

CRM for Boosting a Business Value, Efficiency and Higher Profit

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Abstract Transport is a technological process of moving people, objects or energy and knowledge of the logistics system and its processes is essential for fully functioning and effective logistic activities in the field of goods turnover. Building an appropriate relationship with the customer, taking care of customer service standards and professional customer service is a long-term and developmental process, which is mutual benefit transaction. Transport sector continue to grow year after year rapidly and it is highly competitive evidence by the fact that transport companies operate in the EU common market. Companies that invest in relations choose good and wisely. Customer satisfaction should be constantly tested in terms of satisfaction and loyalty as well as the perception of the standards introduced and services offered. The aim of the article is to show that the implementation of CRM increases business value, efficiency and increases profits of companies. The development and functioning of the global economy market is not possible without a service provider - consumer relationship.

Keywords logistics, customer relationship management, enterprise growth, profit of companies

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1. Introduction

Transport sector continue to grow year after year very rapidly and it is highly competitive evidence by the fact that transport companies operate in the EU common market. Companies that invest in relations choose wisely. The priority here is to build not only casual, but long-term relations and focus on their quality. This produces loyal customers and valuable feedback.

The CRM system is customer relationship management software that can be used in virtually any company including a transport company. It is used by large corporations, medium-sized and small companies, and even start-ups starting their business. The most important task related to the selection and adaptation of CRM to the company's operations is the need to define the needs and functionality of the solution. Accordingly, before choosing a system suitable for the company, it is necessary to determine what we expect from the software among hundreds of functionalities, and, in particular, what actions are necessary to increase sales and, consequently, increase the company's profit. It is commonly said that CRM software improves the operation of the company, enabling it to achieve its goals. Thanks to its versatility, the CRM system is perfect for many industries, which means that all companies need CRM solutions to increase business value, efficiency and higher profits. The benefits of implementing a CRM system are pure practice, not just a theory - the implementation of CRM translates into a significant increase in sales, in some cases by as much as 30%, and therefore - as a

consequence - also implies approx. 30% higher profit of the company. This is the main effect of the benefits of an overall improvement in customer relations, organization and work culture.

2. Objective, Materials and Research Methods

This part of the article describes both the purpose of the work, as well as the materials used and all the research methods used.

2.1. Objective

The aim of this study is not to duplicate studies proving the validity of the thesis that has been proven many times over that CRM is a customer relationship management software that can be used in any company. The aim of the work is to identify the ways of achieving these goals by organizations implementing CRM. This problem appears quite widely in English-language publications, but mainly in the form of managerial guides or specific "manuals" of CRM implementations.

Knowing the theoretical assumptions related to relationship marketing and customer relationship management, and at the same time actively participating in the process of implementing this strategy in practice, you can face technical and organizational problems. Observing the process of transforming the original CRM assumptions in the course of the clash of the needs of individual implementation stakeholders

in an international company, you can hear about the unique possibility of drawing original conclusions and almost immediate verification.

The author of this work, combining the practical experiences of people implementing CRM in enterprises with the conclusions of the publications provided by leading institutions dealing with consulting in the field of CRM implementation and the content of books on the management of strategic changes taking place in organizations (not only in the context of CRM implementation), during the studies and research works, formulated the assumption that due to the huge impact on the success of CRM in the process of implementing this strategy and the importance of activities required to ensure long-term positive effects, customer relationship management should be discussed not in two, but three aspects: marketing strategy, information technology and multifaceted change management. The conclusion that CRM is not only an IT system or a company's strategy to build long-term relationships with customers is therefore not enough to fully explain its importance for the company, and even more so to achieve success in its implementation.

The aim of this study is to provide arguments, stemming both from theory and economic practice, to support the statement that we can actually talk about CRM as an innovation resulting from rational managerial decisions, continued, controlled and adapted to changing conditions, with the most important change criterion, which is the optimization of the chain of creating benefits attractive from the point of view of customers, taking into account the economic account that guarantees the company's owners the expected return on invested capital. Taking all that into consideration, CRM needs to be perceived as a strategic management program/process with the goal being implementation and then development of a highly effective relational business model. The implementation of such a task is, in turn, the key to gaining a permanent competitive advantage based on knowledge about customers and the developed ways of using it.

