide contact information for every position mentioned in the organizational chart. For every contact, a full name, position, a recent picture, a phone number, an email, and Skype ID are provided.
- Sending an introductory email to personnel to explain our research targets and its usefulness to the company.
- Sending interview guides and inquiries via emails.
- Analyzing the results of interviews
- Gathering information and internal documents
- Analyzing plans of implementation and change management

- Participate in the making of OBG survey.
- Participate in further actions like Public Relations meetings with customers.

2.2: Findings of the study:

At the end of our internship, we have examined the process of implementing OBG CRM and how change management has contributed effectively to facilitate the success of implementation. However, it is important to note that we have examined also a set of shortcomings about many issues.

The review of interviews, internal documents, and the experience inside OBG as a Project Assistant has revealed the following points:

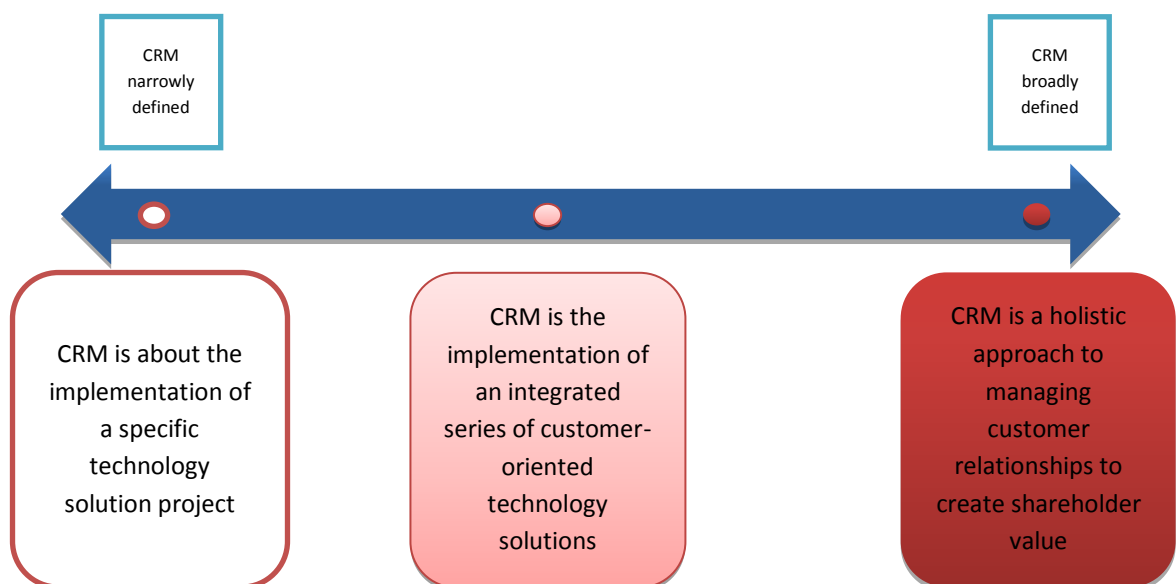
2.2.1: About CRM perspective:

- A. At the beginning of our study, we have mentioned that the divergence of CRM definitions is due to the different perspectives it has. OBG looks to CRM as a technology that aims to facilitate the management of information. It is true that the actual perspective adopted by OBG reflects directly the need of the company. And OBG has succeeded to secure, warehouse, and well managed its information through cloud and a renewed infrastructure of hardware and software equipment based on Cloud computing and CRM solution.
- B. The geographical aspect of OBG activity makes CRM looks successful as it enables everyone in the organization to get information they need especially if it is about regional contracts and contacts. A logistics Executive from Istanbul HQ may track information about Panama city from CRM in real time to serve his customer efficiently instead of sending an email and wait for response.
- C. OBG has worked a lot to develop its customer-oriented strategy and implemented practices related to this such as customer segmentation to identify the most profitable customers. All departments in OBG are serving this vision; years ago .Performance reports and activity expansion in the world are reflecting this obviously.

