An Exploratory Analysis of Car Sales in Business

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ABSTRACT

Work in this thesis may be considered exploratory as well as descriptive, but mostly explorative. There were three case studies, where the secondary and primary data were used. The research for this thesis is based on empirical observations as well as the theoretical Frame Work. The conditions for doing business are changing rapidly. Consumption habits are different, emerging technologies are available to deliver and collect information, and both domestically and internationally, pressure on the market is growing. To thrive and expand businesses must find new ways of thinking which has led to the emergence of new approaches in marketing research. Next, Relationship Marketing emerged and Customer Relationship Management, CRM, is now at the forefront of focus. CRM emphasizes the value of using information technology to develop, sustain and improve customer ties. There is still a need to have a deeper understanding of CRM and how organizations should use IT, a CRM framework. The aim of this study is, therefore, to explain CRM and the realization of CRM in organizations using a CRM program. The research reveals that the goal of CRM is to increase corporate income by optimizing the value of the consumer experience. And do so, organizations need a customer-focused marketing plan that creates a process-oriented view of the organization. Business processes need to be assisted by a CRM framework, which includes CRM functionality that allows for a clear view of both the consumer and the company. The CRM framework also promotes customer data collection and analysis, resulting in more efficient, controlled customer interactions. The study also shows that a company's view on CRM is influenced by the stage in the CRM creation cycle.

INTRODUCTION

Conditions for doing business today are rapidly evolving. There are other things that are of great significance for the current situation facing businesses. First of all people's lifestyle is evolving and therefore consumption habits will also change. Nowadays, there are more women working, the number of elderly people is growing and nuclear families are still broken up, resulting in more single households. The changes in culture have contributed to the growing complexity of the customer's needs. This is supported by past studies which state that customers want to be served with direct contact in a personal manner. Past studies illustrate this with the pattern of concentrating on the individual within our society. Every consumer will also want creative approaches that take account of their individual needs (Tang, 2005).

Another transition is because of the rapid technological growth. New systems for information processing and storage have influenced businesses and consumers alike. Customers are contacted by different contact media on an ongoing basis. Often they drown in too much information from different organizations but the consumer experience is significantly improved in the whole as awareness grows, consumers discover new choices, thereby increasing consumer loyalty. With the modern means of communication businesses will adjust their way of selling as well as increase the likelihood of obtaining consumer data. Ultimately, both domestically and internationally the pressure on the market is growing.

To be successful, companies need to find new competitive advantages in the long term. Since soon the rivals will have achieved the same point, depending on advanced technologies and high quality isn't enough. The solutions must be customized to the particular needs and desires of the consumers, with the goal of increasing the perceived value of the product or service to the customers. All these

developments mean that new ways of thinking are increasingly required within this field (Amit & Zott, 2001). The exact definition of relationship marketing is not always apparent in the literature and there have been numerous and varied attempts to describe it. Past studies provide a more detailed concept, where relationship marketing is defined as "to create, sustain and improve, at a benefit, relationships with customers and other partners so as to achieve the goals of the parties concerned. This is achieved by a reciprocal exchange and pledge fulfillment. "As mentioned above, the rapid and drastic changes culminated in an emphasis on marketing partnerships. Today, the role of information technology (IT) should be emphasized in developing, sustaining and improving business relationships. The proliferation in information in technology has greatly affected marketing and management growth. This pattern is supported by past studies which state that relationship marketing cannot be developed with advanced technological tools without IT-based relationships (Drew, 2003). When businesses want to stay competitive in the future, they need to learn and adapt to changing technology. The marketplace has never been stagnant in history; therefore, in order to survive, there has always been a must to adapt to changes.

