CRM AT THE HEART OF THE DIGITAL TRANSFORMATION

LE CRM AU COEUR DE LA TRANSFORMATION DIGITALE

INTISSAR KARIM
PhD student at the Faculty of Law, Economic and Social Sciences-Souissi, Mohammed V University of Rabat, Morocco
intissar.karim1@gmail.com

ABDELLATIF CHAKOR
Professor of Higher Education at the Faculty of Law, Economic and Social Sciences-Souissi, Mohammed V University of Rabat, Morocco
abdellatif.chakor@um5r.ac.ma

Date of submission: 18/06/2021
Date of acceptance: 22/10/2021
Abstract

The 2000s further illustrate the growing trend of the customer with the advent of the concept of one-to-one marketing: a precise offer for each customer. At the same time, the evolution of communication and information technologies suggests a reversal of roles: the consumer wants to be more and more active, to the point of posing as a distributor and guaranteeing his own customer service in person. In order to meet customer expectations, the company is faced with the obligation to increase its knowledge of the customer and to multiply its customer value. Such a problem requires a specific information management infrastructure that is constantly chosen as the customer information system. This is organized around a database in which all contacts between the company and the customer are stored. Theoretically, these contacts include all communications in favor of the customer: mailings, telemarketing, reminders and all the reactions of the customer: purchases, requests for information, calls to the after-sales service. Thanks to this system, the company can take advantage of all interactions with its customers and prospects and respect their life cycle, from prospecting to loyalty, in order to identify them and discover them better.

In this reflection, the present article has the primary objective of exposing the implication of the digital transformation in the optimization of the customer relationship in the sense of ensuring a regular communication with the customers through the advent of several new models namely the E-CRM through the explanation of the difference between the CRM and the E-CRM. We have tried to present CRM as a business strategy, so we have tried to discuss the place of information and information system in CRM. Through this article, we have also discussed the possible failure and success of the implementation of a CRM solution as well as its advantages and limitations.

This research is qualitative in nature and was conducted through a literature review.

Key words: CRM, E-CRM, DIGITAL TRANSFORMATION, DATA, DIGITALIZATION OF COMPANIES, AFTER-SALES SERVICE, CUSTOMER RELATIONSHIP MANAGEMENT, CRM SOLUTION

Résumé

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client et de démultiplier sa valeur client. Une telle problématique nécessite une infrastructure spécifique de gestion de l'information qui est constamment choisie comme le système d'information client. Celui-ci est organisé autour d'une base de données dans laquelle sont conservés tous les contacts entre l'entreprise et le client. Théoriquement, ces contacts comprennent toutes les communications en faveur du client : mailings, télémarketing, rappels et toutes les réactions du client : achats, demandes d'informations, appels au service après-vente. Grâce à ce système, l'entreprise peut tirer profit de toutes les interactions avec ses clients et prospects et respecter son cycle de vie, de la prospection à la fidélisation, afin de les identifier et de mieux les découvrir.

Dans cette réflexion l'article présent a pour objectif primordial d'exposer l'implication de la transformation digitale dans l'optimisation de la relation client dans le sens d'assurer une communication régulière avec les clients au travers l'avènement de plusieurs nouveaux modèles à savoir l'E-CRM à travers l'explication de la différence entre le CRM et l'E-CRM. Nous avons essayé de présenter le CRM comme étant une stratégie d’entreprise, ainsi nous avons essayé d’évoquer la place de l’information et du système d’information dans le CRM. A travers cet article, nous avons discuté aussi l’échec possible et le succès de l’implémentation d’une solution CRM ainsi que ses avantages et ses limites.

La présente recherche est de nature qualitative et a été réalisée par le biais d'une analyse documentaire.

Mots clef : CRM, E-CRM, TRANSFORMATION DIGITALE, DONNEES, DIGITALISATION DES ENTREPRISES, SAV, GESTION DE LA RELATION CLIENT, SOLUTION CRM
INTRODUCTION

Technological changes in digital and mobile applications are changing the customer-business relationship in detail. We are experiencing an evolution in the customer relationship management system rethinking the traditional model and building a competitive advantage for companies. These uses contribute to the creation of a strong link between the company and its customers in the context of their relational marketing policy. Parallel to its influence on customer relationship management, digital technology participates in the control of risks related to the different processes of the company in its value chain, its strategy and its security, in a renewed universe where everything evolves and becomes systematic, the company is therefore obliged to accommodate itself through several tools offering the possibility to progress in its environment, to change and to distinguish itself.

