

UNIVERSITY OF LJUBLJANA
SCHOOL OF ECONOMICS AND BUSINESS

Master's thesis

**KEY SUCCESS FACTORS OF CUSTOMER RELATIONS
MANAGEMENT IMPLEMENTATION: THE CASE OF A LARGE
SCANDINAVIAN FINANCIAL INSTITUTION**

Ljubljana, January 2021

PETTER TOFTE

AUTHORSHIP STATEMENT

The undersigned, Petter Tofte, a student at the University of Ljubljana, School of Economics and Business, (hereafter: SEB LU), author of this written final work of studies with the title “Key success factors of customer relations management implementation: the case of a large Scandinavian financial institution”, prepared under supervision of Mojca Stemberger.

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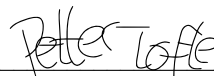


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LIST OF ABBREVIATIONS

CSF - Critical Success Factor

ROI - Return of investment

CRM - Customer Relations Management

INTRODUCTION

How to best retain and develop customer relationships in order to enhance business performance? This is one of the key challenges for companies. The vendors experience tougher competition from an increasing number of competitors, both international and nationwide. Furthermore, the customer is experiencing greater freedom of choice, from a greater pool of vendors, especially made possible through e-commerce, which entails that the vendors are able to offer their products more convenient, and also across geographical distances. Many companies therefore try to address this by implementing Customer Relations Management (CRM), in order to enhance and better nurture customer relationships, with the final goal of increasing competitiveness and generate value (Buttle & Maklan, 2019).

The interest in CRM is expansive, and the term is widely recognized in all business aspects, for being a strategy known for the ability to generate high value. Through the increasing focus on CRM, it has proven to be a challenging concept to comprehend, in which also provides a lot of great challenges, resulting in lacking performance, and low fulfillment of business objectives (Josiassen, Assaf, & Cvelbar, 2014).

It is evident that a successful CRM implementation is of unprecedented benefit if done right (Ibid) and the apparent value is therefore significant, but why do so many companies experience such challenges in successful CRM implementation?

By harvesting knowledge and findings identified in previous literature, I have identified what is known to be the main critical success factors (CSF's) of CRM implementation. Furthermore, this information has been utilized as a foundation and evaluation measure for the analysis of an unsuccessful CRM implementation in a large Scandinavian financial institution. Where the objective is to gain a better understanding of what went wrong by analyzing project performance up against a framework consisting of the consensus of previous literature on the field of key success factors and the implementation process of the company of which the case study has been performed.

In the following chapter, the background of the thesis, combined with aim and defined research questions will be presented

Background

The business world of today is by many conceived as highly competitive and customer-driven. The consumer of today can generally benefit from a large selection of choice, and with the help of the internet and digital platforms, to gather information in order to make better purchasing decisions. Seen from the vendor perspective, the digital platforms of today enable the organizations to build up tailored and more customized experiences, aiding the organizations in building up, nurture and maintaining long-lasting customer relations (Winer, 2001).

Businesses are investing large sums of money and time into CRM strategies and tools with the intention of staying competitive (Moedritshcher & Mussnig, 2005). Not only has the technology enabling better data analysis made improvements, but the digital nature that makes up most customer interactions enable businesses to collect a lot of data. Valuable information that can be used in order to further understand your customer - also on a more individual level. Following the more data-driven and systematic direction of approaching and maintaining customer relations, the CRM software market is experiencing rapid growth and is by Gartner considered to be both the largest and the fastest-growing software segment for enterprise usage, with a total market estimate of 48.2 billion dollars globally in 2018 (Garner, 2019).

Increased competition, globalization, and high costs of acquiring new customers are some of the elements that have led to an increasing focus and urge to improve customer loyalty (Berndt & Tait, 2012). The shift towards more relation-oriented strategies, such as more customer-centric approaches, has gotten more traction. This also leads to the challenge of building and maintaining good, long-lasting customer relationships, a process that requires the skill and ability to serve your customer's preferences (Davenport & Marchand, 1999). Being able to acquire, and also process such data in an efficient manner has grown to be highly valuable knowledge to possess. As stated by Kotler and Armstrong (2010), this is especially of high importance when this type of knowledge is utilized in order to acquire intellectual assets such as customer loyalty and relational ties. Assets that are difficult to imitate and could thereby be considered a comparative advantage for the company if done right.

Building these strong customer relationships is a challenging, and also potentially very profitable activity. This goes under the umbrella of CRM, or customer relations management if you will. CRM is an expression used to describe the strategies, methods, and tools utilized to help businesses maintain and nurture customer relationships, with the enabler being the technological component, the CRM-applications, which enable large scale data capture and processing of customer data (Payne & Frow, 2006). With information spanning from customer contact information to purchasing frequency, customer preferences, and also predictive and analytical components intended to identify price points and also customer segmentation.

Both the demand for CRM software and the previously mentioned failure rate for CRM implementation processes are apparent. A CRM strategy affects the organization as a whole and does, therefore, make it challenging to implement successfully. The main challenge of which is that no great model exists that also suits all companies (Mendoza, Marius, Pérez, & Grimán, 2007). Further stating that every company has its unique set of business processes and their business culture. Not to mention the human element, of which people are not homogenous and do therefore not respond identically.

Aim and research questions

This thesis is built around a case study of a market-leading Scandinavian financial institution of which initiated a CRM implementation process in early 2011 - a project that was later

discarded due to lacking performance. The company, which from this point going forward will be described as “BankY” for anonymization purposes, is evaluated using existing literature in the field of key success factors, where the aim is to get a better understanding of why the project failed.

The purpose of this research is to gain a deeper understanding of the underlying causes that resulted in the project initiated by BankY to be terminated, and by doing so, getting a better understanding of how similar projects could be optimized in order to minimize the chances of similar failures going forward. After all, the costs and resources that are being put into such projects make for a significant amount and could have a dramatic effect on business performance. This thesis will, therefore, go deeper into the underlying wrongdoings of BankY, in order to learn from prior mistakes by using a framework based on key success factors in CRM implementation.

The goals are:

- To analyze and understand the underlying and expressed goals, and the implementation process by BankY of Microsoft Dynamics.
- To get a better understanding and overview of what aspects succeeded, and
- to identify what aspects did not perform as expected,
- In order to provide BankY and similar organizations with practical recommendations for improved implementation processes.

Research question 1: What are the key success factors of CRM implementation?

Research question 2: Does the findings from the case study of BankY correlate with the key success factors identified in the literature search?

The first research question is intended to work as a foundation of which BankY is compared up against as an evaluation tool. Research question one has been answered using secondary data, more specifically through a review of existing literature, where the key success factors have been identified and categorized in order to compile a list of success factors that are supported by the consensus of existing research. The list generated will as mentioned be further utilized as an evaluation tool for research question two.

Research question two has been answered by collecting primary data, more specifically by conducting a qualitative case study by interviewing key roles of which participated or was involved in the CRM implementation project. The interviewees participating were meant to shine a light on the process, from various angles based on their field of competency, role in the project, and level of involvement. The findings identified from research question 1 were used as evaluation in order to measure the performance and generate a more in-depth understanding of what went wrong in this particular project.

Outline of the thesis structure

This thesis is structured into seven chapters. To this point, the first chapter has already been presented and is intended to make the reader acquainted with the general topic of CRM. Below, only the following chapters will be described in detail.

Chapter two aims to provide the reader with an overview of existing literature within the field of CRM. The literature review is initiated on a general scale looking at existing literature and research related to the general concept of CRM, working as a backdrop for a more fundamental understanding of the varying perspectives and the challenging and holistic nature of CRM.

Chapter three goes into the methodology of the thesis. Describing the selection of the type of methodology used in the research combined with a practical explanation of how the research has been executed in order to answer the research questions.

Chapter four presents the empirical data gathered from the research. The chapter is initiated by presenting the data from the literature search, followed by data retrieved through the interview rounds with the financial institution of which the case study is being conducted.

Chapter five includes an analysis of the CRM project initiated by BankY based on the findings from the literature search, making us able to gain a better understanding of where it went wrong, by comparing the findings from the case study up against the compiled list of critical success factors described in chapter four.

Chapter six includes the discussion chapter of the study, which takes a more general approach discussing the findings and project performance. The chapter also includes limitations to the research, and lastly, suggestions to further research within the area of critical success factors in CRM implementation.

Lastly, chapter seven presents the overall findings derived from the research together with a conclusion that presents answers to this thesis' research questions combined with recommendations for BankY.

1 LITERATURE REVIEW

The previous chapter introduced us to the concept of CRM and provided background and defined the goals and research questions for this thesis. In this chapter, the existing literature is studied in order to get a more extensive understanding of the challenges of successful CRM implementation, this literature review intends on providing a better understanding of the complexity and benefits of implementing CRM.

1.1 What is CRM

Customer relationship management, or CRM, is a concept in which aims to treat the customers as they want to be treated, with the intention of increasing the efficiency and profitability in how business is conducted (Peppard, 2000) and thereby aims to maintain and develop customer relationships, in order for the company to increase their profits in the long run by creating additional value to their customers (ibid). The gradual change in how we do business makes the importance of CRM, thereby the customer relationships and customer-centric processes and services highly important (Goldenberg, 2000). This is also supported by Peelen, Beltman, Montfort and Klerkx (2006), describing CRM as a shift in marketing, from product management to customer management. This is further backed by forecasts, indicating that businesses are following a trend that contains to implement CRM, and thereby favor their customer relationships in order to survive in the evolving business environment (Mendoza et al., 2007).

According to Ghavami and Olyaei (2006), CRM is a strategy that aims to acquire and develop customer relationships based on the individual needs of the customer, and also their potential future value. Further stating that CRM activities, such as marketing and management activities ought to be based on equally beneficial, symbiotic relationships between partners, customers, and the organization in order to succeed, and in turn, be profitable.

Johansson (2002) looks at CRM a slightly different way, stating that CRM is the implementation of customer focus in departments throughout the organization and that this is the organizational activities that help identify, retain, acquire and develop customer relationships by serving the right customer with the right product, or service, at the right time through the right channel.

Previous studies (Payne & Frow, 2006; Rigby, Reichheld, & Schefter, 2002) states that varying views and disagreement regarding the concept of CRM, and what it entails are often the explanation of low performing CRM initiatives. In other words, the consensus of what CRM is, is not uniform. So in order to gain better clarity for this paper, the CRM definition has to be discussed and defined.

1.2 Defining CRM

The concept of CRM and its definition is not fully agreed upon, and thereby defining what CRM is defined as in this paper is necessary in order to create a clear understanding of what it means to an organization. Especially when lacking a clear definition and a common understanding is, by Nguyen, Sherif, and Newby (2007) considered to be a barrier against a successful CRM implementation process. The definitions used in existing literature vary from technologically based definitions which appear narrower, to broader definitions that have a more strategic inter-organizational view (Payne & Frow, 2006). A narrow view of CRM is presented by Chen and Ching (2004), defining CRM as a concept which is composed of heavy

information technology such as large databases and the internet in order to effectively handle and aid in the relationship marketing process. Furthermore, CRM is also defined as a technology intended to retrieve customer information in order to further enhance customer service (Ryals & Payne, 2001). Parallel to this, it also exists broader definitions that has a higher focus on the strategic properties of CRM, of which the technological solutions only make up a smaller part of the overall concept (Mendoza et al., 2007). Combined, the concept of CRM has shown to be viewed as a strategy, an overall philosophy, a process, a tool, or a capability (Zablah, Bellenger, & Johnston, 2004). This varying perception of what CRM really is, can as mentioned by Nguyen et al. (2007) create yet another barrier of successful implementation, simply due to the variation in perception.

Figure 1: The CRM continuum

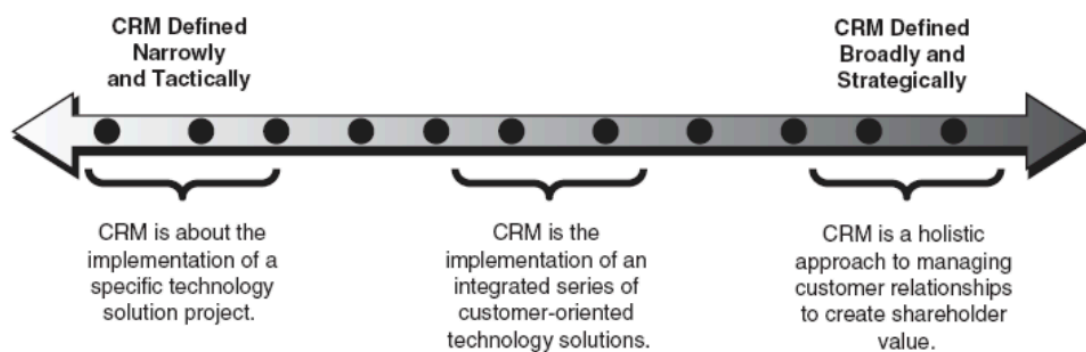


Figure 2.2: The CRM continuum, Payne & Frow 2005

Source: Payne and Frow (2005)

In order to make the scope of the thesis clear, and with the already mentioned importance of a clear definition of what CRM is, the definition of CRM in this thesis is: CRM is a strategic approach built up of the integration between People, Processes and Technology intended to improve stakeholder value by improving customer retention and procurement and thereby build profitable, long term relationship with customers.

1.3 Components of CRM

Based on the discussion related to the definition of CRM, its varying schools of thought, and the challenging nature of the CRM concept, Ali and Alshawi (2003) wrote a paper with the intention of structuring the concept of CRM based on literature retrieved from the fields of marketing, IT and management, and as a result, identifying three central components in succeeding with CRM implementation. Findings also supported by (Chen & Popovich, 2003; Crosby & Johnson, 2001):

1. People
2. Processes
3. Technology

The components derived from the concept of CRM do not generate success as stand-alone components. Each respective component is crucial in order to succeed on a high performing level, but a successful CRM implementation requires a focus on more than the technical aspect, backed by Payne and Frow (2006) stating the importance of the holistic view of the implementation within the organization.