The Customer Relationship Management (CRM) is one of the most important IT subjects. According to previous research, CRM 's aim is to boost a customer's perceived understanding in how they communicate with companies, generating trust with a bit of luck, which in effect creates loyalty, hopefully producing more sales. Increasing the ability of businesses to consider the unique needs of a customer would increase the importance of engagement. It includes gaining, assessing and using consumer information to better understand their desires and wishes. In reality, the term customer is a broad description that includes suppliers, channel partners or anyone wanting the company's details. Consequently, businesses can build

long-term, strategic partnerships with the consumers by using consumer knowledge strategically to provide what the customer wants. It can bring other benefits as long-term clients are less expensive to represent and smooth running partnerships are less resource-intensive. CRM emerged when consumers vary in their tastes and purchasing habits. Understandably, if the needs and desires of the consumers were similar, the use of CRM would be small. Without any chance of failure, businesses may continue to use mass marketing and mass communication. In addition, personalized marketing has long been a reality, realized by the positioning of the niche firms towards certain customers. Nonetheless, it is only recent that mass product and service customization has become a practical goal. Clearly the enabling element is IT. The companies that first started using CRM technology were mainly direct marketing businesses, consumers with massive sales forces or a combination of the two. Nonetheless, there were several problems when attempting to combine IT and marketing functions. The trials were intuitive, hurried and, sadly, generally poorly conceived during the 1980s, when the IT push started. Therefore, several errors occurred. Companies also made poor choices about CRM technology because the needs of users were not really understood, resulting in poor performance of the program (Swaminathan & Tayur, 2003). Another problem was convincing the consumers that the technology would offer a lot of advantages. In addition, businesses frequently did not have a specific emphasis and instead sought to cover all requirements, with the result that a few requirements were completely met. The most common failure was a company investing in the creation of a large customer database which costs far more than the likely benefits or remains unused after implementation.

Organizations currently invest enormously in CRM systems. However, many of these hardware / software systems often struggle to meet the requirements of management about return on investment. One explanation is that in the absence of a systematic and cohesive marketing plan based on the consumer, companies implement the technology. CRM technology is essentially an enabler. IT needs to be aligned with business priorities and plans to create long-term, integrated partnerships with consumers alongside people and processes. Past studies also assert the value of CRM solutions to be applied to support business initiatives aimed at optimizing customer service rather than being a technological experiment (Bohnsack, Pinkse, & Kolk, 2014). Therefore, CRM must start with a business strategy that drives the company and business processes that are allowed by the use of information technology, figure 1.
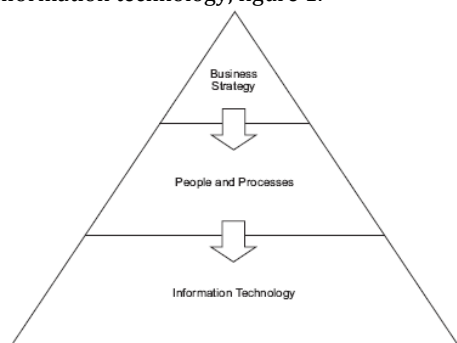
Figure 1: CRM Evolvement.

One factor companies still have difficulty using CRM systems is due to sluggish and inefficient business processes. Most organizations are also very "command and control" focused, which means managing the effect of the customers on the company, rather than trying to provide better customer service. Nonetheless, several businesses are already on the road to figure out how to make good use of technology. The use of CRM systems has been significantly enhanced at the consumer contact level. Companies are best at delivering the details they provide to consumers, such as information on an offer or their past or current purchases. Companies also get better at collecting consumer info. Unfortunately, businesses also have trouble using the data to make changes in customer service. One explanation may be the propensity to over-complicate the problem, both from a system and process perspective. That requires too long processes and too defined structures.

A business can be split into front office and back office. The front-office carries out customer-facing duties with the intention of servicing customers cost-effectively. The company-facing activities are carried out by the back-office, with the primary goal of cost-effective management of sales, accounting, logistics and human resources duties. ERP systems is a highly integrated system of back office functions, in contrast to CRM, which is known as integration of front office. There are many parallels between the two schemes. Yet ERP may be introduced without CRM, although CRM typically needs back-office access to the data. Without an ERP interface, the customer-facing feature will not be able to provide information on issues such as order status and delivery date. Nonetheless, developers have started to offer solutions that connect the front-office and the back-office to gain a competitive advantage enterprise structure. It has become clear that the use of business and consumer knowledge often gives ERP systems advantages. This provides room for long-term analysis and anticipation that makes for more effective back-office operations (Sanders, 2007).