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- D. Consequently, we can consider that OBG fails to plan for CRM as an *OVERALL STRATEGY* that combines different aspects: technical, and managerial. The company has a *disconnected view* to CRM and the last plan of implementation could be only a part of a bigger plan to help the alignment of IT to customer oriented strategy.
- E. It is true that CRM concept emerged in the Information Technology vendor community (as mentioned in chapter 01) but it is philosophically-related offspring to relationship marketing¹. A great confusion could be generated when a company is trying to implement a CRM and a limited technology perspective or even a fragmented view can lead to the failure of the project.
- F. As prevention, the best alternative to ensure the success of the implementation is having a broader view to CRM, a *Strategic one*. The Strategic vision to CRM aims to understand the nature of customer value and how to achieve it at all levels of the organizations, then to choose suitable information management techniques and CRM initiative that combines renewed process, appropriate technology and people.

Figure 23: CRM CONTINUUM



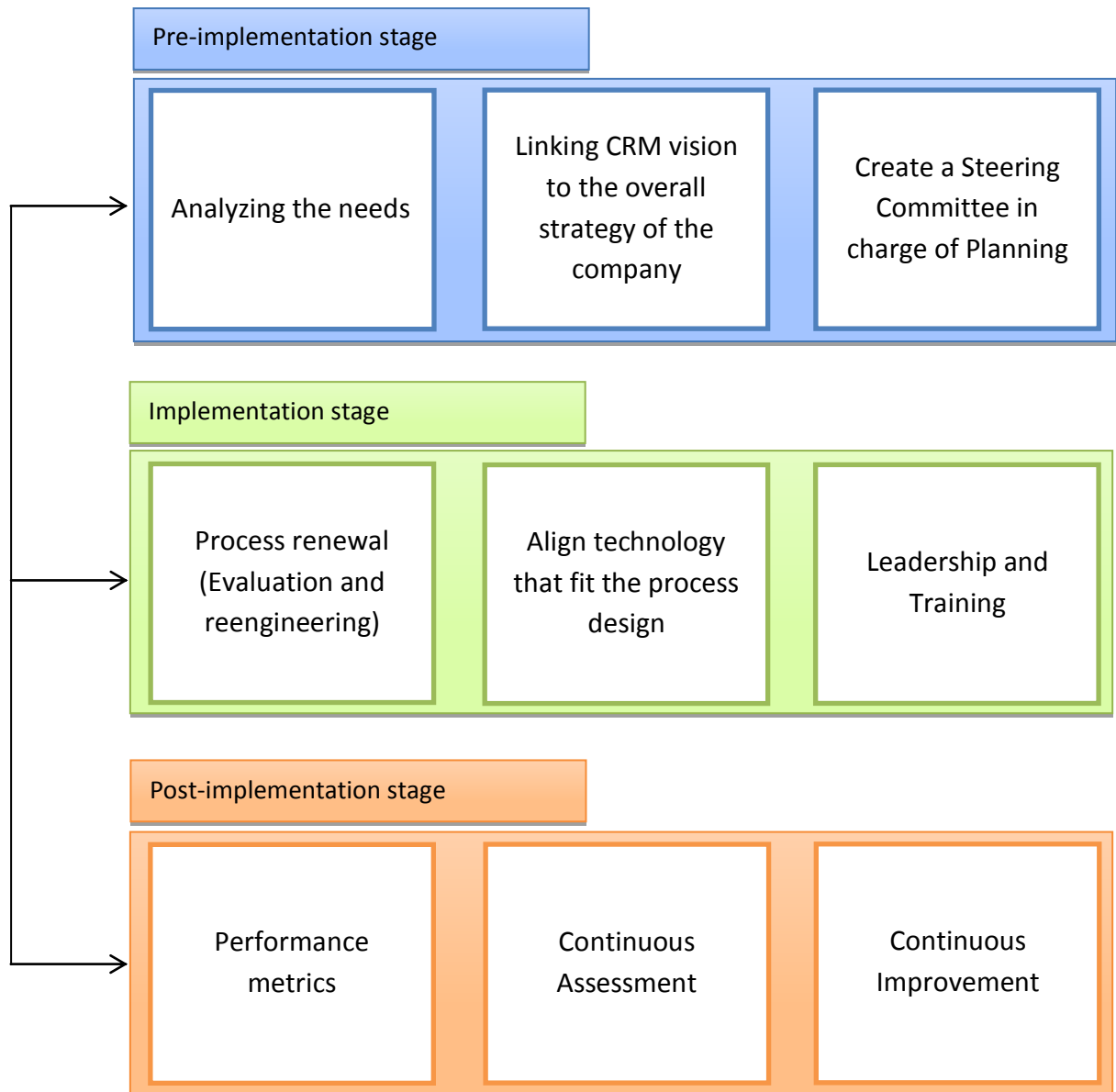
Source : PAYNE Adrian, FROW Pennie, A strategic Framework for Customer Relationship Management, P02

¹ Zablach, Alex R., Danny N. Beuenger, and Wesley J. Johnston, «Customer Relationship Management: An Explication of Its Domain and Avenues for Further Inquiry»,2003, P 116

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As a part of our research mission, we have reviewed literature and analyzed realities during fieldwork. Figure 24 represents our framework for a successful CRM implementation.

