

2015

# Critical success factors in customer relationship management (CRM): a successful CRM implementation project in a service company

Yiannoulatou, Litsa

Business Administration Program, School of Economics Sciences and Business, Neapolis University Paphos

---

<http://hdl.handle.net/11728/7019>

*Downloaded from HEPHAESTUS Repository, Neapolis University institutional repository*

**CRITICAL SUCCESS FACTORS IN  
CUSTOMER RELATIONSHIP  
MANAGEMENT (CRM) -**

**A Successful CRM Implementation  
Project in a Service Company**

LITSA YIANNOULATOU

**MASTER IN BUSINESS ADMINISTRATION (MBA)**

Neapolis University

Pafos, Cyprus

2015

School of Business

Full Time Degree

**MBA**

**CRITICAL SUCCESS FACTORS IN  
CUSTOMER RELATIONSHIP  
MANAGEMENT (CRM) -**

**A Successful CRM Implementation  
Project in a Service Company**

Thesis

*Instructor*

Dr. Angelos Tsaklanganos

*MBA Program Director*

Dr. Volos

## Acknowledgements

My sincere appreciation to my supervisor, Dr. Angelos Tsaklanganos for guiding me till the end for this paper. His professionalism is a model to follow.

My deepest thanks to my husband and to my little daughters for their support but the actual person who help me a lot and always supporting me in my whole life is my mum.

## **Plagiarism Statement**

This project was written by me and in my words, except for quotations from published and unpublished sources which are clearly indicated and acknowledged as such. I am conscious that the incorporation of material from other works or paraphrase of such material without acknowledgement will be treated as plagiarism, subject to the custom and usage of the subject. The source of any object (picture, table) is also indicated as is source published or unpublished.

# Table of Contents

Abstract .....	9
Chapter 1: Introduction .....	10
1.1 Background .....	10
1.2 What is a CRM? .....	12
1.3 CRM Components.....	16
1.3.1 Customer .....	16
1.3.2 Relationship .....	17
1.3.3 Management.....	17
1.4 CRM Functions.....	17
1.5 Benefits of Customer Relationship Management (CRM) .....	18
1.5.1 Development of Strong Life Time Relationships with Customers	18
1.5.2 Cost reduction .....	19
1.5.3 Better customer service .....	19
1.5.4 Increased customer satisfaction.....	20
1.5.5 Better customer retention .....	20
1.5.6 More repeat business.....	20
1.5.7 Simplified Marketing and Targeting .....	20
1.5.8 Staff Resistance .....	21
1.6 Research Objectives and Questions.....	21
Chapter 2: Research Methodology.....	24
2.1 Introduction .....	24
2.2 Research Methodology and Data Analysis .....	25
2.3 Proposed research approach.....	27
2.4 Interview as a data collection technique .....	27
2.5 Data Analysis .....	28
2.6 Validity and Reliability .....	28
Chapter 3: Literature review.....	30
Chapter 4: Implementation of the CRM.....	35
Implementation <sup>10</sup> .....	35
Chapter 5: Learning from Failure.....	38
Recommended key steps.....	38
Chapter 6: Discussion and Interpretation of Findings .....	40

The Importance of Customer Segmentation.....	48
Chapter 7: Conclusion.....	49
Chapter 8: Future research.....	51
List of Figures.....	52
Glossary of Terms.....	52
Bibliography.....	54
Appendix .....	60

---

1,2,3,4,5,6,7,8,9,10,11: Refers to the Glossary of Terms (page 50)

# Abstract

This research paper examines the strategic role of a CRM application in an organization and analyze the success factors of CRM implementation<sup>10</sup> in firm.

The purpose of this study is to find the **critical success factors** of customer relationship management implementation<sup>10</sup> from a Customer Service Company in Cyprus. Semi-structured interviews were carried out to collect the needed data. The interviews were written or recorded then transcribed and analyzed by implying content analysis method. The results have reflected that the main success factors such as training employees, top management commitment and the desired organizational culture have been determined that impacts the project significantly and intensely toward obtaining the desired results. The case study illustrates that CRM is a complex and holistic concept, organized around business processes and the integration of information technologies. Commitment of the top management and the influence of a leadership<sup>4</sup> style in a teams are very critical in order to motivate employees to follow organizations goals. The study, as mentioned before, highlights that implementing CRM requires effective<sup>2</sup> leadership<sup>4</sup>, sourcing, targeting and evaluation strategies.

**Keywords:** Customer Relationship Management (CRM), effective<sup>2</sup>, efficient, Relationship Marketing, Strategic Planning , customer relationship management implementation<sup>10</sup>, customer focus, process approach, quality, customer information, communication, leadership

---

<sup>1,2,3,4,5,6,7,8,9,10,11</sup>: Refers to the Glossary of Terms (page 50)