LITERATURE REVIEW
Throughout this chapter will be provided hypotheses that may be important when reacting to the research issue. The ideas included are written primarily for readers familiar with marketing, but the goal is also that people with no previous marketing experience should find it understandable. The chapter will begin by further looking at the marketing strategy of companies. Then hypotheses will be raised on CRM and CRM technologies. Continuously, theories will be included about the implementation of CRM in companies and finally, theories about business processes will be presented. Past studies have attempted to show that there are growing marketing methods or techniques that suit specific circumstances. He has developed a continuum of marketing strategy, where relationship marketing is placed on one end of the spectrum and transaction marketing is placed on the other. The emphasis in the marketing relationship approach is to establish relationships with consumers, while the emphasis in transaction marketing is not to create single consumer transactions. Several forms of cars can be placed along the spectrum as seen in figure 3. The exact location of the cars can't be determined, as seen by the arrows in Figure 3, but depending on the kind of cars that are sold companies tend to profit more from one of the marketing strategies. Generally these businesses do not have direct customer interaction and thus do not need to concentrate on the consumer relationship. Service firms,

on the other hand, have similar customer connections almost all and will therefore rely on customer experiences. The marketing spectrum also provides several features that usually vary between the two marketing strategies (Delhi, 2016). The first distinction here is the viewpoint of time. For transaction marketing the time span is very limited compared to when the organization prepares for long-term relationships as it applies relationship marketing. Secondly, businesses with a strategy-type transaction would likely profit more from basing their campaigns on the four Ps. There are also variations between consumers in price response to consumer packed products and the consumers to service companies. Customers to firms selling packaged consumer products and marketing transactions are typically more prone to quality.

Customers may often consider different price depending on what marketing approach a company uses. Customers to transaction marketing firms also consider what they get, called "quality of production," as the primary source of quality. In comparison, consumers to companies with an emphasis on partnership instinctively appreciate how the interactions with the company turned out, called "efficiency of interactions." The distinction between these two types of approaches is the approach to customer service management Transaction-focused firms track customer satisfaction indirectly through ads, while relationship-focused firms may track customer satisfaction directly by providing immediate and consistent customer interaction and creating a database of current customer details.

The marketing role performs most of the marketing in transaction-oriented businesses, the internal interface between the departments is of limited strategic significance for the company. All departments are responsible for building successful customer relationships in companies conducting relationship marketing, hence the need for cooperation between the various departments is crucial to success. To build successful relationships with the clients, the workers must be trained, inspired and educated (Verstrepen, Deschoolmeester & Van den Berg, 1999). The company will have a high degree of internal marketing to accomplish this. Past studies have shown that while the first wave of corporate websites are nothing more than electronic brochures, it is now important that websites offer ways for consumers to connect with the company. Internet connectivity offers clients three new ways to get in contact with organizations: Online chat, online callback, and e-mail. Web chat helps a website user and organizational delegate to have a text-based "conversation" in near-real - time, by typing sentences in the chat system window alternately. It helps organizations to give clients one-to-one contact with a representative without having to withdraw from the Internet, which is essential to households using the same telephone line for Web access and voice calls. As members will often hold more than one chat session at the same time, delivering chat can also save companies money as opposed to a traditional call center staffing.

An online callback system enables clients to type their telephone numbers and be contacted by the organization's representative. In addition, companies should use a callback form to determine the interests of the customer and ensure that the customer is phoned by a representative with appropriate product knowledge. It compares with regular shifting of customers after calling a traditional call center before someone who can answer the query is reached. Web users who use their one and only telephone line to access the Internet cannot accept the call until they have disconnected their Network connection. Therefore they should be able to decide when to call. But all that have different contacts should still be able to be called immediately (Garicano & Kaplan, 2001).

The argument for encouraging consumers to send e-mail is simple to make: consumers like it because they don't have to wait for an available representative, which is always the argument in a call center, and companies like it because agents can usually turn out more e-mails every hour than they can manage phone interactions. There are two methods that websites may take to electronically invite written correspondence: a contact form or a hyperlinked email address that launches the client's own email address.

While feedback forms provide an enticing opportunity for organizations to collect personal data about their customers, making them too long or invasive could dissuade some customers, and may be counterproductive. Therefore, the method of releasing the user's own e-mail client enables users to be as brief or comprehensive as they want, but does not require the company to collect relevant data that could be used either for forwarding the current request or for marketing purposes in the future. Most companies are looking to the Internet as a way of growing the amount of live agents they need to use. Although this can be done by offering a high-quality online interface, which ensures that few consumers need to request more information, some companies follow the technique of making it nearly difficult for consumers to telephone them – obviously unwise, for example, when a customer is about to order products worth several hundred dollars and has only a small question about the distribution arrangements.