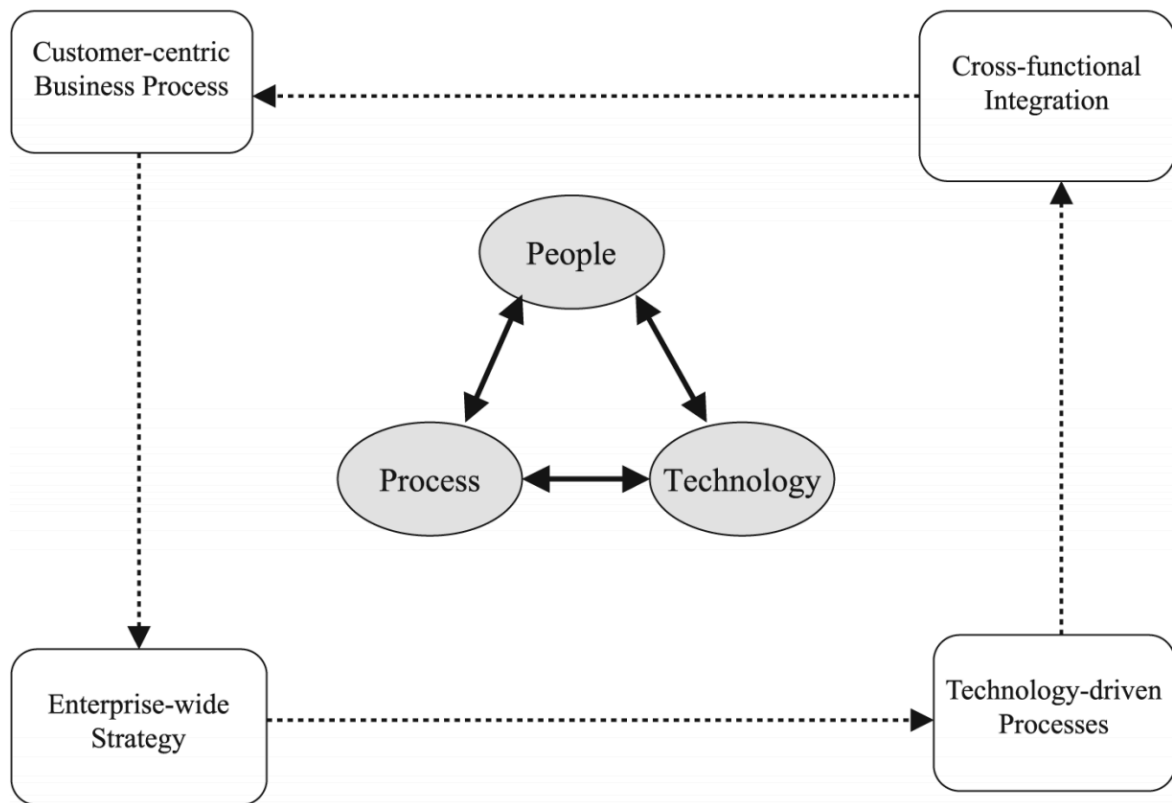
Moreover, Garrido-Moreno, Lockett, and García-Morales (2014) describes human resources and organizational factors as fundamental prerequisites for IT success. A study done by Wade and Hulland (2004) generated a list of organizational factors that are fundamental for IT success:

- Employee participation
- IT skills
- CEO commitment
- Open communication
- Organizational flexibility
- Strategic integration

Awareness and understanding of the above-mentioned factors, and again, underlining the importance of what Payne and Frow (2006) stated as a holistic view of the implementation process is becoming clearer, so without the right human interaction with both the processes and systems the expected returns of the investment in CRM are likely to suffer.

In order to gain a better insight into the concept of CRM, each of the key components are described in detail in order to better understand the complex, holistic approach to CRM projects.

Figure 2: A CRM implementation model.



Source: Chen & Popovich. (2007).

1.3.1 People

This component refers to the human element of the strategy, including both the employees, thereby including sufficient training, change management, cultural change and support, combined with the considerations of the customers (Mendoza et al., 2007). The key element of CRM is how the relations with the organization's customers are handled, by translating customer information into products and services that aim to fulfill the constantly changing needs of the customer in order to build up loyalty. Lockett and Thompson (2001) further states that a large share of organizational-wide strategies focuses heavily on the internal processes while discarding the mindset and aspects regarding the client.

People - External perspective

A fundamental mindset in business, more specifically in expectation theory is that your offering should meet the customer's expectations, and preferably exceed them in order to delight the customer (Oliver, 2014). In order to be able to do so, the organization has to understand what elements create value to the customer, and thereafter create satisfaction by meeting, and preferably exceed the customer's values, then lastly to work towards customer retention (Mendoza et al., 2007). Customer satisfaction is a concept which describes how the customer perceives the offering/purchase as a whole, and whether their expectations have been met (Wicks & Roethlein, 2009). If the purchasing experience turned out to be equal to, or better

than expected, customer satisfaction is achieved. Satisfied customers are thereby a prerequisite for building good relationships and will in turn lead to customer retention and loyalty (Mendoza et al., 2007).

Satisfied customers are a prerequisite in order to retain customers, and thereby build up a loyalty relationship between the company and the customer. Acquiring new customers are generally considered more costly than retaining existing ones (Kleinaltenkamp, Ehret, Hunt, Arnett, & Madhavaram, 2006). Especially in companies that generally have a high acquiring cost for new customers (Reichheld, 1996).

People - from an organizational perspective

First of all, the mindset of the employees might cause challenges in a shift from a more product-oriented approach to a more customer-centric mindset. A study conducted by Feinberg, Kim, Hokama, De Ruyter, and Keen (2000) indicates that the main element of retaining customers is the quality of service. Further specifying the reasons as lack of access to the right personnel, inattentive personnel, rude employees, and slow responses. This research underlines the importance of good employees, especially the ones with direct customer contact and interaction. Furthermore, the quality of the service provided by employees is correlating with the satisfaction of the employees (Fournier, 2001). Derived from these findings, we can state the importance of including the employees and work on reducing resistance to change, and not to mention, be aware of the importance of the human aspect in such implementation processes.

Secondly, and also building on the challenges stated previously regarding employee satisfaction, is top management support and commitment (Chen & Chen, 2004). Further stating that the upper management is in the role of selling and convincing the organization of the benefits of the change that is about to happen. Furthermore, stating that the management has to be good promoters of the CRM strategy, and in doing so, create commitment, motivate and generate understanding of the change. This element further enhances the importance of effective leadership in the organization (Galbreath & Rogers, 1999).

Supplementing the already described challenges, Brendler (2000) describes additional universal factors to consider when it comes to the human aspect:

1. Change management

Awareness of the fact that a shift towards a CRM strategy will strongly affect the employees, since new systems, and the way of doing things will likely be altered.

2. Communication

When implementing changes, the desired objectives must be clear and communicated with all involved parties as well as to follow up on the predefined objectives in order to make sure that progress is going in the right direction.

3. Feedback loop

The people interacting with the customers daily possess a lot of valuable knowledge, and by using that knowledge, the CRM implementation can be adjusted to better suit the actual needs of the organization, and thereby increase effectiveness and overall quality.

4. Good leadership

CRM implementation processes usually involve changing processes and introduce new systems and technology for a variety of employees with various backgrounds and competencies.

It is clear that the human aspect, more specifically people, are central in implementing CRM. Regardless of the quality of the technological components and the quality of the business processes, without the users (employees) embracing the change, successful implementation becomes drastically more challenging.

1.3.2 Business processes

A successful CRM implementation requires shifting existing business processes in the direction of a customer-centric approach (Mendoza et al., 2007), underlining the importance that an organization's business processes of which involve customer contact, either direct or indirect, would require proper analysis and assessment in order to verify that they are putting the customer in focus. Even though CRM impacts the organization as a whole, Mendoza et al. (2007) state that processes that entail direct customer contact ought to be prioritized when integrating and automating business processes. This accounts especially for the main business processes involving marketing, sales, and services.

When implementing CRM, which is considered a customer-centric business model (Chen & Popovich, 2003), the goal is developing products that fit the customer's needs. This thereby means that your processes should be aligned with the customer's needs and preferences. Furthermore, customer preferences aren't static and are individual. Well-functioning business processes enable an organization to treat customers individually based on their needs (Renner., 2000).

When introducing a new strategy and new systems to an existing company structure will in most cases involve changes in how things are done or should be done. When conducting changes, such as implementing CRM, the organization also takes onboard new business processes, and it is thereby important to be aware of, and critical of existing processes in order to reach the organizational objectives (Chen & Ching, 2004). It is also important to bear in mind the organization's internal practices that are already embedded, and be careful not to drastically change the way the employees are working without awareness of the consequences (Mendoza et al., 2007). Mendoza further states that organizations often adapt their processes to the capabilities of the software itself, rather than finding a technological application supporting your predefined business objectives.

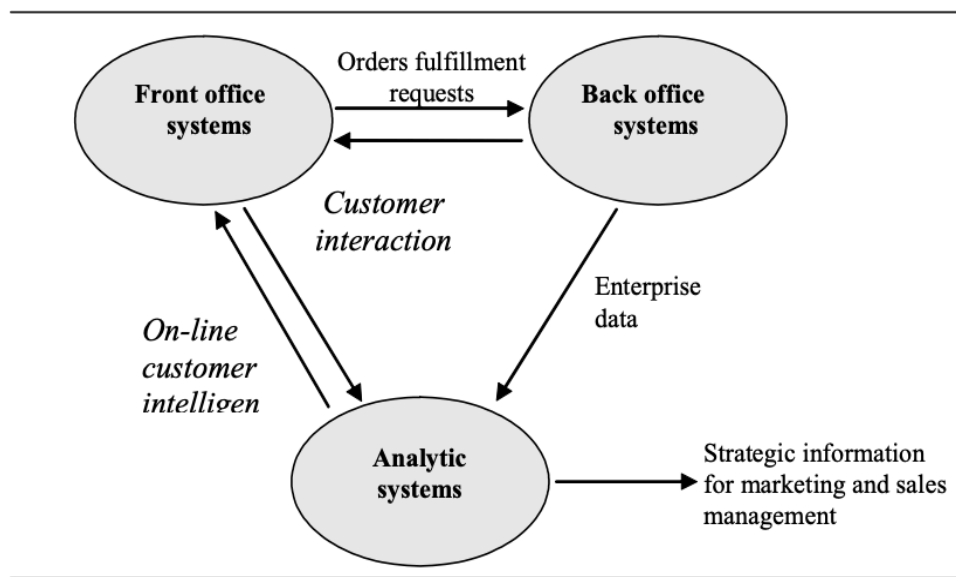
1.3.3 Technology

The concept of CRM is tightly aligned with the use of CRM software. As stated by Massey, Montoya-Weiss, and Holcomc (2001), it is through the procurement of CRM software that the organization intends to implement CRM as a strategy. Within the technological component of CRM lies the technological infrastructure and information systems that intend to facilitate and support the overall CRM strategy (Doherty & Lockett, 2008). The information systems and infrastructure has been known as a form of enabler to existing business processes, used in order to gain improvements in organizational performance (Davenport & Short., 1990). Moreover, CRM applications provide innovative methods that connect an organization with its customers and suppliers, in order to be able to collect and analyze patterns, interpret customer behavior and generate predictions based on customer data while also being able to act on this information in order to optimize interactions with customers. (Wilson, Daniel, & McDonald, 2002). As a whole, a CRM system collects, stores, maintains, and distributes a consolidated view of each customer across organizational borders, with one of the main benefits of sharing and working together on gathering information on the customers, so that the company offering can be tailored to each customer (Peppard, 2000).

A CRM strategy is compiled on top of advanced technology that enables the previously mentioned tasks of collecting and analyzing customer data in order to interpret customer behavior, create predictions and respond with efficient forms of communication in order to generate value to the customer. The benefits of such powerful systems are apparent, but also provides additional challenges. Central to the success of CRM is also data accuracy and integrity, with the process of unifying customer data while cleansing for duplicates and errors in order to ensure that data is accurately distributed and that information is presented accurately throughout the organization regardless of the communication channel that is being used (Finnegan & Currie, 2010).

To further illustrate the integration within a CRM system, and thereby understand the complexity and cross-integrated nature of CRM system integration, figure X presents a visual, further highlighting the importance of cross-departmental integration, being able to utilize data where needed, feed new data into the loop and lastly to analyze the data for strategic, marketing, and sales purposes Bradshaw and Brash (2001).

Figure 3: The “Virtuous triangle” of CRM



Source: Bradshaw and Brash (2001). p. 525

1.4 CRM Objectives

The complex nature of CRM, and also the extent to which CRM is implemented, combined with the various needs and preferences of the user, calls for varying objectives of CRM. Existing literature on the field has varying views on what objectives push in the direction of CRM.

Burnett (2001) states that the CRM objectives tend to be categorized in three bins; Increase revenue, reducing costs, and as a strategic impact. Furthermore, stating that the 4 components mentioned below are all good arguments to initiate a CRM initiative:

1. Win rates

Increases due to the fact that the organization is more capable of pulling out of bad deals earlier in the sales process since they will have more information on their customers and their preferences.

2. Better resource allocation

As a result of knowing your customers better, more company resources can be allocated to what is considered profitable customers, whereas the less profitable customers can be allocated to delivery channels with lower costs.

3. Increased customer satisfaction

An increase as a result of aligning business activities with customer needs. Thereby the customer feels supported, understood, and gets their needs fulfilled.

4. Reduced sales and administrative costs

By better knowing your customers, it is easier to identify your target customer, and thereby have a better understanding of how to approach this target segment.

The objectives defined by Burnett (2001) put emphasis on how knowing your customer can help your organization make better decisions and allocate resources. A view of which focuses on how an organization can better utilize customer data, and not so much focus on the customer. Wilson et al. (2002) on the other hand states that organizations see the importance of getting to know their customers, and focuses on the CRM benefits of:

1. Improving communication with the right customers
2. Providing a suitable product for each unique customer
3. Providing their service through the right channel for the customer
4. Providing the service at a suitable time for the customer

Furthermore, Wilson et al. (2002) state that doing so will generate the following benefits:

1. Enhanced customer retention
Tailoring to their customer's needs will help retain existing customers and in that sense increase customer loyalty, and thereby increasing customer lifetime value (CLV), and by so, increasing productivity in the long term.
2. Increase customer profitability
By better-targeted up-selling and cross-selling and offering the right product at the right time.
3. Increase the value perceived by the customer
Knowing your customer, and utilizing this information, helps provide the right product or service, both in terms of what, when, and how, so that the customer expectations are met to a greater extent.