The digital transformation is in operation, but everything remains to be done. Companies are just beginning to grasp the power of digital. The thick and diurnal use of social networks and the web channel in general has now also encroached on business, favored by the emergence of new mobile technologies especially: smartphone, tablet...

Consumption is therefore ATAWAD: Any Time, Any Where, Any Device. In a serious surge, companies are beginning to seize the opportunity to communicate with customers over digital channels. The profit is then equivocal, for the customer in the first place, who admires a contact on the spot and without delay, and for the company itself, which has access to a significant volume of data, a real cash cow for the customer repository. Provided you know how to make the most of it.

Currently, each department of the company is leading its own efforts. At the level of the information system, everything remains in reservoirs. The data is not linked together, thus generating repetitions or errors or blunders. The time has come to undertake a digital transformation, proof of important competitiveness, at the level of all the organs of the company through a digital CRM solution. In question: a single, centralized customer information that can be used by all departments.

Digital is now of interest to all companies, at all levels, whether they are SMEs, large companies or international groups. Nevertheless, the stakes differ according to the sector of activity and the needs decreed by the evolution of the markets. The change in habits and behaviors associated with the emergence of digital technology requires information systems departments to capture large volumes of information quickly. This is a vital issue for every company today.
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The stakes are high; it consists in collecting, analyzing and using a large amount of data that is increasingly important to tend towards an individualized relationship with the prospect or customer, and to offer him a high value-added service that will create the difference with his competitor. This is mainly the case in media. In reality, Internet users consume huge amounts of free feeds. Press entities are particularly targeted and interested in gathering information. But the real challenge, as Pierre-Nicolas Dessus, Director of Digital Marketing at France Televisions, has shown, is to understand how to begin the relationship, the offers to propose, and the way in which to create interaction...

In this paper we will try to present a review of the literature concerning customer relationship management and digitalization, as well as the digitalization of companies. It must be said that the framework of our scientific work is based on a multidisciplinary literature (management, marketing).

1. NOTION OF CRM AND E-CRM

Customer relationship management is an approach that seeks to better know the customers identified by their business and profitability potential and therefore better satisfy them, through several contact channels, under the influence of a long-term relationship, with the aim of increasing the company's turnover and profitability (Soulez, 2017).

The computerization of the major part of the companies' activities has become feasible by means of CRM such as the customer information service, the after-sales service, the order management service and this, in particular, thanks to the centralization of information through the exploitation of digital media which offer a closer knowledge of the customers and thus a more precise targeting of the marketing actions.

Moreover, CRM ensures that all services are individualized according to the customer's profile. However, customer satisfaction, which is especially impacted by customer service, product information, purchase facilitation, advice and expertise, will increase.

In addition, with the advent of the Internet, customer relations have taken on a new dimension. ECRM (Electronic Consumer Relationship Management) is becoming the linchpin of this relationship. The objective attributed to this business is to maximize revenues generated by digital channels by converting "prospect" visitors, building loyalty and increasing repeat profitable sales from existing customers.

The essential material to achieve the objective is the "data". The customer relationship is historized and analyzed in detail to find new growth levers and new sources of profit based on the analysis of the behavior of Internet users.
The interdependencies resulting from the different channels set up (website, e-mailing, social media, e-pub ...) are recorded. This data allows to computerize marketing campaigns based on scenarios acquired in advance. Customers and prospects are classified, scoring through profiles to determine the advantageous actions to be taken.

For e-CRM it is not enough to increase turnover, but profits by implementing a sound digital strategy. It is a question of a real condensed and tangible implementation of techniques dear to marketers: segmentation, targeting, personalization. And finally, a performance measurement where ROI plays a considerable role.

2. CRM AS A BUSINESS STRATEGY

CRM must establish an infrastructure that helps build a viable relationship with the customer. This infrastructure results in breaking down the barriers between supplier and customer. In this sense, customers and suppliers become closer together. Each must now anticipate the other's actions and respond without delay. This will surely have an impact on the company's strategy, which will have to change its culture and adopt a method of operation that favors the customer. The latter, who are increasingly familiar with "sticking their noses in", will quickly detect potential defects and dysfunctions in the service presented to them. At the risk of discovering serious problems, the company will have to consider CRM as a real business strategy aimed at establishing personalized, constant and beneficial relationships for both the customer and the supplier. This strategy requires the development of an IT infrastructure that allows the advancement of well determined and better analyzed processes and an investment in human resources. The complete organization of the company is in question: marketing, IT, customer service, logistics, finance, production, research and development, human resources, management ... In this respect, the CRM strategy must present a reference to all departments and all members of the personnel in relation to the customer. As the customer is able to control operations, processes must be reconsidered for a culmination of transparency and efficiency.