Past studies suggest that very few large companies can hope to succeed when serving the consumer with just one outlet. Customers in today's world are increasingly demanding to be able to select which platform they are using for after-sales support. Individuals whose job or family obligations make it very difficult for them to telephone a call center during their operating hours appreciate very highly effective e-mail service, as do individuals who are frustrated with long on-hold waits for a representative of an appropriate call center. Such business dynamics and consumer preferences mean that promoting a variety of platforms is not a choice, it is a requirement. Moreover, consumers want to be able to manage businesses as single entities: if they have already received a piece of information on the Internet, why should they be forced to waste their time by providing it again while talking to a call center agent.

Many dot coms were created with the idea they will exclusively service their customers online. Their concern is that they paid little attention to telephone and mail service, hoping their small customer care services would be compensated by providing low prices. This stove pipe approach can have a devastating impact on customer service. If a customer has made a transaction on the Web and telephones the call center to explain something, there is nothing more frustrating than having to reiterate all the information already entered on the Web to the representative who does not have access to specifics of consumer transactions on the Web (Ulaga 2003). Common signs of weak integration with fulfillment include shipment delays and inaccurate data in order to track Web site parts.

Such type of information and service inconsistency is extremely unlikely to contribute to the long-lived, profitable partnerships that are the central objective of a CRM strategy. Only a highly skilled and competent call center agent cannot compensate for missing information – right after a disgruntled consumer returns a defective product is not a good time to make a telemarketing call, but that is precisely what can happen without a clear view of the customer. Achieving a single view is a significant and challenging challenge, because many companies have applications from various suppliers for specific business functions and different platforms, each of which has its own Nevertheless, if a business wants to succeed in all the markets that the increasing channel ranges offer them access to it is also a very important project. A common assumption is that customer service must be standardized regardless of channel: this is not the case. Actually, the consumer experience needs to be consistent and actively controlled. For example , providing a large amount of historical account details and synchronizing account data with personal finance packages is very practical for an online banking system. The Web is very good at granting access to these large quantities of data. On the other hand, offering the same facilities through the call center is rather impractical, and it is also costly to provide the requisite duration of contact. For these reasons, the only time such an encounter can take place in the call center is when a justification for doing so is good customer service. But most organizations haven't really grasped the customer service problems through multiple channels, including those that recognized the problem.

To define the CRM criteria for a company, businesses need to determine what CRM can do for their business. An organization therefore needs to define what business requirements CRM should tackle in each area of the market. The willingness of the organization to identify business criteria will influence the choice of CRM tools, the implementation activities as well as CRM growth planning (Hussain, Mosa, & Omran, 2017). According to previous research, businesses typically know intuitively inside which market field CRM can answer a lot of business needs. Yet businesses also first need to develop their business process to achieve the highest returns from CRM. The need for business processes that concentrate on customers is discussed later in this chapter. The segment also defines the study of business processes needed by organizations that have not reported their current processes or need to update the existing ones. The organization will define functional requirements, outlining how the business requirements can be met. The following description of a CRM requirement and corresponding functionality is provided by past studies. The CRM requirement was to have "the ability to monitor the progress of target marketing campaigns" and "campaign response modeling" was required for the CRM functionality. The specifications therefore specify "what," and the "functionality" determines "how"(Hussain, Mosa, & Omran, 2018).

The organization needs to map the business processes and describe the roles needed within the process in order to define the CRM features. This involves figuring out what aspects of customer-focused business processes they need for technology support. This is necessary to understand which roles are most important to business requirements when choosing CRM tool. When the CRM tool does not have all the required functionality the client would need to know what they can or will not do without a certain function. The company must also decide whether they are prepared to modify the feature or whether they can adapt their method to suit the CRM tool's structured workflows. Eventually, the management needs to think about the possibility of the people involved using the program (Hussain, Musa, & Omran, 2019).