The objectives and the logic of why CRM is helpful are apparent, and being able to know your customers better, are a great aid from a business perspective, enhancing targeting and improving resource allocation and loyalty, but also from the customer's perspective, where the customer experience a better-suited experience and product, built better around their needs and requirements.

Getting to this point is an extensive process involving large parts of an organization. CRM is not a stand-alone strategy, it is company-wide, and its nature involves most functions and departments of the organization. In the process of better understanding the ideal principles of CRM, Bradshaw and Brash (2001) states that in order to deal with customer relationship management in the rapid pace of today's business world, there are three elements that are crucial insights in order to succeed with customer relations.

1. Integrating CRM principles in the customer-facing functions are just the beginning. In order to fully implement CRM, back-end functions have to be involved as well. Functions such as production, fulfillment, and billing, parallel to analytical functions and structures such as data warehousing and providing insights of the customers back into the system.
2. Maintaining well-functioning customer communication regardless of the channel used requires an extensive and flexible infrastructure that enables the organization to stay consistent across all channels, regardless of where the customer is present. Secondly, being able to capture customer data and integrate this into the central CRM system regardless of the channel used.
3. Using the right platforms and media by directing the customer based on customer data.

Bradshaw and Brash (2001) state the importance of a deep, organization-wide integration parallel to the importance of reaching out into all channels. The importance of the latter is that you are then able to deal with the customer regardless of the channel, and most importantly, to maintain the one, and unified view of the customer that presents all customer data and customer interactions, with no blind spots.

1.5 Benefits of CRM

Due to the holistic nature of CRM, being able to measure the performance of CRM initiatives can be challenging to do. Foss and Stones (2002) states that CRM, and more specifically customer segmentation activities are often used, especially in the banking industry, in order to provide differentiated services to customers by optimizing the usage of the various channels. Further stating that this is done with the goal of reducing costs while maintaining existing service levels. More specifically, customers identified as lower value customers are redirected to lower cost channels, such as self-service activities through the web, whereas high-value customers are channeled through more costly, but also more tailored and personal channels such as direct contact with a representative in a one-to-one fashion, if the customer prefers to do so.

Moreover, CRM can provide great benefits if implemented successfully. Chen and Chen (2004) mentions benefits such as:

1. Aid the marketing department in identifying and targeting high-value customers, help manage marketing campaigns while also help the sales team by generating good leads.
2. Aid in sales management by sharing customer information across the sales team while also streamlining existing business processes (for instance, by placing sales orders utilizing mobile devices).

3. The ability to build personal relations with customers with the intention of increasing customer satisfaction while simultaneously maximizing profits by targeting high-value customers and thereby use more efficient, but also more costly communication channels only where it is considered profitable.
4. Providing the employees interacting directly with the customer's valuable information, which can help them get to know the customer, and by doing so, better understand the customer needs, and by doing so, build better relationships with the customers.

1.6 CRM implementation challenges

Regardless of the increased focus on CRM, and also the importance of succeeding, studies are showing that the rate of successful CRM implementation is underperforming. Bull (2003) did a study of which 202 CRM projects were included and came back with findings showing that only 30,7 percent of the participating companies reported that they actually experienced an enhancement as in how they sell to, and also serve their customers. Subsequently, a large share of the organizations implementing such CRM systems face large challenges. An international study studying the performance improvements reported as a result of the CRM initiatives shows that only 25 percent of the 1337 companies attending the survey actually reported a significant growth in performance (Raman, Wittmann, & Rauseo, 2006). Further stating that most implementations of CRM underperformed due to challenges adopting and defining a clear strategy, and also the challenges in adjusting and changing its business processes. Thus, lacking a holistic understanding of their customer-centric objectives, organizations ought to experience big challenges fully utilizing this technology.

Buttle (2001) stated that the CRM system itself is a business management tool intended to enhance and utilize their customer knowledge, with the purpose of strengthening their customer relationships. Whereas also concluding that the CRM system is a crucial component of the overall CRM strategy, which as a whole generate shareholder value through creating, and better-utilizing customer knowledge, more specifically (Sirivastava, Shervani, & Fahey, 1999):

1. Efficiently segment customers
2. Nurture and strengthen customer relations
3. Determine how to handle non-profitable customers
4. Tailor marketing activities according to perceived customer preferences

The previously described challenges stated by (Raman et.al., 2006), looking into the low-performance gain and the large challenges of successful implementation of CRM, has led to further research on the area of key success factors of CRM projects, identifying what seems to be crucial for success in CRM implementation projects (Mendoza et al., 2007; Pan, Ryu, & Baik, 2007).

According to Light (2001), a fundamental prerequisite for successful CRM implementation, is to look at such projects as more than the implementation of IT, and instead be considered an organization-wide strategy. The complex nature of a CRM strategy might therefore benefit from a more systematic, holistic approach, where CRM is not considered only a technical solution, but instead placing CRM in the center of the organization, with tentacles out to the CRM systems themselves and also the customer-centered business processes (Bull, 2003). The confusion and the lack of a deep and holistic understanding of CRM could also be a factor magnifying the issues experienced by businesses (Nguyen et al., 2007), therefore, a proper definition is central before initiating such projects.

Derived from the arguments of seeing CRM as a business strategy, and not only a technical solution (Light, 2001; Nguyen et al., 2007) highlights the importance of senior management support. The overall business strategy requires, and consists of top management decisions. In addition to this, considerations for the company culture, employees, overall business focus, and business processes (Mendoza et al., 2007). This is argued further by Kirby (2001):

1. The management's understanding that changes are organization-wide, and that that the implementation is not imminent.
2. Assuming that the customer already is well known to the company, and thereby do not use sufficient resources in order to collect all information related to the customer.
3. A mindset that the CRM objectives are met simply when obtaining a CRM software
4. Insufficient communication between departments involved
5. Lacking predefined metrics in order to measure performance

Furthermore, the idea that CRM failures often can be traced back to the software itself, rather lacking the fundamental understanding of the challenges that arise when combining technology with an existing organizational culture, processes, and also people are further stated by (Finnegan & Currie, 2010), stating that the main pitfalls when implementing CRM.

1. Having the mindset that technology is the solution
2. Insufficient support from upper management
3. Insufficient focus on the customer
4. Lacking or undefined vision and overall strategy
5. Keeping existing processes as-is

Peppard (2000) states that the financial sector has been considered an industry on the forefront of CRM technology, however, common challenges and shortcomings have grown to appear. Peppard (2000) breaks down the main challenges into how they applied CRM, and also what the objectives were. Collecting and analyzing data can aid in the process of identifying who is considered high-profit customers so that the organization in turn can focus on addressing them accordingly. However, simply identifying these high-value customers is not sufficient and will not increase customer value. The findings from such data mining processes have to be addressed

by combining marketing activities that break down to actually reaching out to the right customers through the right channels. Being able to utilize such knowledge, and apply it properly stands to provide a competitive advantage, according to Frawley and Thearling (1999). Furthermore, Dravis (2010) states that even large and successful marketing departments and organizations are dependent on quality data from activities such as mining operations in order to succeed.

Processes as such depend on a unified, customer-focused solution, first of all, intend to improve customer service and presence, but also a solution that acts as a cross-organizational solution collecting accessible customer data regardless of the system or channel used, in order to generate and deliver a unified view of the customers. This unified data retrieval thereby aids in the process of marketing through target segmentation and one-to-one marketing activities tailored to the customer's individual needs and preferences (Zarema, 2020). While also increasing agility and knowledge to optimize business processes and internal standards in order to meet the customer's expectations.

1.7 Defining Critical Success Factors

In order to better understand the challenges in implementing CRM, and also to understand the purpose of composing a list of critical success factors, the understanding of CSF is critical. Rockart (1979) defines CSF as: «For any business, the limited areas in which the results if they are satisfactory, will ensure the successful competitive performance for the organization». Furthermore, CSF is by Boynton and Zmud (1984) defined as the factors of which have to be done right in order to succeed. Further stating that these are factors that require a high degree of follow-up and continual attention. Turning the coin, this definition could, therefore, be interpreted as; the lack of one or more CSF's would lead to an unsuccessful outcome.

The use of CFS as a method was a concept that developed as a method of minimizing the risk of unsuccessful projects by identifying, and also to provide descriptions and information related to these factors in order to better channel and directing information systems development efforts while also to highlight the key areas of which especially required the manager's attention (Boynton & Zmud, 1984). This is also supported by Anderson (1984) stating that through identifying the CSF's, the management can make sure that their disposable resources are utilized in areas of which are of such need and of such importance, and thereby increase business performance.

2 RESEARCH METHODOLOGY

This chapter will provide the reader with an overview of the research methodology, which is utilized throughout this thesis, and does thereby describe how both the literature search and the case study was conducted.

The purpose of this thesis is to gain a better understanding of why CRM projects have such a high failure rate, and also to provide BankY with answers to why the project they initiated in 2014 failed. Based on this, two research questions were defined.

Research question 1: What are the key success factors of CRM implementation?

Research question 2: Does the identified key success factors identified based on existing literature correlate with the findings done in the case study of BankY?

Based on these questions, I wanted to identify what existing literature considers a requirement for successful CRM implementation in general, and also specifically in financial institutions, and by doing so, get a better understanding of how BankY should have acted and proceeded in order to succeed in their project. I thereby decided to conduct a literature search to answer research question 1, in order to compile a list of critical success factors for CRM implementation - findings that later will be used in order to answer research question two, and by so, working as a framework around the findings derived from the case study conducted on BankY.

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Figure 4. Research model



Source: Own work.

2.1 Research strategy

Seeks to quantify data and often to conduct statistical analysis on a dataset. The quantitative research approach is used to predict and generalize findings retrieved from a sample of the population that is being studied. Furthermore, a qualitative study is often known to contain a large sample of highly structured data (Malhotra & Dash, 2016).

Are most commonly used in research where the researcher aims to gain a deeper understanding of a topic. A qualitative approach is often used in order to generate an initial understanding of a topic, and its nature allows for unstructured data to be collected (Malhotra & Dash, 2016). Further stating that it's an explanatory methodology that based on small sample sizes, can provide insight and understanding to a problem. This also makes the collected data unsuitable for mathematical or statistical calculations.

Since this paper aims to get a better understanding of the underlying causes of successful CRM implementation, a qualitative research approach is the most suitable, since the characteristics of the unsuccessful CRM implementation, in this case, is not been properly examined, consequently, an overall in-depth understanding of the project is central. This approach enables the researcher to get an in-depth understanding of the complexity of the case that is being studied and is thereby the most suitable alternative for this study.

2.2 Data collection

This paper relies on 2 types of data and will be utilizing both primary and secondary data. The former is by Chisnall (1997) described as data that is being collected purposefully to answer a problem. In this thesis, the primary data will be collected by conducting a case study of BankY. Whereas the latter, secondary data, is utilizing existing data that might be useful for your research, even though the data is not collected specifically for this purpose (Chisnall, 1997). For this thesis, existing literature on the field of Critical success factors will be studied and summarized by doing a structured literature search in order to gain a deeper understanding and overall overview of findings derived from existing literature.

2.3 Research approach

In an attempt to answer research question one, a literature search with the intention of identifying and structure a list of critical success factors in the field of CRM implementation based on existing literature was conducted. The purpose of doing so is to be able to utilize the findings as a foundation for the case study, and by that comparing the findings from the literature search up against the findings of the case study of BankY in order to identify where the project potentially did not meet the critical success factors identified by existing literature, furthermore, to be able to identify gaps in the implementation process of BankY.

2.4 Method of the literature search

In order to build up a repository of critical success factors, I conducted an online search using the services ResearchGate, Google Scholar, Science direct, and Sage Journals. Furthermore, the search was performed using generic phrases in order to target relevant articles within the topic of critical success factors in CRM implementation. The phrases used in the search were "CRM", "Critical success factors CRM", "Customer relationship management challenges", "Factors for successful CRM implementation". In addition to this, some of the research papers identified in

the initial step also contained citations to other relevant papers, both through citations from other papers, and also related articles identified in the respective articles reference lists.

In the process of retrieving relevant literature, 11 papers on critical success factors of CRM implementation were included. The respective findings from each individual research paper were then put into a table, and analyzed using a coding framework, which is a process where the data is broken down, analyzed, and lastly, put together in a new and structured way (Strauss & Corbin, 1998). This step was done in order to be able to compare the findings of the retrieved literature. The factors in which each individual paper is considered important, do not use a standardized set of labels, and breaking down the individual success factors, and thereby categorizing them into relevant groups are therefore crucial in order to get comparable results. This technique is called axial coding, a method which intends to link and structure qualitative data, in order to be able to identify patterns and categories within the collected data (Allen, 2017; Strauss & Corbin, 1998). This coding process has enabled me to standardize and also merge the findings from the 11 research papers into a structured list. A list of which I am able to identify the frequency of each success factor, and thereby be able to identify what appears to be the consensus across existing literature in the field of CSF in CRM implementation.

2.5 Method of Case study

In order to gain a deeper understanding of BankY and its unsuccessful CRM implementation project, I conducted a case study, which by Bell, Bryman and Harley (2018) is described as an in-depth investigation of an organization, group, or event. Moreover, being described as a detailed and extensive analysis of a specific case. These findings will then be reviewed and analyzed up against the theoretical framework and findings derived from the literature search.

The methods of data collection for the case study were through two qualitative research methods; Interviews and documentary data collection. The former was done using in-depth interviews conducted on key personnel that was involved in the project, and the latter through documentary data collection, which was conducted by reviewing accessible project reports from when BankY underwent the project.