Wherever products or services are sold, companies must take care of the most important link in the sales process, i.e. the customer. Despite the fact that they have the best product or service, well-thought-out advertising, an innovative store or trusted, creative employees, very often nobody buys products or services in the budgeted amount, therefore no turnover is generated, and thus the company does not generate enough profit, but sometimes it generates losses instead. Very often, in today's highly competitive market realities, the customer buys a product only once and then forgets about the company. This also applies to the area of transport services. So the question is: "How to make the client come back to the company on a regular basis?". The answer is to build a relationship with him. This goal can be achieved, for example, by saving the customer's purchase history and other important data in the database, which, when properly used, will generate effective sales. Hence, with a high degree of certainty, the company will know whether a given customer might be interested in a new product in the future and how to build or present a product or service in such a way that it is attractive for the customer, and above all, the company will

know how and when to contact a given customer. In such situations, CRM, that is programs for managing customer relations, come to help.

2.2. Materials, Input Documents

Knowledge from scientific articles and papers published in scientific journals and conference proceedings published in the Web of Science and Scopus databases, as well as information from web portals focused on issues related to this dissertation, were used as elementary sources of information for the elaboration of the dissertation. work. Book publications by domestic and foreign authors were also used.

A valuable source of information is also the processed results obtained from the interviews focused on the issue of this work in companies that have implemented CRM.

2.3. Research Methods

When doing research it is possible to utilize a range of specific methods that we call research methods. Research carried out within this dissertation will be executed through the following methods. Methods will be combined and complemented as required.

2.3.1. Interview Questionnaire, Survey Questionnaire and In-Dept Interview

A technique that enables us to obtain information from respondent via answering the prepared questions. It is a controlled interview and it can be either standardised or non-standardised. The first one stems from the upfront prepared and verified record sheet that is similar to questionnaire. Interviewer selects questions from this sheet and then records the answers of the respondent. The second one is an open interview in which the questions are directed on particular area or topic; however, they are not prepared upfront. It is a flexible technique that is very useful when verifying data acquired by other techniques. Interview can be apparent or concealed i.e. the interviewer is not making any apparent notes.

The author plan to conduct research among at least 20 transport companies: In order to better understand the current situation a number of interviews will be carry out with selected people. As well, a survey is planned to be carried out with members of companies with implemented CRM system. During this survey different variables will be measured being the main topics: increases the company's profit, increases the number of the company's customers and influence on customer satisfaction and customer loyalty.

Examples of interview questionnaire to be used in this dissertation thesis are: interviews of a strategic nature (addressed to strategists in the organization: Presidents of the Management Board, Members of the Management Board, Directors) and interviews concerning managerial competences (addressed to lower management: Managers).

I have already done 4 focus group interview questionnaires, which provide qualitative insights, while 56 survey question-

naires move quantitative data. My next step will be to be conduct in-depth interviews (it is plan because until today I have not done any research called in-depth interviews). I am also planning further research in the form of survey questionnaires (my goal is to do quantitative studies (PAPI survey; 100 to 150 pieces at 20-30 companies) and focus group interview questionnaires (my goal is to do qualitative tests - FGI; 3-5 items; group interview; 6-8 people).

2.3.2. Statistical Methods

Statistical method is the collection, organization, analysis, interpretation, and presentation of data. It deals with all aspects of this, including the planning of data collection in terms of the design of surveys and experiments. Statistical data are sets of quantitative values that summarize, through mathematical operation, or express the parameters that represent a population or some other sample.

This dissertation will include data collection that will be analysed statistically. When the quantitative data is requires processing, we utilize the resources of mathematical statistics such as mean, dispersion, tables, graphs, etc.

2.3.3. Experimental Methods

Represents a way of scientific recognition through which we deliberately and with respect to a plan invoke the researched process whereby changing the conditions in which the phenomenon takes place and we monitor and control their influence. Experiment can be carried out in the field or in the laboratory. Prerequisite of every experiment is the knowledge of the conditions that can have an influence on the phenomenon. By changing one or more conditions (independent variable) we cause changes in other conditions (dependent variable). Experiment enables us to verify results acquired by other methods and it points to the rate of their objectivity.

2.3.4. Monographic Methods

Concentrates on research of one particular case. This method understands the researched object as a whole in contrast to statistical method that selects just one aspect. Object is chosen deliberately and the research is carried out under normal conditions.