Within this section ideas dealing with assessment methods that can assess both measurable and intangible elements as companies are evaluated to determine the effectiveness of their CRM. Recent studies suggest an implementation method for assessing the effectiveness of CRM. Each perspective is evaluated using correct metrics. There are some reasons why performance measurement is so effective in boosting industry, according to previous studies. First, estimation eliminates the uncertainty and inconsistency that accompany strategic definitions at the high level. Second, calculation provides the precise vocabulary to convey explicitly at all levels what the company aims to accomplish and how it plans to achieve it (Hussain, Musa & Omran, 2018). Third, evaluation facilitates continuous assessment of organizational alignment with strategic objectives. Lastly, estimation not only increases the likelihood but also boosts the rate of transition. The four viewpoints are consumer awareness, engagement with customers, customer loyalty and customer satisfaction. But, how to maximize the CRM value?

METHODS

The Frame of Reference will be established in this chapter. In addition, the relationship between the theories found in the chapter on the theory will be described, the research questions will be identified and the demarcations of this analysis will be described. Before that, the hypotheses applicable to the research question will be chosen, and the evolving reference frame will be introduced. Ultimately, it will identify the conceptualization and the operationalization.

There's a lot of ways to do analysis. Many types of study can be categorized according to how much the researcher learns before the investigation begins. There are three research classifications available when approaching a research question according to previous studies: exploratory, descriptive, or explanatory. Yet in a case study much of this research uses only the approach of exploration. As already described, research can be divided into various forms, where the complexity of the question determines whether the work is exploratory, descriptive, or casual. The approach to analysis also is either quantitative or qualitative. Selectivity and distance from the research object define a quantitative approach while a qualitative approach is characterized by closeness to the research object. All strategies have their strengths and disadvantages and neither approach can be better kept than the other approach. Based on the research intent of the study and the corresponding research questions, the best testing approach to use for a study,

A quantitative approach includes the quest for information which can quantify, define and explain our world phenomena. Sometimes, quantitative analysis is formalized and well organized. Quantitative analysis is generally identified with the study style of the natural sciences, data is quantitative, derived from samples and observations finding associations and patterns that can be represented in numbers rather than words. Qualitative research is the search for information that is intended to analyze, perceive and understand the phenomenon from an inside perspective. However, previous studies show that qualitative approaches are also linked to case studies, where the aim is to obtain detailed information and thus

gain a deep understanding of the study issue. Either qualitative data or quantitative data may be obtained while gathering information. Qualitative data includes "soft" data, such as "working environment," and is mostly described as words and remarks. Quantitative data means "strong" statistics, such as information on obtained income and order size, and is also viewed as figures that can determine the sum or nature of such phenomena. The data obtained are often qualitative for carrying out an exploratory analysis.

Much data was collected during the interviews conducted in this report. Qualitative data was collected mainly because the responses to the questions posed are in words and not simply numerical results. We should agree whether our work is qualitative, as a consequence of these explanations. The questions raised by study will include responses that cannot be quantified or expressed in numbers. In addition, since the aim of this thesis is to obtain a deeper understanding of CRM in business and e-business, a qualitative analysis is the approach that best fits us. A summary of how the theories in Chapter 2 relate to each other, Figure III-1 follows here. The relation between the different theories is explained in order to establish a clearer understanding for which theories to be included in the reference frame.

The Strategy Continuum discussed in the chapter of the theory is linked to the principle on who would gain from CRM application. Because the marketing strategy of an organization can be established by the use of the Continuum and a comparison with the characteristics listed by Bose, the likeliness of benefiting from CRM can be assessed. The Strategy Continuum is also linked to CRM implementation theories, since the Continuum can be used to describe the CRM criteria of a business. The features introduced in the Continuum provide an overall view of the marketing strategy and consumer relationships of an organization, which is important in the investigation of business needs. The theories about CRM and CRM technologies are related as they are both important to explain CRM. The theories concerning the implementation of CRM provide valuable details on the procedures required to implement CRM in businesses. This integrates ideas of how the CRM features can be defined. Therefore, the theories about CRM implementation and CRM technology are also related. By performing a business process review, the definition of the CRM features needed is achieved, Where CRM specifications are first identified by the businesses, and then the required CRM functionality is defined. Thereby, business process theory and business process analysis contribute to the theories explaining implementation of CRM. They are also linked to the theories that explain CRM technology, as CRM technology is required in the various stages of business process. The selling process mentioned in the theory is thus related to the CRM technology theories.
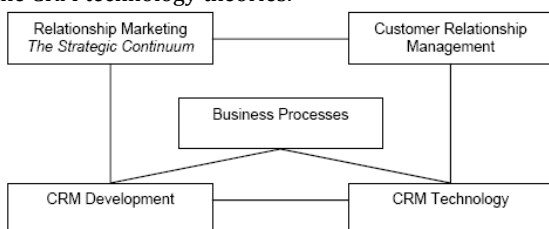
Figure 2: Visualization of the relationship between the theories presented in chapter 2