The interviews were conducted in a semi-structured way. More specifically, some of the questions were more structured and gave little room for explanation of the overall project. These questions were mainly to identify the background of the interviewee while also generating answers that were more standardized, for easier comparison across all interview rounds. This was mainly questions regarding what role they possessed, previous experience, providing definitions of concepts, etc. Moreover, most of the questions were composed very generally, and with little leading content. This was done with the purpose of mapping the thought process of the interviewee. The latter form of questions gave the interviewee more freedom of talking about both positives and negatives related to the project, with no lead on what issues are known to be occurring, but instead gain an understanding of what the interviewee personally felt, and also what they think should have been done differently. The interviews were concluded doing

a short questionnaire where the interviewees were to rate a set of statements from high to low, in order to gain some structured, qualitative data in order to be able to compare the performance perceptions being present.

2.6 Interview participants

The participants of the interview have been selected based on two prerequisites. First of all, the participant has to have been directly involved in the project in order to help us understand the project and also provide personal experiences and feedback. Secondly, the participants have been selected based on their role in the project and also their professional background. The latter is done in order to create a more complete picture of the project, regardless of their role. The intention is to include interview subjects representing management roles, technical personnel, and also team leaders and team members.

2.7 Participant anonymity

Due to the unstructured nature of the interview process, and the possibility of collecting personal opinions and more sensitive data, in conjunction with the small number of participants, information that can identify individual participants will remain undisclosed. A non-disclosure agreement of which was signed prior to the interviews also limits the extent of which information regarding job titles and other types of information to be used, since this might identify the interviewees, further being a consequence of the small selection of interviewees of only four participants.

3 LITERATURE SEARCH

The literature review from chapter 2 gave us a better insight into the many challenges of CRM, and also the complexity and organization-wide requirements that ought to be considered and addressed carefully in order to succeed with a successful CRM implementation. The lacking performance of CRM projects is a topic that has been addressed and researched by many researchers in the past, but the challenge of CRM integrated into business environments, where no business is identical, nor is the research conducted. The low performance of CRM does indicate that there is still a gap in current knowledge and organizations implementing CRM today. This accounts especially in the research of Critical Success Factors, where researchers have been looking at successful CRM implementations in order to gain a deeper understanding of what was done right. On the other side, there is not as much research available on projects that failed, analyzing what should have been done in order to succeed. Hence, this study aims to look into what caused the CRM project of BankY to fail, by looking into the possible deviations identified between the implementation process of BankY and existing literature in the field of Critical Success Factors.

3.1 Structured literature search overview

As an attempt to answer research question 1, and thereby gain a better overview of what factors are considered to be critical in order to successfully succeed in the implementation process of CRM systems, I did a search, identifying existing literature on critical success factors. CSF or critical success factors are already a well-researched field, of which multiple authors have presented findings, in which they found to be critical for the successful implementation of CRM. Since the existing literature is a concept, of which the variables and metrics vary, there are no standards for reviewing CSF. Therefore, this literature review intends to define what appears to be the consensus in existing literature, by reviewing the frequency of which the various CSF's has been identified, and thereby compose a list of critical success factors in CRM implementation.

The literature search was concluded when the search did not yield additional results. During the search, only research papers presenting findings were preserved. After the literature search was concluded, I was left with 11 research papers, each defining their set of critical success factors. The respective papers are listed in the following table.

3.2 Research articles included in the literature search

In order to gain some knowledge into the background of the studies of which this literature search is based upon, the eleven research papers which make up the foundation of the literature search will be presented in alphabetical order in table 1. Further elaborations into each of the studies are presented in the subsequent section.

Table 1. Papers included in the literature search.

ID number	Author	Title
1	Chalmeta, 2005	Methodology for customer relationship management
2	Eid, 2007	Towards a successful CRM implementation in banks: An integrated model
3	Garrido-Morreno et al., 2014	Paving the way for CRM success: The mediating role of knowledge management and organizational commitment
4	King, et al., 2008	Understanding Success and failure in customer relationship management
5	Mankoff, 2001	Ten Critical success factors for CRM: Lessons learned from successful implementations

Table continues

Table 1: Papers included in the literature search (continued)

ID Number	Author	Title
6	Mendoza, et al., 2007	Critical Success Factors for a customer relationship management strategy
7	Pan et al., 2004	A case study: CRM adoption success factor analysis and six sigma DMAIC application
8	Payne and Frow., 2006	Customer relationship management: From strategy to implementation
9	Pushmann et al., 2004	Successful practices in customer relationship management
10	Salomann, et al., 2005	Customer relationship management Survey - status Quo and future challenges
11	Wilson, et al., 2002	Factors for success in Customer relationship management (CRM) systems

Source: Own work

1# Methodology for customer relationship management (Chalmeta, 2006)

Provides a framework for successful CRM implementation, where data is collected using a variety of qualitative and quantitative methods including 26 organizations. Providing a model that takes into consideration the strategic and technical components of CRM. The framework integrates components such as defining a strategy, process reengineering, customer-centric mindset, change management and system integration.

2# Towards a successful CRM implementation in banks: An integrated model (Eid, 2007)

Aim to provide a systematic empirical approach to critical success factors in CRM implementation. The study provides an in-depth understanding of CRM initiatives within the banking sector. The qualitative study was conducted by sampling 159 banks that possess a CRM system by using questionnaires. Findings from the study indicate that a holistic view, rather than a siloed view ought to be present in order to achieve the full potential of the CRM initiative. Further stating the importance of customer services, especially when it comes to CRM initiatives in banks.

3# Paving the way for CRM success: The mediating role of knowledge management and organizational commitment (Garrido-Moreno et al., 2014)

The study aims to study to what extent CRM technology infrastructure leads to organizational performance. The study is conducted by sampling 125 international hotels and collecting data

using interviews with experts initially, in order to then generate a structured questionnaire. The main findings of the study are that CRM success has a direct correlation to organizational commitment and knowledge management. And by so stating that the human factor is critical when implementing CRM through the importance of organizational commitment.

4# Understanding Success and failure in customer relationship management (King & Burgess, 2008)

The study aims to provide more in-depth knowledge of successful CRM projects by going deeper than other studies presenting critical success factors that do not provide sufficient knowledge, as stated by the authors. The authors are using a simulation model in order to better understand large scale IT system implementation.

5# Ten Critical success factors for CRM: Lessons learned from successful implementations (Mankoff, 2001)

The study uses knowledge from the Michigan Economics Development Corporation in order to generate a framework for successful CRM implementation. The article provides a set of factors fundamental to CRM implementation processes.

6# Critical Success Factors for a customer relationship management strategy (Mendoza et al., 2007)

Aim to propose a model based on critical success factors to work as a guide for companies implementing CRM, by providing 13 critical success factors covering the three components of People, processes and technology. The method of data collection is through a literature search and an expert panel.

7# A case study: CRM adoption success factor analysis and six sigma DMAIC application (Pan et al., 2007)

Critical success factors retrieved through a literature review and a survey was used to provide a strategy for integrating Six Sigma methodology with the implementation process of CRM. The survey was conducted on a sample of 20 CRM project managers. The study concludes that by considering the CSF's using the proposed approach can provide a higher chance of implementation success.

8# Customer relationship management: From strategy to implementation (Payne & Frow., 2006)

This paper studies CRM from a strategy formulation and implementation perspective. Further stating the importance of a cross-functional approach. The study uses an interactive research approach through expert interviews. The study identifies four CSF's that are studied within the context of five cross-functional CRM processes.

9# Successful practices in customer relationship management (Alt & Puschmann, 2004)

The article presents the results of a cross-industry study including 120 organizations, of which 55 returned the questionnaire. The article presents six critical success factors and further state that CRM initiatives are rarely technical, highlighting the challenges related to people and processes.

10# Customer relationship management Survey - status Quo and future challenges (Salomann, Dous, Kolbe, & Brenner, 2005)

The study studies challenges related to CRM implementation and are looking at future challenges. The research was conducted using an opt-in online survey, of which 89 participants from Germany, Austria and Switzerland completed the survey.

11# Factors for success in Customer relationship management (CRM) systems (Wilson et al., 2002)

The study is using an analytic inductive method to gain an understanding of CRM implementation. Through five case studies, the authors were able to identify a list of critical success factors, such as the importance of prototyping, leveraging models of best practice and so forth.

3.3 Results from the literature search

The literature search, which was explained in detail in chapter 3, yielded results after analyzing the 11 research papers included in the literature search. The critical success factors identified by the individual papers were counted by occurrence in order to get a better perception of the importance of the Critical success factors in CRM implementation. The identified critical success factors are arranged below according to how often they appear in the eleven research papers while also defining which of the research papers do mention the respective critical success factors, as shown in the rightmost column of table 2.

Table 2: Literature search findings

	CSF	Occurence in literature %	Supported by
1	Top management commitment and support	90 %	1, 2, 3, 4, 5, 6,8, 9, 10, 11
2	Developing and communicating clear goals and objectives	63 %	1, 2, 4, 5,6, 8, 10
3	Organizational cultur change	63 %	2, 3, 4, 5, 7, 10, 11
4	Employee acceptance and commitment	45 %	1, 2, 3, 6, 9
5	Sufficient training	45 %	2, 3, 5,7, 8

Table continues

Table 2: Literature search findings (continued)

	CSF	Occurence in literatuere %	Supported by
6	Realistic time / budget	45 %	2, 7, 8, 9, 10
7	System integration capabilities	45 %	2, 4, 6, 9, 11
8	End user involvement	45 %	5, 6, 7, 8, 11
9	Process redesign	36 %	4, 5, 7, 9
10	Monitoring and controlling	36 %	1, 2, 5, 7
11	Clear evolution path and roll-out strategy	36 %	5, 7, 9, 11

Source: Own work

Due to the fact that research on CRM implementation defining CSF's are not standardized, the findings have to be coded into distinct bins in order to identify the similar critical success factors that the variety of research papers have in common. This also results in the fact that a large variety of critical success factors are defined, some only identified by one out of eleven research papers alone. In order to make sure that the findings identified have a certain consensus within the academic literature, all critical success factors that lay below the threshold of 30 percent occurrence within the eleven identified research papers are discarded from the compiled list of critical success factors.

3.4 Detailed explanations of the identified CSFs

The eleven identified CSF's have now been presented, providing an understanding of what factors need to be working well in order for a CRM implementation process to succeed. In order to generate a deeper understanding of what the success factors entail, further elaboration of each individual success factor is needed. This will aid in two areas. First of all, it enables the reader to gain a better understanding of what each success factor actually entails, and secondly, to provide a more detailed knowledge when analyzing the findings of the case study in chapter 6.

1# Top management support and commitment

Derived from the literature search, top management support and commitment is the critical success factor with the highest occurrence in the existing literature within the field of CRM implementation. The possible explanations to why this is important are many, but as already described in this paper, a CRM implementation process requires substantial changes to an organization. The human aspect of such projects are extensive (Mendoza et al., 2007). As a result, the importance of change management is apparent, and organizations, therefore, have to succeed in bringing people on board and support the initiative. In order to do so, top management support and commitment are a prerequisite for successful change management (Nguyen et al., 2007). Secondly, successful CRM initiatives are known as holistic and

organization-wide projects (Mendoza et al., 2007), with the consequence that each individual department does not have full control of the project itself. Therefore, the ownership of the project appears as a project requiring a cross-organizational view and management, landing much responsibility to the top management, hence, lacking top management and support could halt the project's success.

The latter can also be a consequence of the previously mentioned challenge of management considering CRM as a technology, and not a strategy (Brendler, 2000). Mindsets as such might see a CRM project as something that can be handled by a single department, such as IT, reducing the chance of a successful implementation since changes across the organization will be hard to implement, and potentially also less successful due to the requirements of a holistic view of the organization - not only the technical requirements.

Implementation of CRM thereby requires a large variety of people involved. The organizational departments, especially those with direct customer contact, such as marketing, sales and customer service, IT-experts, and all levels of management need to work in unison to ensure that the scope of the strategy and objectives are well defined, acted upon and seen through. Furthermore, this tends to generate accountability challenges and makes it harder to make the employees commit to the strategy (Finnegan & Currie, 2010). Making the importance of top management support and commitment a central component in a successful implementation by defining accountability while also motivating change.

In addition to the strategic importance of top management support and commitment, management also has a strong impact on the organization and the outcome of the implementation process through their management style. Shum, Bove, and Auh (2008) state that managers that take an active role, with engagement, and also listen to the employees and try to solve upcoming issues compose down to better change processes in the future. Further stating that such management properties also affect the employees, and that the engagement will make the employees more likely to support future change (Rangarajan, Chonko, Jones, & Roberts, 2004). This is also supported by Galbreath and Rogers (1999), stating that CRM normally entails changing processes and implementation of new information technology, consequently increasing the importance of well-functioning leadership.

2# Developing and communicating clear goals and objectives

The goals and objectives of a project provide the organization with an understanding of what they want to achieve by doing what they intend on doing. The objectives thereby help guide the organizational activities toward the goals of the owners. Successful CRM projects are known to be driven by clear and strategic goals, with clear objectives, being constantly reviewed throughout the process (Mendoza et al., 2007; Wilson et al., 2002). CRM projects are also known to be more successful if driven by business-related objectives and clear strategic benefits, rather than technical specifications alone (Finnegan & Currie, 2010). Furthermore, the goals of the project should reflect what the organization wants to achieve by implementing

CRM (Mendoza et al., 2007), but also define goals viewed from the customer perspective. More specifically, what benefits will be customers experience (Kellen, 2002), consequently making the organization align more with the importance of keeping the customer in focus (Eid, 2007; King & Burgess, 2008).

3# Employee acceptance and commitment

People play a vital part in the success of CRM initiatives. Regardless of the technical expertise and perfected processes, the human component appears to be crucial. The employees possess a central role in building and nurturing stable and long-lasting relationships with the customer, consequently, the employees are central in reaching the CRM objectives (Mendoza et al., 2007). This is strongly due to the fact that the employees are conducting the daily operational activities while being the forefront of the organization, many possessing roles with direct customer contact. Secondly, the employees are the main users of the CRM technology, subsequently, they need to be motivated and convinced (Suntornpithug, Karaatli, & Khamalah, 2010). This is further stated by Mendoza et al. (2007), stating that the more the employees feel motivated and satisfied in their work, the higher the commitment to the organization.