3. INTEGRATION OF CRM IN THE COMPANY STRATEGY

A company wishing to develop a relational strategy must reflect its mission, the management of its personnel, its structure and its operating systems in harmony with its customer orientation. The aim here is to establish an environment that promotes and stimulates the search for customer satisfaction in a strict relationship with the customer. The client must instill every person in the company so that it has the power to increase its overall performance. It must be kept in mind that, from a relational point of view, not every customer is appropriate to take on and that the company does not often have an interest in satisfying him or her and building loyalty. It must be kept in mind that the challenge of a CRM approach
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is to build relationships, which guarantee the increase in the value of the customer base, which itself considerably conditions the value of the company. In this context, many customers are much more important than others and it is accepted to focus more, or even only, on them.

4. DIGITALIZATION IN THE COMPANY

Consumption habits have largely changed in recent years due to the evolution of digitalization. It is enough to go back twenty years in the past to notice this. Novice digital tools make the consumer’s life ever easier, save him time, and provide him with more and more services (Belvaux & Notebaert, 2015). Before entering digitalization, however, it is essential to determine the word "digital". According to Belvaux and Notebaert (2015), in their book on the digitization of customer relations, define digital as: "during the development of computing, and then the Internet, the term 'digital' was preferred to 'digital', so products using new technologies were associated with the word 'digital'. Today, these two terms are considered synonymous and the term "digital" has largely replaced "digital" in marketing language. These two words refer to any information encoded in the form of numbers.

Digital media are transforming the behavior of consumers who want to access sites anytime, anywhere and from any medium (Bressoles, 2016). According to expert Marc Van Huele, Professor of Marketing at HEC Paris, "digital has created new opportunities for value creation (direct sales, intermediation, etc.). It has enabled the creation of more personalized loyalty programs. On the client side, the possibility of expressing oneself in public in the consumer field has given consumers additional potential power. All in all, this is many dimensions that have fundamentally changed" (Flores, 2016).

In ten years, the practically planetary use of the Internet has led to the digitalization of the economy, a phenomenon that is creating a real upheaval at the level of companies. This upheaval has two important characteristics: firstly, speed. The speed with which the Internet has been proven by the world’s population, the speed with which smartphones are about to become the first mode of access to the Web. The second essential characteristic of this upheaval is "the customer journey": "digital" is not only of interest to corporate communication, but also to marketing, sales, distribution, CRM, services (Sheid, Vaillant & De Montaigu, 2012).

This digital revolution is a major challenge for companies that aim to be ahead of their competitors while turning threats into opportunities (VICTOR & BABACI-VICTOR & BABACI-VICTOR, 2017). No business sector can escape the digital transformation. Having passed for imperative, digitalizing customer relations has since become a matter of strategic value turn and competitive advantage for companies, essentially because it is based on building a lasting
relationship from the point of view of putting the customer at the heart of the strategy (Aimetti & Raicovitch, 2013).

5. CUSTOMER RELATIONSHIP MANAGEMENT IN THE DIGITAL AGE: E-CRM AND CUSTOMER LOYALTY

5.1. THE INTERNET: NEW MODELS FOR A NEW MEDIA

Porter’s (2001) study on the impact of the Internet on the structure of the industry showed that there are firms that focus on price rather than tormenting their existing strategies about features, quality and service. This is understandable, given that the Internet has become widespread as a nearideal market that offers unprecedented clarity beyond the capabilities of the usual media.

In this direction, Porter (2001, p.66) inferred that "the Internet per se will rarely be a competitive advantage" and that "technology offers better opportunities for firms to establish distinctive strategic positioning" and that "achieving such a competitive advantage will not require a radically new approach to business.

Porter’s study is not definitive, however, about the dimension of the continued applicability of the usual strategies in the intangible market, nor does it present a matrix that can measure the relevance of "old" to "new" business standards. Moreover, any competitive advantage from increased efficiency through lower internal costs will eventually be short-lived, as other firms join the fight against e-commerce.