ANALYSIS

This chapter incorporates the analytical results from the interviews with selected case study items for this investigation. At first, Shanghai Volkswagen's results will be discussed and then the data obtained from the retailers will be discussed together. A brief overview of the companies will be given for Company Shanghai Volkswagen, then the data about the marketing strategy will be presented and finally the presentation of the empirical data will follow the research questions structure. However, the specifications of the CRM companies and the need for the CRM features will be discussed together. As stated in the frame of reference firms often tend to communicate their CRM requirements using CRM functionality terminology. The presentation of the specifications is also focused on the categorization of the CRM functionality given in the reference frame. Company ShangHai Volkswagen is the subsidiary of a First China Automotive Business Group, which was established in China in 1985 and makes a joint venture with a German company of fifty persons to fifty persons. Business has since produced and sold vehicles including Santana, Santana3000, Passat, Polo, Gol and Touran types. The region of sales is China. Today, the Shanghai Volkswagen Company Group is divided into seven functional divisions as shown in Figure V-1. The company has about 22,000 people altogether. The key activities within the Company Group are family and business cars design, production, manufacture, marketing, and sales.
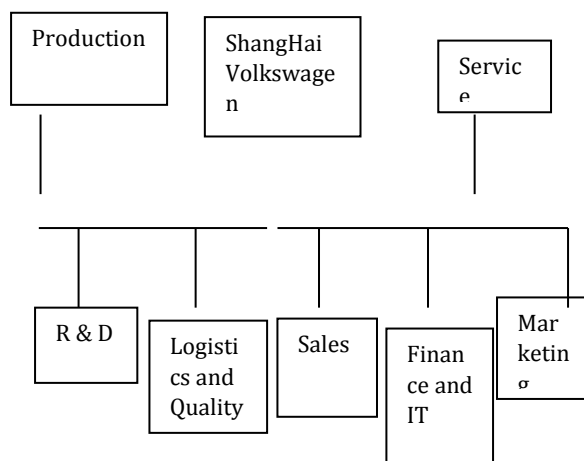
A few factors will be evaluated in order to ensure the suitability of the items of analysis. First, the marketing strategy for companies will be evaluated using the spectrum of strategies created. It is necessary to ensure that relationship marketing is applied to the objects of the research. If the businesses were to conduct transactions they would have less need of applying CRM and would thus not be suitable as objects for analysis. There are some aspects that usually vary between the marketing relationship and the marketing approach to the transactions. Every attribute will be analyzed in the study to see to what degree the ShangHai Volkswagen Company applies marketing relationships. Secondly, Bose's ideas would be used to evaluate the likeliness of the businesses to benefit from the implementation of CRM, since this is an important criterion for being a suitable object of analysis. Ultimately, CRM system complexity will be evaluated using CRM complexity theory. The degree of complexity should be very large so that the objects of the analysis are appropriate for this research. This because the high complexity of CRM means more detailed CRM specifications and therefore more knowledge can be

collected from the objects of analysis (Nawaz, Azam, & Bhatti, 2019).

Another source of the discovered disparity between the research results and the theory may be the disparity between how precisely the theory and the study object has represented CRM functions. When comparing the included information and functionality, it appears that sometimes the respondents at Company Shanghai Volkswagen explain their needs in more detail than the theory does, and sometimes it appears to be the opposite case, where the need is defined in more detail in theory. Below are several examples of differences present due to differences in how the features and knowledge definitions are described.

▫ • More detailed features defined in the theory:

1. Direct marketing: The empirical results did not define the design models

2. Knowledge Management: Internet connection support, video / auto images, presentations and interactive application.

▫ more detailed explanation of the features of the empirical findings:

1. 1. Customer business details, and contact persons

2. 2. Documentation needed when handling a service order and what review is performed Examples of information to be accessible by using the "Information Handling" function.