CRM implementation processes tend to require certain amounts of change within an organization, either being cultural, technological or process changes (Chen & popovich, 2003). This combined with the fact that people are the central component of change processes (Tetenbaum, 1998), their well-being are also at risk. According to Cobb, Wooten, and Folger (1995), a person has two alternatives in a change process. To cooperate or resist the changes based on their assessment of the perceived benefits and threats that are involved. Central to this fact is uncertainty. Replacing established tasks, systems, and routines for new and unknown ones. People's tolerances to uncertainty vary, and as stated by Hofstede, Hofstede, and Minkov (2005), one of the conclusions is that people of which possess high uncertainty avoidance, will generally find the unknown uncomfortable, whereas with low uncertainty avoidance, the new can be seen as exciting and intriguing. Reducing this barrier to a tolerable level is thereby fundamental in order to create the understanding and commitment from the employees needed in order to succeed.

It is further argued that having a strong commitment to the organization has a positive correlation to how willing the employees are in terms of trying to ensure a successful initiative (Garrido-Moreno et al., 2014; Meyer, Allen, & Topolnytsky, 1998), making the success of large-scale initiatives such as CRM implementation processes reliant on high levels of commitment in order to succeed.

4# Organizational culture change

As defined by Rashid, Sambasivan, and Rahman (2004) "organizational culture refers to a set of shared values, beliefs, assumptions and practices that shape and guide members' attitudes and behavior in the organization". The strong focus on the customer as a fundamental concept of CRM also requires the organizational culture to adjust. A prerequisite for a successful CRM

strategy is to open up the structure of the organization in order to share both information and knowledge across the organization (Finnegan & Currie, 2010). Providing all levels of employees with sufficient information through effective communication and understanding of the company-wide necessity of the strategy, especially of keeping the customer in focus and thereby enhancing the value perceived by the customer. This can prove to be a challenge, managing to change the existing culture. Organizational culture is by many considered one of the main reasons why change programs fail (Linnenluecke & Griffiths, 2010). Regardless of the tools and strategies being present, failure tends to be present when the organizational culture remains static, and consequently, does not adapt according to the organizational change (Cameron & Quinn, 2011).

5# Organizational process redesign

This success factor centralizes around identifying and conducting necessary changes to an organization's structure and business processes in order to suit the CRM strategy.

Before implementing new systems and strategies, it is important to consider existing business processes in order to improve the fit to organizational needs and objectives (Pan et al., 2007). As stated by Mendoza et al. (2007), high performing CRM requires a strong customer-centric focus and does generally involve changing processes, consequently requiring the business processes to be aligned with this mindset and strategy. Arab, Selamat, and Zamani (2010) supports Mendoza's logic and adds that a key element for succeeding in CRM implementation is for the organization to do an early-stage analysis of all business processes that involve the customer, both direct and indirect. Moreover, the findings are utilized to reconfigure the business processes, in order for them to work in unison, so that added value is created for the customer.

Fundamental to the CRM concept lies the idea to tailor business offerings to the customer needs in order to acquire and retain customers, while also building long-lasting profitable customer relationships. Hence, the business processes have to be shifted from product-focused to customer-centric. This is a continuous task, tailoring the business processes to the needs of the customer, often through feedback directly from the customer, or employees with direct customer contact through what Brendler (2000) defines as a feedback loop.

6# End-user involvement

Focuses on the principle of optimizing the solution for the use of which it is intended. Making sure the users are involved in the process, either direct or indirect, so that the CRM initiatives are suited to the actual business case and the actual use. The success of IT-related projects relies largely on what extent the software is able to meet the requirements and expectations of the users (Alvertis et al., 2016). Consequently, involving the end-users in the development and implementation phase is a central component in order to develop and validate user needs. And by doing so, better aligning the technical specs to the needs of the organization by putting the user in focus. This element is also grounded in the mindset of keeping the customers in focus

and the importance of customer-centricity as a prerequisite for CRM success, as stated by Chen and Popovich (2003).

7# Monitoring and control

These are processes that are needed in order to track, review, and adjust the performance and scope of the project (Roseke, 2017). This ought to be fundamental in order to identify the current status of the project, and thereby also gain an understanding of whether the project is heading in the right direction, and towards the identified goals and objectives. Roseke, B. (2017) describes a set of processes related to monitoring and controlling, where the main purposes are;

1. Efficient change control, where changes to the project are done in a structured manner combined with efficient scope validation, both done in order to ensure that the project is heading in the right direction.
2. Ensure that the scope does not change unintentionally, combined with making sure that project schedules are met, that the project is within the cost frame and ensuring sufficient quality
3. More holistic processes that ensure and safeguard against unexpected events and risks, combined with ensuring that external vendors meet the requirements of the project and that the involved stakeholders are left satisfied with the overall project.

8# Sufficient time/budget

As a part of the planning phase of a new project, trying to understand what they ought to expect is crucial. Calculations based upon assumptions of how long time the project requires combined with the expected costs need to be carefully calculated. Taking into account the available resources, the scope of the project combined with its complexity. Payne and Frow (2006) states that organizations tend to underestimate the complexity of planned projects, especially in regards to change management, further stating that this is a common pitfall, consequently leading to time delays. Higher project complexity than expected might also have an effect on both time spent and the final cost of the project, potentially derived from the holistic mindset required in CRM projects (Mendoza et al., 2007) and also the general deviations in people's definitions of what CRM really entails (Payne & Frow, 2006). Consequently, leading to a potentially more blurred and obscured view of the project as a whole.

9# Training

The employees are a key role in the successful execution of a CRM project. Issues are related to the process of teaching the employees new systems and workflows through training in order to gain relevant knowledge. Training can also enhance the employee's willingness to approve and support the changes that are being made by reducing change resistance through both making the employees a part of the change, while also providing them with knowledge (Robey, Ross, & Boudreau, 2002). Factors that in turn will make the transition more seamless and less frightening - based on the logic that humans tend to be skeptical and hesitant to the unknown. (Venaik & Brewer, 2010).

Sufficient training will therefore also include information intended to create an understanding of why the change is being made, and why this is important for the organization - thereby also why it is so important that the employees are on board, being an extension of CSF 3 regarding employee acceptance and commitment.

10# Integration capabilities

Integration capabilities surrounds the topic of technical knowledge needed to efficiently build and integrate the technical systems into existing ones. As with CRM systems, the system provides minimal benefit as a stand-alone component, and does therefore require sufficient integration with existing systems in order to truly be of value. Not only is this a necessity, but it can also be a challenging task making systems and workflows function fluidly. Possessing the sufficient knowledge to do so is thereby a critical success factor according to existing literature.

11# Clear evolution path and roll-out strategy

This success factor comprises two separate, but yet partially similar sub-elements. A clear evolution path involves having a clear strategy and understanding of how various components of CRM can be developed. Often starting with the fundamental functionality of operational CRM which mainly focuses on storing and processing customer data for a holistic view, whereas additional tools for data analytics and data sharing (analytical CRM and collaborative CRM) can be added as an additional evolutionary step.

A clear and well performing roll-out strategy on the other hand, ensures that the strategy, tools and new workflows goes as seamless as possible. A variety of strategies are used, each possessing their own advantages and disadvantages. The two most common strategies are so-called “Big bang” strategies where the implementation happens in one large action terminating all the old systems and introducing the new changes in one large shift. Another alternative is a phased roll-out, where smaller implementations are made in increments, in order to gradually transition to the new systems (Lee, 2013). Regardless of the preferred strategy, finding an implementation strategy best suited to the organization is crucial for a successful CRM implementation.

3.5 Structure of the CSFS

In order to structure the findings, all the critical success factors will be sorted into the previously defined components of CRM, people, processes, technology (Chen & Popovich, 2003). This is done in order to gain a better overview of the findings in the eyes of the reader.

The critical success factors sorted by the CRM components defined by Chen and Popovich (2003): Which is composed of people, processes and technology.

Table 3: CSF Classification

Number	CSF	People-oriented	Technology oriented	Process-oriented
1	Top management commitment and support	x		
2	Developing and communicating clear goals and objectives	x		x
3	Organisational culture change	x		x
4	Employee acceptance and commitment	x		
5	Sufficient training	x		
6	Realistic time / budget	x	x	x
7	System integration capabilities		x	
8	End-user involvement	x		x
9	Organizational redesign			x
10	Monitoring and control			x
11	Clear evolution path and roll-out strategy	x		x

Source: Own work

The table above provides interesting findings, similar to what Mendoza et al. (2007), Eid (2007) and Chen and Popovich (2003) states in their research, where CSF's related to the technical aspects are few, whereas the occurrence of CSF's that can be related to the human and process aspects are most frequent.

4 ANALYSIS

The subsequent chapter provides the reader with a brief introduction to the organization being the object of study, followed by a presentation of the findings derived from the interviews of which have been conducted. The findings have been structured according to the CSF framework developed in chapter three.

4.1 BankY and their CRM project

The financial institution studied in this thesis, defined as BankY, is a large international financial institution with its main markets being the Scandinavian countries. BankY is separated into separate business entities and departments, including insurance, private banking, corporate banking, among various other smaller departments. The former being the department in which the CRM initiative was initiated.

The corporate management wanted to improve the way in which they served their customers and defined a strategy intended to better tailor their offerings according to customer preferences, and thereby being able to provide better and more targeted follow-up, and also to increase the

ability of cross-selling and up-selling their products as a result of better knowing their customers.

Due to the large size, and complexity as a result of various departments operating to a high extent as individual entities, organization-wide projects were not that common, and the departments had, to some extent, larger freedom of choosing their separate systems regardless of other departments. The organization is therefore showing signs of separate systems, with some extent of integration between them, rather than actually sharing systems.

As of the development of the CRM project, the initial idea was substantialized in 2009, followed by the identification and planning stages lasting until 2011 whereas the selection of Microsoft Dynamics was selected as the preferred vendor and where the development phase itself lasted up until 2014, leading to the termination of the project occurring in mid-2014.

The project appeared as a supported and requested project at the time of initiation, but as the project progressed, it started showing signs of difficulties and doubt, due to a number of factors. Going forward, the findings from the interview rounds will be presented and described according to the framework of the critical success factors that were presented in chapter 4, then summarizing the chapter by highlighting the key points that are considered to be the main challenges of the project.

The participants taking part in the study consisted of four project participants possessing various backgrounds and knowledge, spanning from the business aspects, to technical competency of which was in charge of managing and handling the project as a whole. The four interviewees all have in common a solid experience in their respective fields, and they all are thereby considered highly competent and skilled personnel with experience within management roles. Further details into the interview participants will not be given as a consequence of the restrictions that follow from the non-disclosure agreement made with the organization. Roles, names, and further details are for this reason excluded, and thereby not further elaborated.

4.2 Performance of BankY using the CSF framework

4.2.1 Top management commitment and support

A committed and supportive management is the success factor that is mentioned most frequently among the papers analyzed in chapter 4. Where the management is considered one of the larger enablers for an organization-wide acceptance. In the case of BankY, two interviewees highlight that the project was initiated by defining a wide overall vision regarding the elements of knowing your customers, providing an organization-wide flow of information, and thereby being able to better tailor their customer contact points to their customer's needs, both in terms of generating a better customer experience, but also to enable better cross-selling capabilities, and thereby increase the overall customer value. The conversations thereby

indicate that this was something that the top management was committed in doing, where the interviewees further state that there was a clear commitment and support from the top management, on all levels, as far as they could recall. One interviewee also elaborates by stating the reason that the project was not suggested from lower down in the organization, but rather as an idea or vision generated at a corporate level, with further support from top management on a department level.

As the project progressed, the commitment and support perceived from the top management shifted. The interviewees describe this as a result of the large nature of the project, technical challenges and the long timeframe, making the priorities of the top management change. On this matter, one interviewee elaborated by saying:

“The upper management was supportive of the project, and there was a general understanding that the initiative was highly needed for the organization. We needed to be viewed as one organization, with the mentality of shifting from “my customer” to “our customer”. In 2014, this shifted, and the project went from being a priority to becoming more of a burden so to speak”.

Based on the interviews with the involved parties, the reasons leading up to this can be traced back to multiple factors compiling up to reduced support and belief in the project. One interviewee argues that technical challenges and bad system performance were the main cause of project termination, whereas another supports this view, but also adds a second reason, by stating

“External factors also had an impact on our project. As time progressed, changes in customer needs and preferences combined with strategic changes resulting in a shifting corporate strategy, that led to an increased focus on self-serving channels, making this project less relevant than it initially was. Combined with the technical issues we experienced, the willingness to invest more resources in solving the challenges was drastically reduced due to little belief in the project.”

The challenges that are stated, of which are based on the fact that the development team encountered challenges related to the technical solution, are traced back to lacking performance and limitations in functionality. This further led to the project coming to a halt, with discussions on what to do going forward. Another interviewee also adds additional challenges that arose as a consequence of a long time spent on the project. First of all, they went through a substantial planning phase, with the intention of not only mapping out and planning the project as a separate entity but also to map and define other parts of the organization, with the intention of making sure that the solutions for the project were aligned and capable to fit into the larger scene of systems in the organization. This step was stated to be of great advantage in many ways, and generated a detailed holistic view, but did also result in a lot of involved parties and a large workload, resulting in substantial use of time. Secondly, the project experienced large changes

in technology, from the planning phase to the step where the project development was well underway. Furthermore, the long time frame itself led to a loss in pressure and new solutions and systems starting to emerge parallel to the ongoing project, leading to a higher degree of doubt in the project. Questions such as “Will the project meet our technical requirements?” and “Are we willing to put additional money into the project?”. One of the technical challenges were also stated to be that in the initial planning phase of the project, cloud services weren’t common, and were not offered by the vendor of the software at the time of planning. Going forward 4 years, cloud services were seemingly the new and upcoming way of going, and other projects were going in this direction, leading to a misalignment between the organization as a whole, relative to this particular project. These elements were, by the interviewees, the main reasons why top management commitment and support were lost. This was further stated by the interviewees rating top management support and commitment as high in the initial phase, but drastically dropping while the project was on its way.