2.3.5. Observation

It is the simplest technique of research using which we can derive various data. The weak point of this method is its low level of qualification. Overall advantage of observation is the real environment that it is not possible to duplicate. Observation can be direct and indirect (e.g. through video recordings). The author due to its current position is able to observe during daily operations the influence implementation of CRM to management carry out by different people. Importantly to mention here is that confidential information is not disclosed

and no names will be mentioned due to the restricted character of this type of information.

2.3.6. Documents Review

Review of various documents is necessary in order to gain theoretical perspective of the researched problem. Example of documents to be used in this dissertation thesis are: analysis of reports on the activities of individual enterprises and procedures used in transport companies.

3. Results of the Work

As already mentioned, the literature review shows that only two literature items provide a specific amount of increase in the company's profit after the implementation of CRM and the fact that the implementation of CRM translates into a significant increase in sales, in some cases by as much as 30%, and thus - implies also an increase in the company's profit - therefore, the topic of calculating the company's profit after the implementation of the CRM system compared to the state before the implementation is not yet exhausted.

According to the rules of economics, the goal of every enterprise is to earn a profit. When a company aims to increase profit, the necessary first step is to retain as many customers as possible. In chapter 3 of this paper, methods of customer retention as well as the importance and methods of measuring customer satisfaction will be described.

Customer satisfaction is of fundamental importance for efficient and effective logistics activities in the field of trade in goods. The functioning of enterprises operating in contemporary global markets without effective logistics is almost impossible, hence the constant search for tools to improve this process. Currently, there is a lot of competition in the field of transport services, as evidenced by the fact that transport companies operate on the common market of the European Union. For this reason, in order to maintain existing customers, but also to attract new ones, it is important to build relationships with customers from the position of transport companies. The aim of the author's doctoral dissertation is to propose a methodology for building relationships with customers in the specific conditions of transport services.

The author of the work therefore constructed a tool - a questionnaire for employees of companies in which the CRM system was implemented, to find out if and how the implementation of CRM in the enterprise changed the number of customers and whether and how it affected the company's profits.

The survey questionnaire contains 12 questions, which are described below.

The respondents who participated in the survey mainly represented the following industries: industry (12.5%), construction (10.5%), forestry (8.9%) transport (12.5%) and other industries. The respondents mainly represented large enterprises employing over 50 people (64.3%), but also medium-sized enterprises employing between 11 and 50 people

(25%) and small enterprises employing up to 10 people (10.7%) and they worked mainly in the sales department (17.9%), in the operational department (also 17.9%) and in the R&D department (14.3%).

To the question: Indicate POSITIVE consequences of CRM implementation, the respondents chosen 3 following positive effects of CRM implementation: knowledge about the customers is gathered in one place (51.8%), activities take me less time (50%) processes are automated (46.4%). Moreover to the question: Indicate the most important POSITIVE consequences of CRM implementation, the respondents chosen 3 main following positive effects of CRM implementation: gathers knowledge about customers in one place (23.2%), activities take less time than before (17.9%) and increases the number of the customers (12.5%). The results of the survey regarding the positive effects of the implementation of the CRM system are shown in Figure 1.

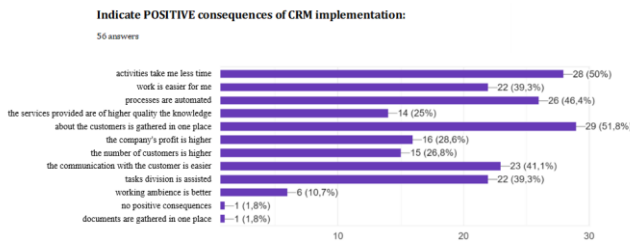


Figure 1. Question number 4 of the survey questionnaire for the employees of the companies where CRM system has been implemented. Own elaboration.

According to the research, the implementation of CRM also brings negative effects, because to the question: Indicate NEGATIVE consequences of CRM implementation, the respondents chosen 3 following negative effects of CRM implementation: activities take me more time (37.5%), the task division is not fair tasks division is assisted (26.8%) and working ambience is worse (17.9%). As is shown in Figure 10 only one negative consequence of CRM implementation is the result: activities take more time than before (35.7%). The results of the survey regarding the negative effects of the implementation of the CRM system are shown in Figure 2.