5.2. THE PRICE SENSITIVITY

One of the major concerns of companies is the impact of Internet efficiency on competition. On the other hand, research results on this subject are usually accusatory and intended to focus on a single point which is price. Alba et al (1997) and Bakos (1998) found that the proportional ease with which products are collated on the Internet would increase the importance of price in a buyer's decision process, which would require lowering prices to proportionately the same levels - "lower purchasing costs in electronic markets [such as the Internet] promote price competition between sellers" (Bakos, 1998, p. 37), especially in markets with slightly different commodities.

This faith is based on the theory of price dispersion (Salop & Stiglitz; 1982; Varian, 1980). The revealing synopsis is that several resellers offer lower prices in order to seduce informed customers, while others would offer high prices in order to sell to uninformed customers.
With respect to the Internet, price dispersion requires low prices, since buyers are more often in the category of smart consumers, because it is proportionally accommodating to balance prices on the Internet.

Taking into account this clear price dispersion online, it is entirely appropriate to define the price elasticity of a product. For the most part, a highly price-sensitive customer will express a much lighter demand when the price increases.

5.3. The consumer loyalty

Research has shown that it is more expensive for a company to attract a new customer than to implement a loyalty strategy. Reichheld and Sasser (1990) noted that existing customers are not only less price sensitive, but also more beneficial to retain than new customers. Thus, if this additional tendency to squander is hypothetically turned to a wide range of products instead of ordinary frequent purchases of the original product, the potential for increased profitability is great.

Yin (1999) determined loyalty by being purely composed of repetitive buying behavior. Concomitantly, Bentley's (1999) study established a direct relationship between customer loyalty and profitability by validating Reichheld and Sasser's (1990) insinuation that loyal customers are less sensitive to price changes and are more likely to be charged higher prices. Gilbert (1996) argues that relationship management systems are able to lower the long-term costs of attracting new customers by increasing the length of time they stay with a firm. Customer loyalty or a high profitability of favorable orientations and a market share is granted profit.

An analysis of the majority of current definitions of relationship marketing shows that they focus on the "what" instead of the "how", meaning that they are presented in terms of desired results, and do not reveal the essential characteristics that would allow an observer to identify whether a relationship marketing policy is being monitored (Blois, 1996, p.161).

One of the most widely used definitions of relationship marketing is that of Morgan and Hunt (1994, p.22): "Relationship marketing refers to all marketing activities aimed at establishing, developing, and maintaining fruitful relational exchanges [with] the consumer. [Customers]

Currently, this definition is based on the desired results of relationship marketing and not on what relationship marketing actually requires. Storbacka (1993; Storbacka et al., 1994) suggests the "relational revenue" model to evaluate the profitability of a specific customer relationship. The essence of this model is that it identifies two ways to increase revenues: raise prices or increase customer concentration.
6. PLACE OF INFORMATION AND INFORMATION SYSTEM IN THE CRM

6.1. CONVERGENCE AND DIVERGENCE OF SOURCES OF BUSINESS INFORMATION

Schema N°1: The convergence and divergence of sources of business information:

![Diagram showing sources of market information and the divergence of commercial information](image)

Source: Reproduced by the author

6.2. DATAMINING, A REAL TOOL FOR BUSINESS COMPETITIVENESS

Stricto sensu: data extraction. Analysis of a multitude of information stored in mega-databases or computer data warehouses. "Datamining is a process that applies artificial intelligence techniques to discover patterns within data, and it is known to be particularly powerful in identifying customers who share the same characteristics," says Seàn Kelly. It requires robust computer systems, usually multiprocessor, to enable all the computations, filters, syntheses and interpretations that are likely to occur. "Datamining is often criticized by academic researchers because practitioners tend to use these techniques as "black boxes". Data mining tools generate results while giving little information on how these results are obtained and, on their robustness," point out Andrew Ainslie and Xavier Drèze.

In the meantime, datamining ensures the knowledge of the customer: the extraction of customer data dispersed in the company's information system, their assembly and analysis.
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will allow the company to better understand the behavior of its customers, to maximize its marketing actions and to generate additional revenues. This rich data, from various sources and increasingly computerized, arrives in a continuous flow (letters and emails, native information from call centers or websites) and in different forms (text, images, sounds). This data flow is difficult to tame. Its storage in a customer data warehouse and the development of a common repository. This leads to thick technical processes, persistent efforts and additional costs.