4.2.2 Developing and communicating clear goals and objectives

This success factor is present in a large share of the papers reviewed in the literature search, with presence in 7 out of the 11 literature sources. During the interview process, the interviewees were asked what the goals of the project were. The responses were varying and did not seem to be based on a clear understanding of how to achieve the desired outcome. The responses related to the goals were of a general nature, including improving the customer-facing departments by gaining better customer insight, and thereby enabling more targeted cross-selling activities and a better customer experience - elements that state the overall goals of the project, and also what they want to achieve, but not so much on specific objectives that are to be used in order to provide a narrower scope and a clear understanding of how to reach the goals.

But they do not state any specific economic objectives in terms such as the return of investment (ROI) or cross-selling expectations, or other objectives, such as metrics of increase in customer satisfaction, process efficiency, and so on. Rather than specifying goals that are easy to measure and specifically set as hard metrics, the impression is that this is a more strategic vision rather than defined and measurable goals.

This element might also be further challenged by the long time span of the project and also that the project was firstly initiated in 2010 so that more detailed information such as the goals of the project might have been forgotten. The interviewees were also asked whether they could recall if they felt that the project had a clear direction, in a more specific sense than the larger vision of the project, with no particular recall related to the defined goals. Regardless of the goals being clearly defined and communicated or not, the fact that active project participants do not recall a general idea of whether they were clear or not, could indicate an issue, based on the reasoning that clear and explicit goals are defined as fundamental in order to succeed with such projects (Mendoza et al., 2007).

4.2.3 Integration capabilities

This success factor surrounds the challenges of having a capable team and strategy of integrating the new technical system to existing systems. During the conversations with the participants being active in the technical project team, challenges were apparent. Regardless of the fact that the interviewees state that the solution was inappropriate due to changing needs and development in technology, from what is described as “bad futureproofing” of the selected systems, the team had challenges building and integrating the technical solution according to the company needs. The interviewee’s highlight that a large set of challenges arose due to repeating issues, bugs, and performance issues, again, resulting in a substantial time delay and increased development costs. This could be a result of two main challenges. The selection of a bad system or lacking capabilities of integrating the desired functionality, where one of the interviewees stated that their capabilities overall had to be lacking certain capabilities since the project did not perform as required. Without getting precise information on this matter, yet another explanation could be that the capabilities were present, but the large scope of the project and challenges managing it sufficiently according to the predefined requirements led to inefficient use of time and resources.

Building on the logic of the capabilities being present, but not fully utilized, one of the interviewees highlighted challenges related to the method used in the development phase. This is not directly related to integration capabilities, but as an assumption, this is included based on the reasoning that integration capabilities of the team itself is not just the technical capabilities themselves, but also the way the development is organized and conducted in practice. More specifically, the interviewee states that the team utilized a waterfall approach, which is a linear approach where each increment of the project is done in an ordered sequence where phase two is initiated after phase one, phase 3 is initiated after phase two and so on. This approach might cause a larger set of challenges, especially due to the long timeframe of the CRM implementation project. In the case of BankY, they started off by identifying their extensive requirements, both in terms of what they need from practical capabilities, but also ensuring that the chosen technical solutions were compatible with existing systems across the organization, before going over to the following phases of designing, building and implementing. As mentioned previously, this step was substantial, both in terms of time, resources, and cross-departmental alignment and planning, resulting in a long time spent. The combination between a large extensive project that required a long time to conduct combined with the waterfall approach was by the interviewees considered a bad match, since the requirements of the project were set early on, whereas the development and implementation phase followed years later, leading to challenges related to changing and outdated requirements and needs. One interviewee states that a more suitable approach would be a more agile approach, developing the project in smaller increments, going through the defining, designing, building, and testing phases more frequently, often in so-called sprints spanning from two to three weeks. This approach has the benefit of being more perceptive of changing needs, and the functionality of the solution is easier to adapt to changes that occur.

4.2.4 Sufficient time/budget

The project conducted by BankY was based on a substantial planning phase, intended to create an extensive view of the organization as a whole, and thereby also to get a proper understanding of the time of which is required, and also the costs that were to follow. My general perception after conducting the interviews was that the planning phase was affected by overconfidence and undermining of the challenging and complex nature of many of the tasks that were to follow. Tasks that were perceived to take an hour or a day, took substantially longer, as stated by one of the interviewees. The realistic anchoring in reality when it came to time spent was seemingly way off. This could be traced back to a consequence of the large scope of the project. Research suggests that the larger the scope of the project, the bigger the estimation error (Joergensen, Halkjelsvik, & Kitchenham, 2012), in both time and cost. Indicating that large projects are harder to predict accurately, and consequently contain a larger set of tasks that are harder to predict accurately, also further challenged by processes happening over a large time span, making predictions of events happening years later harder to predict accurately.

Furthermore, BankY was challenged by a financial restraint. In the initiation phase of the project, the budget was set, but the project still experienced challenges actually releasing the funds needed to go forward. The financing was intended to arrive in increments, with a budget divided into payments occurring over 4 years. These payments were on point initially, but the payments caused a larger challenge as the project progressed. The interviewees indicated that this was a result of the large time delays, lacking performance and cost overspending. As a result, the top management gradually lost commitment and faith in the project, resulting in challenges in releasing the funds that were budgeted. This is not directly a budget inaccuracy, but the funds were challenging to get a hold of, a factor of which also greatly affected the time spent on the project, since work halted as a result of lacking funds. Which further decreased the belief in the project, consequently being a factor leading to the termination of the entire project.

4.2.5 End-user involvement

As previously described, end-user involvement is fundamental in order to properly understand and identify the requirements of the project. Where a fundamental part is building a solution of which solves the issues it intends to solve. In the case of BankY, there was considerable time and resources invested in identifying the needs of the end-users. Both from a customer perspective and the customer-facing departments, where the sales department is especially highlighted.

As it appears in the interview rounds, mapping needs were done extensively, across various channels. But two interviewees also highlight that the project focused on channels with direct customer contact, such as phone, email, and face to face interactions. These processes were mapped out extensively, in a process of which it seems like the channels mainly used at the time were in focus, consequently, self-service channels were not in focus in the project. This generated yet another challenge going forward. As organizational strategies progressed and

developed in parallel to this project, BankY increased priorities in self-serving channels. Online banking progressed and physical branches were getting shut down to a minimum due to changes in customer needs, in a time where most banking services were possible to conduct online rather than showing up in the bank physically. More and more activities were possible to conduct via the internet, with the following benefits of being able to focus on one-to-many channels rather than one to one channels. This change can mainly be traced back to changes in strategies, and bad futureproofing from the planning stage, but is included within the factor of end-user involvement since the end-users were properly involved in the planning stage, according to the interviewees. The challenge was mainly that the overall direction in terms of channel selection and focus shifted, consequently making the process mapping and end-user involvement less relevant, since the focus was shifted from one set of channels to another, making this work partially obsolete.

4.2.6 Organizational culture

There is a general consensus that putting the customer in focus and thereby building culture and business processes around the customer (Eid, 2007; Mendoza et al., 2007). Succeeding in implementing CRM requires an organization-wide, holistic mentality, with a focus on maintaining and building customer relations.

The interviewees were asked about their associations with the term “CRM”, in order to identify potential issues related to the terminology, and how holistically they considered the term “CRM” to be. All of the interviewees gave answers that clearly indicate that CRM is a wide term, that not only represents the technical solution, but they all highlighted the importance of maintaining a customer focus while also making sure that the business processes were aligned with the new strategy. Furthermore, one of the interviewees went further explicitly highlighting the importance of considering the human element, and how such changes affect the employees, both in terms of new business processes and technical tools, and also the challenges that follow related to change management and the crucial importance of bringing the users on board in the process. This question was included with the assumption that without a holistic view of CRM, shifting the organizational culture towards a customer-centric approach would lead to difficulties. Furthermore, the interviewees generally state that changes were not that present in terms of culture change. Where one of the interviewees states:

“I don't think there was such a large focus on the organizational culture, mainly because the project did not reach all the way through the implementation phase and was never really released in the organization. The focus was mainly on making a well-functioning solution, of which would later be implemented and embedded in the human elements of the organization, thereby including changes of the company culture and mindset over time”.

The interviewee further elaborates by stating that the reduced focus on organizational culture was not a result of them considering organizational culture less important, but rather that this

factor would experience greater focus when rolling out the technical solution as a part of the change management initiatives. Looking further at the organizational culture and focus on customer centricity, it appears that the project group, of which led the project, had a clear customer focus and thereby a culture with stronger customer-centricity. This requires a strong force changing the stakeholder's behavior into the new and preferred culture. According to Heathfield (2020), this tends to be easier to do in new organizations or new teams relative to already established organizations, further listing two main elements of efficient cultural change are top management support and training, where the former can be described as leading by example, and the latter is related to creating understanding. Understanding **why** a culture change is needed combined with **what** new behaviors are wanted. In the case of BankY, it might therefore be logical that the project team, composed of a cross-departmental team solving a specific problem with close involvement, making the team eligible for a deep understanding, as stated by Heathfield (2020). It thereby seems as the team had a suitable culture and customer-centricity regardless of the overall organizational culture were different.

4.2.7 Sufficient training

Is about training the users in relevant aspects, such as in the technical solutions being applied combined with how to best utilize them for better business processes and general performance. Educating the users by providing sufficient training aid in providing them with the necessary skills and knowledge combined with the possible effects of amplifying the user's willingness for change, by providing understanding and reducing the dangers associated with the unknown, and thereby reduce potential change resistance Erwin and Garman (2010).

When asking the project participants of the CRM project to talk about the importance of training, the answers were fluctuating and varied greatly. I suspected that the employees were uncertain of what context the term was applied to. Training can be used on all levels of a project, so the context of which we went forward with was the training of the users of the project. Two of the interviewees then responded: "Training was not done extensively. Since the project ended up being terminated in the late build/testing phase, we had not gotten to the training yet, since this belongs in the implementation step of the process". Two other interviewees had a general agreement with this statement but also added that the only training that was carried out was on the pilot project, of which the technical platform was supposed to be tested out. I thereby followed up by asking how the perceived training was for the participants of the pilot project, where one of the interviewees stated:

"I don't know if the pilot underperformed as a result of the technical difficulties and performance issues, or if it was related to the training. After the pilot was launched, few users actually used the system and the functionality it had at the time, as if they didn't see the true value of the project. I guess this can be a possible result of lacking understanding and belief, further being a potential result of lack of training".

4.2.8 Employee commitment and support

As stated by Suntornpithug et al. (2010), the employees are the main users of the CRM technology while also being the ones experiencing larger changes in their daily work and how processes are being conducted. A successful project thereby requires motivated and convinced employees in order to make a successful change.

The interviewees were asked about how focused they were on the employees being affected by the project, referring to the employees who will work in the new systems and new processes. Two interviewees stated that they had a strong focus on involving the relevant parties in order to tailor the solutions to the issues that were experienced further down in the organization. Further stating:

“We also did extensive mapping of the customer experience, in order to better understand what functionality should be included, and what data should be presented to the customer advisors in order to be able to handle possible customer requests. Simultaneously, we also worked on optimizing the workflows of our employees by making sure the relevant data was present and that communication between resources internally was as streamlined as possible”.

Based on this quote, the project team appears to be working efficiently by both involving the end-users, which by itself is considered one of the eleven success factors, while also focusing strongly on making sure the systems and processes are streamlined for the employees, so that they would be eligible to assist the customers in an efficient manner.

Furthermore, employee involvement could also enable better acceptance and support by making the employees feel heard, gain knowledge and feel that they are a part of the change, not only a victim of the effects of the changes. As stated by Tavassoli and Totland (2008), communication strategies, employee participation, and support combined with training are the most frequently used strategies for overcoming user resistance. This further enhances the findings done by Brendler (2000), which highlights the fact that CRM projects tend to largely affect the employees and how things are conducted, especially considering the necessity of a holistic view of CRM initiatives, as stated by Mendoza et al. (2007), thereby making change management an important component of CRM initiatives.

4.2.9 Monitoring and control

Is as described by Roseke, B. (2017) the mechanisms and processes used to track, review and adjust project performance and scope. Knowing where the project is heading, and the current state is fundamental in order to guide and align the project towards the pre-defined goals and objectives. As described previously, BankY experienced a set of challenges, challenges that can potentially be related to monitoring and control. On a general note, the interviewees explain issues that are suddenly appearing, that could potentially have been identified from the get-go, or potentially being able to stop the process, identify challenges and then perform corrections

at an earlier stage. When asking the interviewees about the degree of monitoring and controlling, the general consensus is that many of the sub-processes were suffering from a lower degree of oversight. Further elaborated by one interviewee, which states that:

“The technical requirements of the functionality were defined from the initiation of the project, but it was not until far into the project that they realized that the platform and the design of the technical solution were insufficient”.

An inappropriate design or platform selection is always a potential risk in such projects, and the risk can not be removed, it can only be diminished through good planning and sufficient knowledge and execution. What makes this factor increasingly interesting is that BankY utilized a third-party vendor in order to cover the technical capabilities. Outsourcing in general, and the task of building the platform has multiple advantages over in-house production, but it also comes with its drawbacks. Among the advantages experienced by BankY, being able to utilize specialized expertise in a particular area, and a reduced need for scaling up their in-house capacity on a project with limited duration are some of the advantages. On the flip side, involving a third party also tends to make monitoring and controlling a more challenging task, and does generally demand a well-functioning partnership, good communication, and alignment capabilities in order to ensure that their goals are being met and work is executed according to their standards, supported by Roseke, B. (2017), stating that sufficient monitoring and control are fundamental in order to ensure the project heading in the right direction, combined with the argument of ensuring that external vendors meet the requirements of the project.

4.2.10 Clear evolution path and Roll-out strategy

When asking the interviewees about how they considered the evolution path and roll-out strategy, the general consensus was that they considered the evolution path to be defined, but that it also could be more specified to a higher detail in order to have a clearer understanding of what functionality where to be focused on as of now, and what would be expected in the later stages of the project. When it comes to the roll-out strategy, a phased strategy was used, starting with a pilot trial in one department, then further rolled out to the remainder of the departments of which were intended to use the new systems. As a result of the project being terminated before the implementation phase of the project, this remained a small priority throughout the interviews, and no further details were therefore elaborated or investigated.