Often the characteristics of such functions used in theory are very technical and this may be the reason why they are not included in the empirical findings. Below are several examples of features that may be left out due to being too technical.

1. Knowledge management: "Search engine enabling to scan a particular keyword to find documents"

2. Operation of Sales System Activity: Alarm Recalls

3. Contact Management: "Drag and drop Windows Explorer and Microsoft Outlook files, documents and e-mails into the CRM File Framework" and "Save an e-mail as a task directly in the CRM framework."

4. Reporting capabilities: identify parameters for own quest, and save them for later quest. It is not the same as saying that accessibility is not important as it is, but the users care less about how easy access is to be solved.

5. Measurement of customer satisfaction: Automated recording of IDs while answering a questionnaire.

The respondents make inquiries about the functionality of "Managing Reward & Compensation" which focuses on showing the benefits of sales. It suggests that not only does the feature concentrate on handling tasks that offer out rewards and commissions, it should also be a way to encourage sales staff. The features used in principle does not live up to this because it is mainly meant to help the management of incentive & reward activities. This section is made up of two main sections. The first component is a contrast between the sales process included in the reference frame, and the sales process defined by the subjects of the analysis. This also involves case study of business ShangHai Volkswagen's selling processes. The second part provides an overview of the architecture of a CRM system, which means that the CRM technology provided by the study items is related to the sales process. This section involves a comparison of the sales process used in the reference frame and the sales processes defined by Shanghai Volkswagen Company. The object of the comparison is to see if in theory the concept matches truth. It is important because the CRM system architecture would be based on the cycle of sales. Accordingly, the accuracy of the selling process will influence how effective the CRM system design will be.

DISCUSSIONS AND CONCLUSIONS

The research questions of this study will be addressed in this chapter by discussion of the empirical findings. Responding to the research questions will also address the research issue. In addition, this chapter contains an overview of the report. Finally, suggestions will be given to the assignor organization and more work will be proposed. The issues raised in the theory of CRM can be seen in an image that gives a clear view of the nature of the CRM approach (Nawaz, Afzal, & Shehzadi, 2013). CRM's aim is to optimize the value of customer engagement, meaning that businesses will retain their most valuable customers and at the same time increasing profits. First of all, a customer-focused business strategy is required to realize this enterprise, a strategy that creates a process-oriented view of the company through business processes that are built around the customer perspective. A CRM framework is required to support the business processes. The CRM framework should ensure that the customer gets a single view, as well as that the customers get a single view of the company.

It is possible to classify the CRM technologies used in the CRM program into three functional groups, Operational CRM, Analytical CRM and Collaborative CRM.

Operational CRM includes application that integrates front-, back-, and mobile offices and automates business operations, with the purpose to increase efficiency of customer interactions.

1. 1. Analytical CRM includes applications that analyze operational tool-generated customer data. The data are housed in a robust database of centralized crosses, called a data warehouse. The aim of Analytical CRM is to allow the firms to make better decisions.

2. 2. Collaborative CRM helps to promote customer-company engagement by using various tools, such as electronic communication.

VII. Further Research

This section provides ideas on how supplementary work might take the findings from this study forward. This analysis demonstrates that the case study items chosen for this research don't need any of the CRM features mentioned in theory. This means that it would be important to conduct a variety of further studies in order to see if the same findings can be obtained by using different objects of analysis. To begin with, this research demonstrates that territorial control functionality is not necessary. Nonetheless, before deciding that the flexibility of Territory Management is excessive, it would be useful to explore the needs of a company with massive sales force and lots of sales teams. A likeliness of having software to assist the organization of sales teams is very strong. Studying businesses with a wide Customer Service & Assist Department, employing multiple customer service agents and field service engineers will also be of interest. It is to see if the results are specific in terms of the need for Field Service Automation, Workforce Management, Call Scripting and Rental & Service Agreement Management features. The empirical findings suggested that the Configuration Support functionality was no longer required. It is due to the fact that Company ShangHai Volkswagen's product does not have the characteristics that suggest that a client will benefit from using

Configuration Support. Therefore, it would be of interest to research if a business selling goods consisting of many different components that can be combined in many different ways is different in need. Studying a business that conducts Telemarketing and Telesales activities will also be important, this to see if the Telemarketing functionality need is greater than seen in this report.

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