A genuine "customer capital" of the company, the data warehouse will be used through various data analysis tools, which will ensure the answer to questions such as:

- What is the value of this customer?
- To whom should I make this personalized offer?
- Why is this client responding well to this campaign or promotion?
- To whom should I send this mailing to maximize my return rate?
- Can I predict if and when this customer will switch to the competition?

6.3. DATA PROCESSING AND ANALYSIS MECHANISM

It is done in five steps:

- Access to data stored in an organized (database, tabular files) or unorganized form (text, image and even video... etc.);
- Preparation of the data, with the aim of processing them;
- Use of data search techniques, from statistics or machine learning;
- Evaluating and validating the extracted knowledge;
- Deployment of knowledge for effective use

7. IMPLEMENTING A CRM SOLUTION BETWEEN FAILURE AND SUCCESS

7.1. SCHEDULING THE SUCCESSFUL IMPLEMENTATION OF A CRM SOFTWARE

- The study of the current state of affairs in the company (problems, current software ...). It is substantial to have a long-term perception so that the approved CRM solution can last
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- The development of the project objectives by the company's managers. Determination of its precise perimeter in order to avoid any misunderstandings during or at the end of the project.
- The analysis of needs alongside operational staff (interviews, focus groups).
- The analysis of the software available on the market, and first choice of a short list of solutions. It is a waste of time to make a detailed analysis of the market; it will be more useful to make an analysis of the solutions that directly meet the needs.
- Admission of proposals following requests for quotes and/or tenders.
- The reformulation of the company's needs to ensure that they are properly aligned with the objectives.
- The choice of the solution, with the elaboration of a planning while taking into account all the details that can impact the application (license, training, developments ...), but also the hidden costs (impact of renting an application for more than 3 years, hosting and data recovery ...).
- Testing through a sample of users.
- Dissemination of information within the structure concerning the project update.
- The completion of the project by the provider.
- The presentation of the project to the employees of the company.
- Training of users.
- The installation of the CRM solution in a test context to validate the last operational aspects.
- The entry into service, with "Roll Back" system in case of technical problems within 48 hours.
- Project check-up one to two months later.
- Internal control with the objective of maximizing the solution (feedback, new needs ...).
- Refinement training (one to two months after the project layout).
- The permanent development of the solution.
7.2. THE ABERRATIONS TO GET AROUND IN ORDER NOT TO MISS A CRM PROJECT FOR SURE

The mistakes not to be made in order to be successful in a CRM project are as follows:

- To disregard the tenacity to change of the company’s employees
- Getting a solution without first analyzing compliance with the company’s development and strategy, or the recovery of existing data
- Demand CRM software in your company without communication, learning and collaboration with the various stakeholders
- Spend its entire budget for the acquisition of a CRM solution without considering data recovery, customization and employee training
- Not appointing a person in charge of the CRM project in the company, or assigning a non-influential person, or a person dubious about the interest of the project
- Not having a perceptible and continuous assistance from the management
- Seek to automate everything as quickly as possible, without any transition or step-by-step implementation and add new technologies at the same time
- Failing to draw up a schedule with those responsible for the various actions
- Do not focus on the real and practical benefits for users
- Think too big and set up a system that is too convoluted
- Leaving the old tools to the users, this will hinder the adoption of the new tool
- Do not associate CRM with the company’s old software, a detail that will still cause double entries, a partial view of customer information...
- Rely on no one and rely only on yourself to customize the software and provide user training.

8. ADVANTAGES AND LIMITATIONS OF A CRM SOLUTION

8.1. ADVANTAGES OF A CRM SYSTEM WITHIN A COMPANY

➢ Offer a better knowledge of customers:

CRM software is a database in which all of the information and data that a company has on its customers are grouped together (Buttle, 2009, p.366). The data grouped together by this tool are numerous (Jallat et al., 2018, pp. 151-152). First of all, it identifies the total amount of
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information related to the client's identity (surname, first name, age, gender, etc.). All information about contact persons is also offered in the system, contact data (email address, telephone number ...), the customer's contact person, the preferred means of contact, the availability of an opt-in or an optout. Subsequently, we find the information related to the customer's purchase diachronic. The CRM includes the complete history of exchanges between the company and the customer. All phone calls that were exchanged between anyone in the company and the customer are listed in the CRM with dissimilar details such as the date and content of the discussion. As well as appointments between the customer and the sales agents, visits if one of the agents visited customers, exchanges of e-mails and complaints. And other information that is relevant to the company's industry. From these interactions, the company obtains useful information for customer knowledge (Chou et al., 2002).