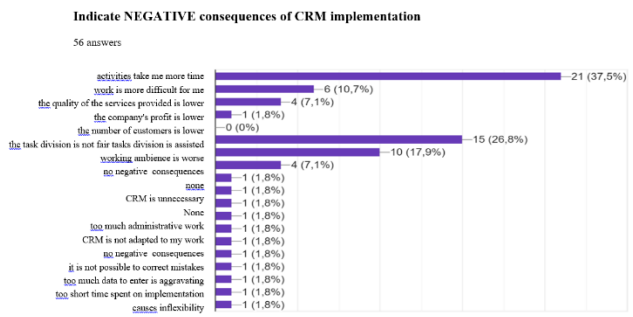


Figure 2. Question number 5 of the survey questionnaire for the employees of the companies where CRM system has been implemented. Own elaboration.

After CRM implementation the number of my customers changed (decreased/ increased)

56 answers

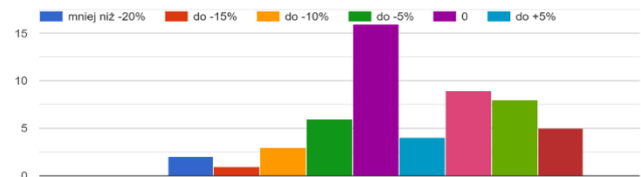


Figure 3. Question number 8 of the survey questionnaire for the employees of the companies where CRM system has been implemented. Own elaboration.

However, the most important fact that was found during the study is the information that the implementation of CRM results in an increase in company profits and an increase in the number of company customers. Both of these facts are shown in Figure 3 and Figure 4.

After CRM implementation profit of my company changed (decreased/ increased)

56 answers

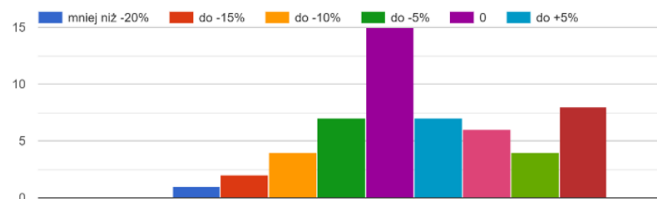


Figure 4. Question number 9 of the survey questionnaire for the employees of the companies where CRM system has been implemented. Own elaboration.

Are you satisfied with CRM implementation?

56 answers

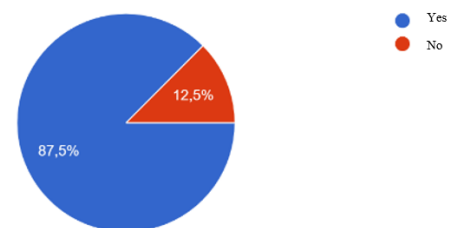


Figure 5. Question number 10 of the survey questionnaire for the employees of the companies where CRM system has been implemented. Own elaboration.

As a result, most of the respondents (as much as 87.5%) are satisfied with the implementation of CRM in their company, what are shown in Figure 5. Direct interviews also show that employees are satisfied with the implementation of the CRM IT system. This is the result of an increase in the number of customers of the surveyed companies, and thus also an increase in the profit of the companies.

5. Conclusions

The research presented above shows that the vast majority of enterprises, as much as 87.5%, are satisfied with the implementation of CRM in their own company.

The results of 56 questionnaires, 2 in-depth interviews and 4 "focus groups" conducted by the author of the study presented above show that the implementation of CRM resulted in an increase in the number of customers. The results are shown in detail in Figure 3 - the study shows that the sum of positive responses (the number of customers increased by 5, 10, 15, and even 20%) is greater than the sum of negative responses. Figure 4 shows the respondents' answers to the question whether the company's profit has changed (decreased or increased) after the implementation of CRM. This study also shows that the sum of the positive responses (the gain increased by 5, 10, 15, and even 20%) is greater than the sum of the negative responses.

The schedule of research works includes several elements that only together will provide an answer to the question whether the company's profit significantly changes as a result of the implementation of CRM to transport companies. The survey shows that only a properly implemented system can increase the number of customers. The research shows that not all companies have properly implemented the CRM system. If the company has incorrectly implemented CRM, we have a confirmed hypothesis that such a system does not support the company in its development, does not increase the number of customers and does not increase the company's profit.

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