4.2.11 Process redesign

As one of the fundamental components of what Chen and Popovich (2003) presents as people, processes and technology, ensuring that the existing processes also adapt to the changes in strategy and technology is crucial in order to succeed in CRM implementation. In the study of BankY, there was a clear consensus among all the interview participants that extensive mapping was done on existing processes, followed by designing new processes and technical tools in

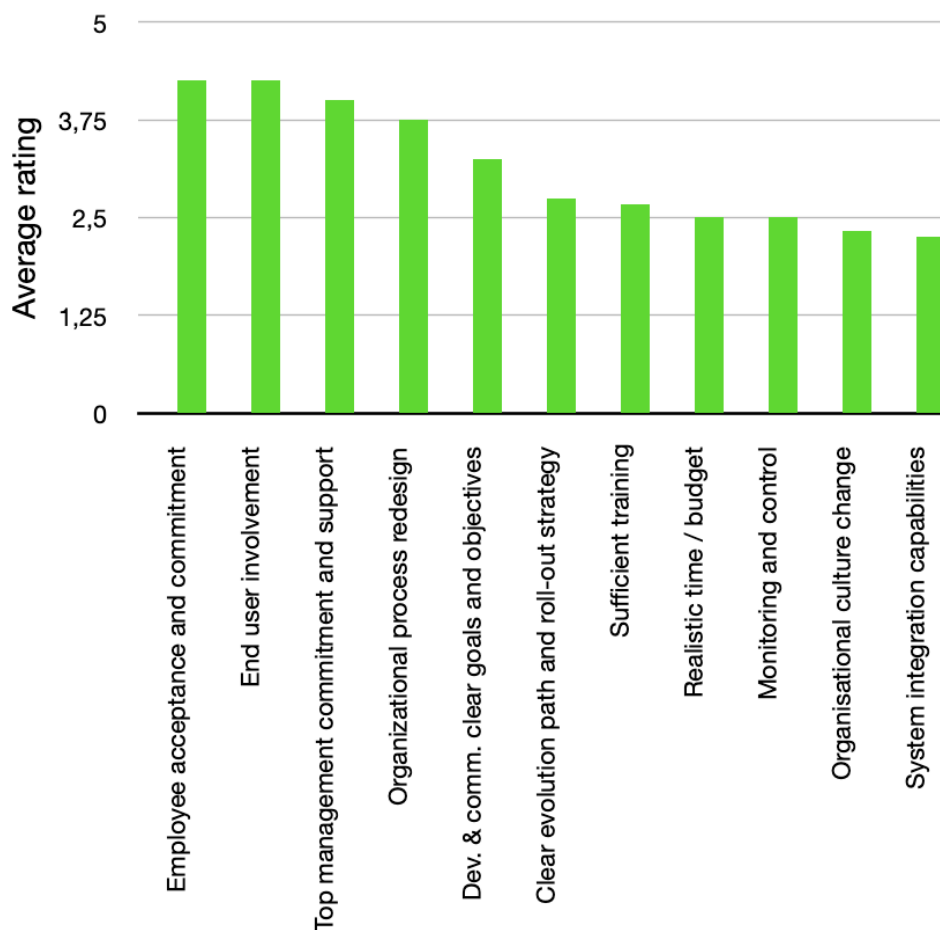
order to fulfill and streamline the workflows in the organization. Two of the interviewees follows by stating the importance of end user involvement, where one of the interviewees further state:

“In the process of redesigning our business processes, it is extremely important to get a clear picture of how things are working today, both what is working well, and what doesn’t. Then continue working with people who work with these tools and processes daily in order to form processes as we would like them to be. Of course, this also requires technical competency in order to ensure that what is requested is manageable to make – also considering the larger picture, seeing the project as a whole”.

4.3 Data from questionnaire

Each of the four interviews which forms the foundation of the case study was concluded with a short questionnaire, where the 11 identified success factors were re-formulated into statements of which the interviewees were to rate from one to five using a Likert scale, with the intention of measuring how well the interview participants think the project performed.

Figure 5: CSF Performance



Source: Own work

Figure 5 shows the average score for each of the success factors, where a score closer to five indicates a high perceived performance, whereas a low score indicates low performance. These findings generally correlate with what the interviewees stated throughout the interviews, with the exception of the questionnaire being a specific value without nuances such as possible changes over time. Furthermore, the quantitative properties of the questionnaire makes rating the performance possible, and the results retrieved from the case study will therefore in chapter 4.3 be categorized in descending order, from what is, by the interviewees, considered the highest performing CSF to the lowest.

4.3 Results of the analysis of BankY

After conducting the interviews on four involved parties, a greater understanding of the performance of the various CSF's have been given. The subsequent findings will be structured based on the findings from the questionnaire, which concluded the interviews. Here the eleven CSF's are presented with their respective findings, starting with the CSF which by the interviewees were considered the highest performer. Providing a response to research question 2, where the purpose is to see how BankY performed, by measuring their project performance up against the framework created based on the critical success factors.

Employee acceptance and commitment

- Employees from all relevant departments were included in the planning phase, of which process mapping and workflows were analyzed.
- Furthermore, the employees were involved indirectly, by having a project group consisting of management from all relevant departments, of which enabled the employees to provide feedback to the project group.
- Employees of which were truly involved were highly positive, the remainder of the employees were not a part of the project and did therefore not have the same engagement to the project.

End-user involvement

- End users were seemingly involved from early on in the process, and especially in the extensive mapping process where new processes and workflows were identified and designed.
- The interviewees consider end-user involvement to be well executed within the mandate of which it was being used. The fact that focus shifted towards self-serving channels, making the project less relevant does as I see it not change the fact that the end users were properly involved.

Top management commitment and support

- A high degree of top management commitment and support initially, but their belief diminished, consequently reducing the overall support of the project from what the

interviewees considered high initially, followed by low performance towards the end of the project.

Organizational process redesign

- Existing processes were extensively mapped, and further redesigned, but processes that were not mapped initially caused challenges, where challenges had to be cleared and sorted across the departments.
- On a general scale, the interviewees consider the organizational process redesign to be well executed.

Developing and communicating clear goals and objectives

- It appears that the project has mainly been managed according to technical requirements, leaving the business-related goals and objectives partially undefined.
- Consequently, the project progress was heavily measured on whether they reached their technical requirements, being specified in their specification sheet, rather than focusing on solving the issue of which the project was intended to solve, which seems to have been partially unclear/undefined.
- The interviewees considered the predefined goals and objectives to be in the medium range, but the findings from the interviews indicate a lower performance than what the findings from the questionnaire indicate.

Clear evolution path and roll-out strategy

- The evolution path was partially defined but could be more precise. Both operational and analytical CRM were worked on simultaneously.
- The roll-out strategy was not looked into extensively, as a result of the project not being implemented.

Sufficient training

- As a result of the project being terminated prior to the implementation phase, training was not extensively performed on a general scale. On the pilot trial of which was conducted on a subsection of the organization, training was given, but the interviewees could not recall extensive and complete training for the users.

Sufficient time and budget

- The overall timeline and budget of the project did not seem unrealistic at the initiation stage, but large technical challenges combined with changing needs and strategic direction, of which halted funding caused delays out over the predefined time frame.
- Some sub-projects experienced inaccurate estimates in terms of budget size.

Monitoring and control

- Monitoring and controlling were seemingly poorly executed. Potentially as a result of poor alignment as a result of undefined goals and objectives, challenges related to outsourcing

and also additional challenges related to the waterfall approach, which was used, making testing, corrections, and general alignment more challenging.

Organizational culture change

- The culture and mindset of the project group and the directly involved parties were seemingly changed, and the customer-centric focus seems to have been present, especially by the business side of the project.
- Outward-facing, existing culture was not changed as a result of the project being discarded in the late building stage.

Integration capabilities

- It appears that they were lacking sufficient technical skills and that the complexity of the project was underestimated.
- Outsourcing most of the technical tasks also caused challenges in identifying technical performance issues due to communication barriers and other challenges related to involving a third-party vendor.
- The interviewees have a similar view on insufficient technical competency, describing it as being medium to low.

5 DISCUSSION

The analysis conducted in chapter 5.1 provided valuable knowledge as to how BankY performed on each of the identified success factors, with the results presented in chapter 5.2. In this chapter, the intention is to provide a more holistic view of the project as a whole, discussing the larger challenges that seem to have been present throughout the project.

5.1 General challenges

The analysis of BankY using the CSF framework generated valuable insights into specific factors that existing literature considers crucial in order to succeed with CRM implementation, but it also has its limitations, is based on deductive reasoning, comparing the project performance up against the pre-defined CSF framework. In order to get a better, more holistic view, and thereby be able to identify larger tendencies in the CRM project, I will also assess the project on a more general scale using inductive reasoning based on the interviews with the project participants, presenting two main challenges.

Scope

Looking further into the issues of the project, the project team experienced constant requests for additional functionality and integrations, and in doing so, blurring the scope of the project. The technical solution, or the CRM system itself, can aid in a vast variety of business processes. This can also be a challenge for such projects since even though the possibilities are there, the project that is being initiated should focus on what it intended on solving. Extending the scope of the project by facilitating additional functionality not directly required in order to reach the

project goals, will increase complexity and potentially lead to increased costs and time spent. In the case of BankY, I get the perception that focus should have been stronger working on the actual case, following the predefined scope, and thereby reduce distractions caused by new and additional functionality.

During the interview rounds, I also aimed to gain a better understanding of the scope of the project, and thereby how well the scope was well defined combined with predefined goals and objectives of the project, wanting to understand how clearly these were set in the initiation phase of the project. The project participants did not seem to have a very clear and uniform understanding of what were actually the goals of the project. An element I consider crucial in every project. I mean that making sure there is a common understanding of what they want to achieve by doing the project combined with how to get there is a crucial element in succeeding. The deviating and blurry answers from the project participants indicated that the goals and objectives of the project were lacking **or** potentially that they were present, but not clearly communicated. I suspect that an undefined direction of the project might be one of the causes that they experienced distractions along the way. More specifically, they decided to add additional functionality that was originally outside of the project scope, leading to an increased loss of direction.

Many of the challenges that are being presented are, as I see it, a result of the overall scope of the project. The sheer size of the project made it hard to handle, while also requiring a long time to market. My impression is that doing the project in increments would have aided in making the project more manageable, consequently enabling faster time to market, more in the direction of an incremental roll-out strategy, where a certain functionality which could function as a stand-alone component were to be completed first, then supplement with additional functionality in order to further enhance the solution. According to Alt and Puschmann (2004), Successful CRM projects tend to be divided into a set of manageable sub-projects, each with a time span of 6 six months. Doing so would also greatly help top management seeing the benefit of the project within a shorter time frame. Getting basic functionality up and running in a pilot project could also enable better alignment as they went forward, through gaining feedback regarding the particular user needs and preferences in order to better fit the system to the actual needs of the organization.

Furthermore, the complex nature of the project, being a CRM project extending extensively into a large organization called for challenges related to technical capabilities and also the time it required to plan, build and implement. Building and implementing the technical solution were outsourced, causing additional challenges, including loss of control and the communication barrier that arose by including a third party. Two of the interviewees stated that their technical capabilities were lacking in quite a few areas, an element that was hard to identify before the project was too much underway. This element also led into the choice of project methodology. BankY utilized a waterfall approach rather than agile software development methods, making adjustments and new ideas hard to implement, combined with the fact that progress was difficult

to grasp as a consequence of the methodology. Using an agile development methodology would enable more rapid testing and align with the defined targets, consequently providing better project alignment combined with making it easier to present the product and its functionality as time progressed, with the logic of being able to better keep the top management and all involved parties involved by presenting the product so that the stakeholders can better envision the finished product.

Strategic consistency

Top management possesses two main elements. They are the enabler, without them, a project is not approved or funded. Secondly, they are responsible for the changes internally, making sure the whole organization is on board. Consequently, they can be viewed as the enabler and leaders.

Two elements that are central. Without these two elements, the project will not succeed or get initiated. In the case of BankY, multiple challenges can be viewed as causes of the loss of top management support towards the final stages of the project. The arguments presented by the interviewees were that the top management were both committed and supported the initiative initially, but that their commitment diminished as the project progressed.

All organizations possess capacity restraints, whether it being skills, funding, human resources or other elements. An argument forwarded by the interviewees were changing needs. During the project, their organizational strategy had shifted towards self-serving customer channels, making this project focusing on direct channels somewhat outdated. It is in this case hard to argue for what should have been done, since this is a result of changing competition, market demand, customer needs and technological development. It is also likely that other solutions offered through other channels, such as their self-service platform, cannibalized serviced channels, reducing the faith in the ongoing project. Again, drawing back to their capacity restraints, resulting in it being more tempting for the top management to allocate funds to parts of the organization of which the biggest need seems to be present. This all seems to be possible to trace back to the planning stage of the project. The decision of initiating a project around serviced channels appears to be one of the underlying factors that caused the project failure. These issues can be viewed as a strategic weakness making the foundation for the project wrong from the get-go.