Figure 24: FRAMEWORK FOR CRM IMPLEMENTATION



Source: Author's own creation

2.2.2: About change management:

- A. Being based on OBG perception of CRM, the company achieved high levels of success regarding the matter of change management contribution in CRM implementation. The change management plan prepared by the steering committee helps to raise the satisfaction of staff. The results of the survey '*that is considered as tool to detect resistance and staff inquiries*' show that change management enablers OBG is using '*top management support, training, and satisfaction measurements*' help significantly and successfully in the CRM implementation. As a conclusion, OBG sells change internally.
- B. We judge 'training' to be a very well managed enabler for change at OBG. The Marketing department prepares a very good program to teach employees how to use CRM. And the training was planned in the implementation process and on-demand. Different ways to do training «written guide, Skype conversations, YouTube videos» motivate employees to learn fast and accept CRM easily.
- C. Building on our findings about CRM perspective above, a broader vision of CRM implies a broader vision to change management contribution when implementing. We have found that the change management enablers mentioned by kale¹ (2005) 'leadership, infrastructure change, training, and performance measures'.
- D. Leadership is related directly to the role should be made by top management. A set of practices must be done. Top management must convince their staff about the strategic importance CRM has. This will help to move easily from a product oriented culture to customer-centric culture. Then, employees will accept easily this change and its consequences such as organizational structure change.

It is important to take in consideration resistance centers in the company and use communication to share the CRM vision in formal documents and innovative means. Top management must give importance to human factor by providing the CRM

¹KALE Sudhir K., op.cit.

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project by adequate staff. The leadership role is considered successful only if employees are convinced that CRM will change their work for better.

- E. Infrastructure change is all about processes. A first task is to evaluate current processes and structures. It is inevitable to identify key players for every step in the CRM project. This includes the setting up of a Steering Committee and project managers. As CRM affects all levels of the organization, the process review should be a cross functional based. Other variables should be considered in a cross functional study such as the cultural change in the case of global companies.

- F. Training involves a re-definition to the skills needed for the CRM project. A company should define training objectives provide it by enough budget at the beginning of the project. It is advisable to start training before the launch of the CRM project. Programs should be defined carefully for the project team and for staff. Innovation in training methods « E-learning and computer based learning » can stimulate the interest of users and get them familiar with the technological aspect of CRM.

- G. Measuring performance is the last enabler that shapes the contribution of change management in CRM implementations. Setting performance metrics in the very beginning of the project is highly recommended. Success criteria for individuals and teams should be reviewed and a plan for continuous evaluation must be prepared in advance. The results of evaluation must give place to quick corrective actions.

No consensus has been emerged about to set a unique methodology to implement CRM. The uniqueness of company's context and divergent perceptions of CRM will continue to produce different frameworks and methodologies. No methodology is good or bad unless we understand the context and agree on a perspective.

GENERAL CONCLUSION

General Conclusion

When we start our internship, the objective of our research was to answer the main question «**How can change management contribute to a successful implementation of CRM in Oxford Business Group? »**».

We have tried throughout our empirical study to identify the general atmosphere of Customer Relationship Management within Oxford Business Group through interviews with the Digital Marketing manager, the director of Circulation and Communications department, and the Credit Controller for Africa Zone. Thereafter, we have examined a set of internal documents, and complete this research aspect by being an actor in the Algeria Field Team who interacts directly with different levels of the organization.

Being an actor inside a company gives you another dimension to analyze a specific situation. We were involved directly in OBG operations using a new CRM system. We have acted as a Project Assistant for the first time in the mid 2013 under the old system, then for a second time in 2014 under a new CRM. This change has inspired us to think deeply about. Our academic background helped significantly to delimit our concern in two specific aspects; CRM implementation and change management.