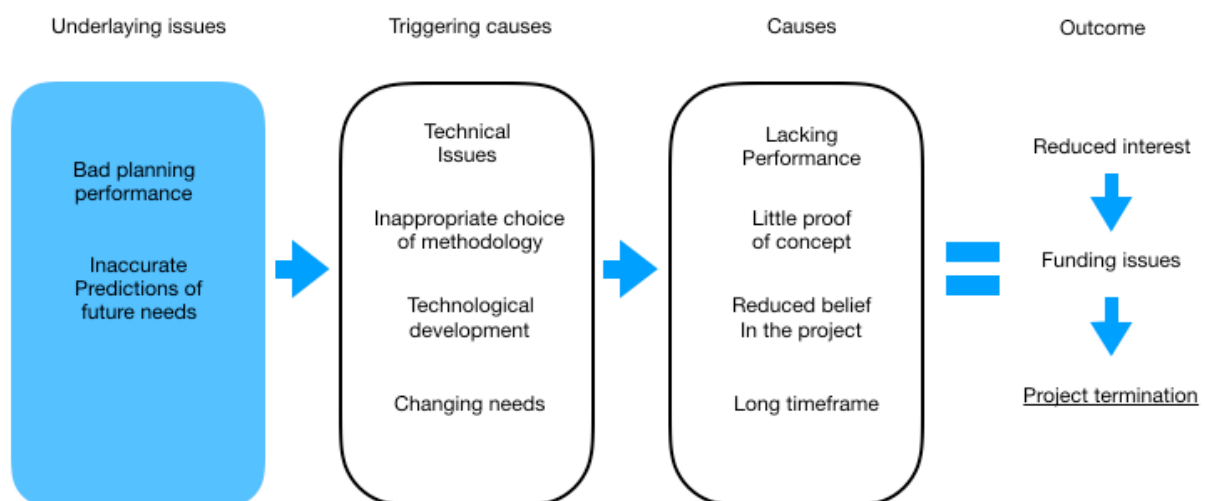
The strategic changes are seemingly a result of changing beliefs and changes in customer needs. The organization thereby changed its views and beliefs of the future towards more automated processes by utilizing self-service channels. It can be argued that the project was based on the wrong premises from the get-go, being a result of inaccurate predictions of future needs. I thereby suggest the project performance to be divided into two main elements.

1. How the project was conducted, and how they were able to meet their goals and objectives.
2. The accuracy of the goals that have been set, and whether they were still as relevant.

This derives from the logic that the project could potentially reach its pre-defined goals, but it does not necessarily mean that the outcome of the project is optimal. If the premises on which the goals have been based upon changes, the value of the project diminishes. As of BankY, external factors such as technological development and changing customer needs reduced the accuracy and relevancy of the goals of which was set. Building further on this logic, the argument of technical development also plays a substantial role. The financial industry has to comply with strict regulations, especially in terms of data security. At the initiation stage of the project, cloud storage solutions were not yet a legal solution for storing financial data, but as the project progressed, this changed, and cloud solutions became the new norm. Causing further discussions as to what to do, since the project was not compatible with the cloud solutions which were present.

The two main challenges of Scope and Strategic consistency are what stands out on a general scale, and can be viewed as insufficient planning, where the overall scope, evolution path combined with the extent of which clear goals and objectives where set might be relevant to embed. In figure 6, a model has been created based on the conversations with the interviewees, where I have ordered what came forward, in an attempt to get a better overview of the project as a whole, and what subsequently caused the project to be terminated. Figure 6 is therefore not based on the already created framework of CSF's, but is purely based on factors of which the interviewees stated during the interviews which was conducted.

Figure 6: Possible causes of project termination



Source: Own work.

5.2 Theoretical contribution

This thesis does not develop a new theory, nor is the approach utilized unique. Similar works have therefore been done in the past. What generally differentiates this thesis is using similar approaches that have been done in the past but applying it to a new context, being a Scandinavian organization, of which ended up discarding the project before it reached the implementation phase. It is also difficult to draw general conclusions from the findings of this study, due to limitations in sample size and range of the study.

5.3 Practical contribution

This thesis familiarizes the reader with what is considered critical success factors of CRM implementation in order to provide a foundation of which future projects could be based in order to minimize the risk of CRM projects to underperform, or potentially fail. Furthermore, studying a CRM project initiated in a large-scale Scandinavian financial institution, identifying inconsistencies and searching for further challenges in order to provide a more practical approach to how the project was carried out, parallel to looking for deviations relative to the existing literature in order to identify what went wrong. The findings can be of relevance both internally, in order to minimize the chances of an unsuccessful project, but also for other organizations to learn from the challenges experienced by BankY.

5.4 Limitations

As for the limitations of this study, I want to highlight four main limitations. First of all, the literature search, which intended to identify what existing literature considered to be the main critical success factors in CRM implementation. This study was based on nationwide research findings, spanning from Europe, Asia to America, and cultural variations can therefore be of potential significance to this study, which is based on a Scandinavian organization. In the extent of the literature search, the second limitation to the study is not considering potential industry variations (financial sector) of the sample of literature included. The research of which the literature search is based upon consists of studies within a vast variety of industries. The study conducted does therefore present findings which do not consider cultural differences or industry variations that might potentially be present.

Thirdly, the findings and tendencies identified in the case study of BankY are based upon a small sample size. The study is based upon interviews done with a selection of involved parties, combined with the fact that the study only studies one company. This possesses the limitations of personal opinions and strong opinions by the interviewees generating an inaccurate representation of a more objective opinion, a challenge that could be minimized by increasing the number of interview objects while also increasing the sample size by looking at multiple organizations. Furthermore, the argument that only one organization being studied calls for difficulties drawing general conclusions on what an organization should do in a certain scenario since the case study of BankY are not necessarily representative of how such projects are

conducted on a general scale. I therefore consider the results to be relevant in a larger context where it is being utilized as an illustration or a foundation to future research.

Lastly, time has passed since the project was initiated. The project participants were involved primarily in the timespan between 2011 and 2014. Making the time between the project was terminated and the time of the interviews for this thesis about six years. Elements of this thesis might therefore be affected by the interviewees being unable to recall certain elements, and that some findings are obscured by unclarity related to this fact.

5.5 Suggestions for further research

Based on the limitations that have been presented, looking at CRM implementation in a similar way, but accounting for cultural variations does for me stand out as a field of high interest for future research. Doing a more comprehensive study including a larger set of organizations within the same industry and research potential cultural variations, and thereby try to identify the variables, or traits, which makes some organizations succeed, where others do not.

CONCLUSION

The problem of which this thesis intends to answer is how to succeed with CRM implementations. This was done in three iterations, by developing three research questions. The first research question, being:

What are the critical success factors of CRM?

Where a literature search was conducted including 12 research papers of which formed the foundation of the compiled list of critical success factors. The CSF's that was identified through the literature search was:

1. Top management commitment and support
2. Developing and communicating clear goals and objectives
3. Organizational culture change
4. Training
5. End-user involvement
6. Sufficient time/budget
7. Integration capabilities
8. Organizational process redesign
9. Monitoring and control
10. Employee acceptance and commitment
11. Roll out strategy

The CSF's provided valuable insight into what existing literature considers fundamental and necessary in order to succeed with CRM implementation. Derived from the definition of CSF's, performing on all these aspects are crucial for success. Hence, lacking performance on one of the elements are critical to the project success. The organization, and more specifically the project group are therefore required to ensure that these factors are met. Factors of which encompass traits related to the technical aspects, process-oriented aspects, and lastly, the human aspect, which can be seen as the biggest challenge in CRM projects, derived from the logic that most of the success factors that have been identified can be related to the human aspect.

After gaining a deeper understanding of the critical success factors, the findings from research question one was used as a framework used to assess the performance of BankY's CRM project, leading into research question two, which is:

Does the findings from the case study of BankY correlate with the key success factors identified in the literature search?

This was done by doing a case study, where four project participants were interviewed, doing in-depth interviews in order to gain a deeper understanding of the CRM project of which they worked on. The case study was built upon and systematically arranged according to the framework developed by answering research question 1.

The intention of using this framework was to look at deviations between what existing literature considers important, and the actual performance of BankY. The general understanding retrieved from the case study is that they performed well in some areas, such as extensive planning and focus on end-user involvement in order to map out the current processes and activities in order to ensure the best possible outcome and usability of the new strategy. The top management was also supportive and was strong drivers of project progress initially. Furthermore, the findings indicate that other success factors possessed gaps which could help explain the challenges that they experienced. Generally, the alignment between the strategic objectives of the project, and the way of aligning their daily work towards these objectives was underperforming. This is as I see it tightly connected to the partially unclear goals of the project and the large scope of the project. Knowing firsthand what you want to achieve by doing the tasks are crucial in order to reach your objectives. This also connects into the human aspect of getting people on board, both in terms of engagement and commitment, but also as an alignment tool laying in the back of the head of all project participants.

I also consider the large scope of the project combined with lacking technical performance a large challenge and can be seen as the triggering cause of termination. The underlying issues were present, but the technical issues truly halted the project, triggering discussions and re-considering what to do going forward, where the alternatives were to put a lot more resources into a project of which started to seem partially outdated and less relevant than in the initiation phase seemed like a bigger burden.

Secondly, being factors laying outside of the strategy itself, are external factors that affected the project. Both the customers and the industry in general changed in the direction of more self-servicing channels, making this project partially obsolete, and the general relevance diminished, consequently changing the overall organizational strategy. I consider this one of the fundamental reasons for the project reaching a halt, especially visible through the loss of top management commitment and support as a consequential effect.

The overall conclusion based on the findings from this study is that the project itself possessed multiple challenges and lacking performance, but that even a perfect execution and implementation would not provide BankY with the technical tool which they actually needed, due to the changing needs and strategic shifts that were present.

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APPENDICES

Appendix 1: Povzetek (Summary in Slovene language)

Management odnosov z odjemalci je splošno priznan izraz, ki ga pozna večina organizacij. Potencialna vrednost uspešne strategije na tem področju v kombinaciji s pravimi orodji in procesi je velika, zato se veliko sredstev vlaga v izboljšanje odnosov z odjemalci. Poleg tega so raziskave pokazale, da številne pobude za management odnosov z odjemalci ne uspejo ali dosegajo povprečne rezultate. Namen te naloge je pridobiti globlje razumevanje, kaj je pomembno za uspeh te iniciative, da se zagotovi večja jasnost in potencialno izogne nepotrebnim pastem. To je izvedeno s proučevanjem kritičnih dejavnikov uspeha na področju izvajanja managementa odnosov z odjemalci. V nalogi sem uporabil dve glavni raziskovalni metodi. V prvem delu sem začel z iskanjem literature, pri čemer sem analiziral dvanajst posameznih študij o kritičnih dejavnikih uspeha ter izluščil seznam dejavnikov uspeha, ki se pojavljajo najpogosteje. Ta literatura je postala osnova za praktični del magistrske naloge, v katerem sem analiziral skandinavsko finančno institucijo ter pri tem uporabil ugotovitve iz literature, kar je zagotovilo bolj jasno analizo dejavnikov, kjer je bila izvedba dobra, ter tudi tistih, kjer niso bili dovolj uspešni.

Rezultati študije primera so pokazali, da so pomembni ključni dejavniki uspeha natančno določen in jasen načrt projekta ter jasno opredeljeni obseg in cilji prisotni že na začetku projekta. To so dejavniki, ki jih je mogoče razumeti kot organizacijske vidike, ki imajo velik vpliv na vpletene ljudi. Ugotovitve kažejo tudi, da tehnični dejavniki niso kritični, podobno kot so v predhodnih raziskavah ugotovili drugi raziskovalci.

Appendix 2: Cover letter for interview

Dear ... ,

I am very thankful that you are willing to participate in my master thesis research, and thereby help me gain valuable knowledge about the CRM project of which you participated in together with BankY. I want to present to you some information before the interview in order to clarify the terms and the general purpose of this case study.

I am a student at the University of Ljubljana, faculty of economics. The thesis I'm currently writing is about critical success factors in CRM implementation. Put in simple terms, I will identify what is considered critical success factors in CRM implementation based on findings from existing literature, then utilize these findings in order to analyze the project conducted by BankY, and thereby gain practical knowledge of CRM implementation and gain a better understanding of what went wrong. The method of which I intend on getting to know the project is through interviews with people participating in the project, such as yourself.

My hopes for the interview rounds are to gain information related to your personal opinion, and your thoughts about the project you participated in. There is therefore no right or wrong answer.

In order to maintain anonymity and confidentiality, information that could potentially lead back to single individuals are discarded. A non-disclosure agreement has also been signed with your employer. In practice, name and role in the project will not appear and direct phrasing will not be present. The information retrieved will not be used directly, but instead used to build a general understanding of the project, where the findings thereafter are presented in the thesis.

Practical information

- Time and date: Upon agreement
- Venue: Video conference (Teams or Skype)
- Interview length: about 60 minutes
- Open-ended questions where personal opinions are appreciated and encouraged
- Sound recording if approved (only for post-processing; again, no direct phrasing will be included in the thesis).

Thank you for your willingness to participate in this research. If you have any questions or potential concerns, do not hesitate to contact me.

Contact information:

Email: ...

Mobile number: ...

Best regards,

Appendix 3: Interview questions

Interview questions

1. Interviewee background
2. Interviewee role in the project
3. What do you think of when hearing the word "CRM"?
4. What was the project meant to improve over existing solutions? | What problems did you want to solve?
5. What was the objectives of the project
6. Do you feel like the objectives were clearly communicated?
7. Did you maintain a strong focus on the users and the customer?
8. Did the project lead to large process changes?
9. How do you think the project was organized as a whole?
10. How do you think the project developed? Was there a clear turning point?
11. What do you consider the biggest issues of the project?
12. How was project performance measured?
13. Rate the following factors from 1-5 based on how well they performed?

Appendix 4: Questionnaire

Please rate the following statements from 1 to 5 based on how you think they performed throughout the project. If you consider the statement not relevant, please type (X) in column K									
			1	2	3	4	5		Not relevant (X)
1	Top management was committed, and supported the project.	Strongly disagree						Strongly agree	
2	The goals and objectives of the project was clear, and communicated down the organization	Strongly disagree						Strongly agree	
3	The organization adapted the organizational culture / mindset of the employees.	Strongly disagree						Strongly agree	
4	The employees was positive and committed to the project	Strongly disagree						Strongly agree	
5	Sufficient training were given	Strongly disagree						Strongly agree	
6	The time and budget of the project was realistic	Strongly disagree						Strongly agree	
7	We had sufficient system integration capabilities	Strongly disagree						Strongly agree	
8	The end-users (employees / customers) were involved in the project.	Strongly disagree						Strongly agree	
9	Existing processes were reviewed and re-designed where needed.	Strongly disagree						Strongly agree	
10	The project was sufficiently monitored and controlled throughout the project.	Strongly disagree						Strongly agree	
11	A clear evolution path and roll-out strategy were defined and followed.	Strongly disagree						Strongly agree	