The fieldwork helps us to acquire knowledge about CRM implementation inside a company. We were able to detect different stages of the implementation process and to highlight strengths and weaknesses of it. We have learned that a successful implementation is conditioned by a comprehensive understanding to CRM divergent definitions and multiple perspectives.

The company does not ignore the role of change management and it deploys a set of enablers to reduce resistance, facilitate the CRM implementation and ensure a successful migration from the old system to the new one. It was important for us to see how companies translate theoretical knowledge into practical experience by examining the way OBG uses to transform a change management philosophy into concrete actions.

General Conclusion

If compared with other experiences or theoretical frameworks, OBG has implemented its CRM based on some tools and techniques used in this field. Facing difficulties was expected and therefore, OBG has put change management at the top of interest. The company addressed successfully a couple of enablers to face difficulties.

However, we have highlighted some shortcomings related to a limited vision to CRM that led to a pure IT implementation. During the interview with the Digital Marketing manager, we have revealed the issue of upgrading OBG CRM to a higher level by full integration in the strategy of the organization. And our vision as a researcher has found its way to the top management at OBG.

It is important to talk about some difficulties we face during our work. Some of them were related to confidentiality policies inside OBG, while others were related to literature that is characterized by huge amounts of references about CRM and change management as separate topics. Literature on change management as it pertains to CRM implementation is very limited as the topic is very recent.

Most of literature available about CRM focuses on key success factors that could facilitate a CRM implementation. Many literature delivers a taxonomy for those factors based on CRM main dimensions; Process, technology and people. In addition to change management, other factors can contribute to the success of a CRM initiative.

Therefore, it is important at the end of our study to note that it is very useful to study other key success factors for CRM implementation for two reasons. The first is to bring more depth to the available literature instead of a general taxonomy that lacks to detail. While the second is the need of the Algerian economic context to this kind of studies.

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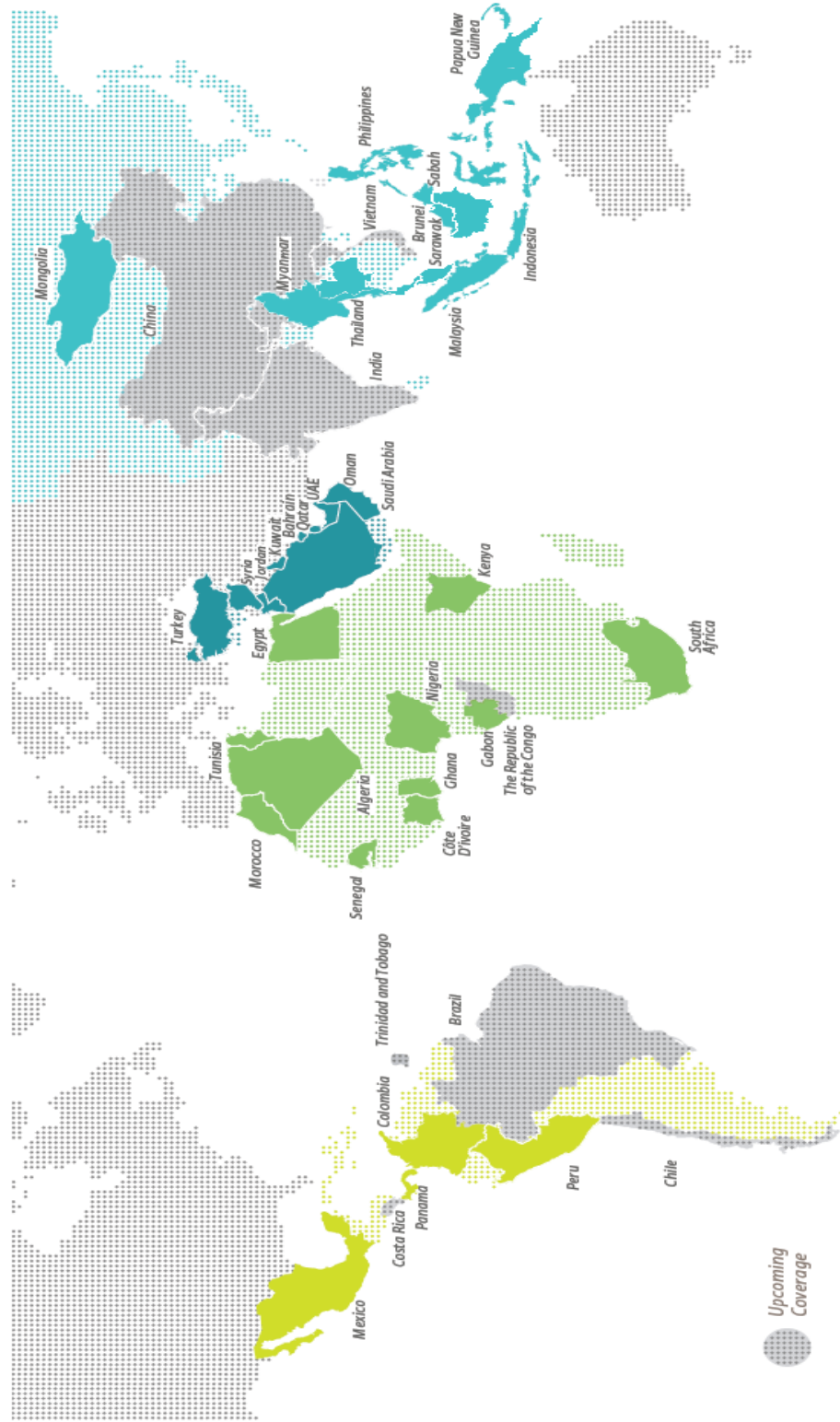
APPENDICES

LISTE OF APPENDICES:

N°	Title of appendix
I	OBG Global map
II	Guide of interview with the Digital Marketing Manager
III	Guide of interview with the Director of Circulation and Communications
IV	CRM user survey
V	Training document (Cover Page).
VI	Training video (CD Attached).

APPENDIX N° I: OBG Global map

Markets We Cover 36 Markets In 32 Countries



APPENDIX N° II: Guide of interview with the Digital Marketing Manager.

ALGIERS SCHOOL OF MANAGEMENT -ENSM-



Guide of interview

Questions:

1. Generalities about the company:

- Do you have an organizational chart?
- Do you have Job Descriptions for all the employees in your department?
- Are tasks and responsibilities mentioned in the JDs clearly defined?

2. Marketing in OBG:

- Before CRM, how did OBG interact with customers? What were the touch points?
- What is the company's customer strategy?
- How do you identify and target customers in OBG?
- Before CRM, how was information about clients organized and treated?

3. CRM:

- Why did OBG decide to implement a CRM?
- When did OBG start to implement a CRM?
- Can you describe the process from the early stages of implementation to now?
- Who were involved directly in this operation?

- Who were affected by CRM implementation?
- How would you describe objectives of OBG CRM?
- How much did OBG invest to implement CRM?
- How does OBG look to the three components of CRM; People, Process, Technology?
- If asked to choose the most important component to OBG, what would you choose?
- In terms of priority, can you classify them according to their importance to OBG?
- How do you assess the performance of OBG CRM?
- How does CRM affect the organizational structure of your department?

APPENDIX N° III: Guide of interview with the Director of Circulation and Communications, member in the Steering Committee for CRM implementation

ALGIERS SCHOOL OF MANAGEMENT -ENSM-



Guide of interview¹ :

Questions:

1. Introductory question:

- Could you give us a brief background about the history of OBG?

2. CRM:

- How would you describe OBG work before CRM? Which tools were you using?
- What were the key drivers to adopt the decision for implementing a CRM?
- We would like to know about objectives and benefits of OBG CRM?
- When did OBG start to implement a CRM?
- Can you describe the process from the early stages of implementation to now?
- Did you face any difficulties when implementing CRM?
- How much time does it take to implement the CRM?
- Which individuals or groups did you see as critical to be involved when implementing the CRM?

3. Change management:

- As a member in the steering committee, what factors can prevent a CRM experience from failure,
- As a member in the steering committee, Have you discussed directly the topic of change management when you were planning for the implementing the CRM.

¹ The interviewee is one of the main key players in OBG CRM project. She was present from first stages of implementation.

- How do you perceive the idea of managing change in the CRM project? Is it a way to face resistance or a part in the implementation process?
- How do you look to transformation of theoretical aspect of change management to concrete practices inside the company?
- After deciding what actions to undertake, how did you balance between the technical aspect of the implementation and change management activities?
- Leadership is the first element in OBG change management plan, how is top management involved in this project?
- In the same perspective, how does top management support and motivate employees to accept this change?
- What is the importance of training from a change perspective?
- How do you educate OBG staff to use CRM effectively?
- How will you measure the success of your change management plan?
- After applying all your change management measurements in reality, do you think that the implementation of CRM is successful?

APPENDIX N° IV: CRM user survey

CRM user survey

The Oxford Business Group CRM system has been introduced to help improve the way in which information is shared between teams in the field, with Management and with the various OBG offices.

For the CRM to be a success it is vital that you, a user of the CRM, are satisfied that it is helping to make your lives easier and that you agree with our view that the system represents a huge step forwards for Oxford Business Group.

To help us improve the CRM, please could you spend 5 minutes responding to the below short questions.

1) How satisfied are you overall with the CRM system? *

- Highly satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Highly dissatisfied

Comments:

2) How satisfied are you with the service the CRM support team are able to offer you? *

- Highly satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Highly dissatisfied

Comments:

3) How comfortable are you working with the CRM? *

- Very comfortable
- Comfortable - I would like further training in some areas
- Not comfortable - I would like to be re-trained on the CRM

Comments:

4) How would you rate the CRM system versus the old system for managing your projects?

(Word documents/spreadsheets etc) *

- I much prefer the CRM over the old system
- I slightly prefer the CRM over the old system
- I slightly prefer the old system over the CRM
- I much prefer the old system over the CRM
- I have never used the old system

Comments:

5) How satisfied are you with the speed of logging in/saving/synching in the CRM system? *

- Highly satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Highly dissatisfied

Comments:

6) On average, how frequently do you log into the CRM? *

- Every day
- Every 2 or 3 days
- Once a week
- Less than once a week

Comments:

7) How would you classify the speed of the internet connection in the location where you most frequently use the CRM? *

- Very fast
- Quite fast
- Average
- Slow

Very slow

Comments:

Do you have any other comments/suggestions/issues you would like to make us aware of?

APPENDIX N° V: Training document (Cover Page).

OBG CRM Training Manual

Part 1 – General Introduction and Overview

Version 1.0

Author: Lou Turnbull

OVERVIEW:

A video overview of the Oxford Business Group CRM system can be viewed here:
<http://www.youtube.com/watch?v=ou8y0l2hqY4&feature=youtu.be>

The OBG CRM (Customer Relationship Management) system is a central database designed to store all of the important information relevant to the activity of OBG teams in the field and in the support offices in Istanbul and Dubai.

The system will allow you to centrally store in a database information relating to Companies, Contacts, Meetings, Advert Sales etc, rather than needing to keep manual records in Microsoft Word or Excel. By storing all of this information in the OBG CRM staff are able to download reports and charts (e.g. the Ad Sales chart) from wherever they are in the world, without having to chase their colleagues asking them to send an email with the information they need.

We are confident that using this system will help OBG teams in the field, Dubai and Istanbul to become more efficient, by taking away some of the manual administrative work that needed to be done before the OBG CRM was introduced.

The training documentation for the CRM is broken into the following distinct sections:

- 1) OBG CRM navigation and basic functions (this document)
- 2) Company Management
- 3) Contact Management
- 4) Outlook Files
- 5) Advertisements
- 6) Reports

If you have any queries regarding the use of the CRM, please contact:

Lou Turnbull
Online Manager
lturnbull@oxfordbusinessgroup.com
Skype name: louturnbull

APPENDIX N° VI: Training video (CD Attached).

YouTube DZ Mettre en ligne Connexion

Oxford Business Group - Paulius Kuncinas on EMTV Business PNG 1
de Oxford Business Group
167 vues
22:16

Oxford Business Group interviewed on Mundo Empresarial
de Oxford Business Group
73 vues
15:01

Eleven Myanmar's coverage of the Report: Myanmar 2014
de Oxford Business Group
1 524 vues
8:29

Oxford Business Group - PM speech
de Oxford Business Group
46 vues
8:07

Oxford Business Group's Regional Editor Oliver Cornock interviewed on
de Oxford Business Group
126 vues
6:36

Oxford Business Group launches The Report: Colombia 2013
de Oxford Business Group

OBG CRM Training Video
Oxford Business Group · 53 vidéos
53 vues

Please Log In
Email: paulius.kuncinas@oxfordbusinessgroup.com
Password:
Work Offline
First Time Log In
Forgot Username
About

0:25 / 1:12:27

US\$ 10/02/2013