The totality of this information that is saved in the CRM software provides the company and all its collaborators with a better knowledge of their customers (Website of Indice RH, 15.05.2019). It is easy to delimit the needs and desires of customers but also the expectations they place on the company (Mithas, Krishnan & Fornell, 2005). Through this, the company offers a personalized experience to its customers and provides them with goods and services tailored to their benefit.

➢ Amplify customer satisfaction and loyalty:

CRM software increases customer satisfaction and therefore customer loyalty to the company. In fact, since the company benefits from a great deal of information about its customers, it can provide for their personal needs and desires (Chou et al., 2002, p.444). Knowing the client personally helps to offer him or her specific services (Jallat et al., 2018, pp. 121-125). This personalized service is advantageous for enhancing the value of the client, who prefers not to have to introduce himself and provide his details every time he comes into contact with the company. He worships the fact that the company does not consider him as an ixth customer. After-sales service can also resolve customer problems more quickly (Cou et al., 2002).

Moreover, thanks to this knowledge of customers, the company attributes more vigilance to them. The company will have the ability to address their requests efficiently and without delay. It also allows to have some small attentions for its customers which will allow to make surveys to know their level of satisfaction. In this sense, the company strengthens a relationship of trust and proximity with its customers (Jallat et al., 2018, p. 117).

➢ Improve the management of contacts and access to their information:
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Using the CRM system, customer data and all information related to customer interactions with the company are consolidated in one location (Peelen, 2005). Accessibility to all this data is easy because it is available everywhere online. In addition, accessibility to this data is available to all company employees with access to CRM. Traditionally, it was sufficient for a sales agent to have a minimum of organization to have easy access to the information, whereas with the existence of the CRM everyone has access to all the information.

A filtering and keyword search system offers a quick and efficient search of everything you are looking for, whether it is a client or exact information, even if the databases are titanic. This database, which gathers all the information of the customers, makes it possible to constitute files for each customer. All the company's employees who can come into contact with the customer have access to the CRM in order to have a certain accessibility to the information in the customer files.

In this sense, the CRM offers an efficient management of the company's contacts and the information and data that are allied to them.

➢ Promote communication and collaboration between employees:

The implementation of a CRM system within a company improves collaboration between the company's employees and between the various teams that make up the company. It improves the partitioning of knowledge (Nguyen, Sherif & Newby, 2007, p. 103).

In fact, it seems common for the same customer to interact with several people in the company, whether or not they share the same team. For example, the customer may be in contact with a member of the sales team for anything that attracts sales, but he or she may also be in contact with an after-sales person and a marketing person who sends out the emails. Or with several members of the after-sales service in case the customer has filed several complaints. Without CRM software, employees could process the same request many times. A customer who receives the same e-mails and phone calls many times will feel some form of harassment or incompetence from the company.

CRM systems block such misunderstandings by using the customer record where all the interactions between the company and the customer are recorded. In this way, every employee in the company will know whether another person in the company has previously sent an e-mail to a certain customer or made a phone call to another. On the other hand, each employee can provide a high-quality service and answer all customer requests without having to refer the customer to another department since each employee has access to all data about the customer on the CRM.
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The fact that each team has access to the same information greatly enhances the percentage of progress of these teams. The sales, marketing and service teams have the power to share fundamental information about the customer in order to achieve the pre-established goal: closing a sale, introducing a new product, providing excellent customer service. A team can also communicate with another team to get information about a few customers.

- Increasing marketing effectiveness:

Implementing CRM software gives companies the power to segment customers and prospects, build customer or prospect lists based on multiple criteria, launch and measure marketing campaigns, and manage leads (Buttle, 2009). According to Chou, Lin, and Xu (2002, p. 444), CRM software helps marketing campaigns by providing clear and quantifiable objectives.

Moreover, the effectiveness and success of these marketing campaigns are directly related to customer knowledge. Mass advertising has been on the decline for several years. The market has changed and large-scale campaigns to target indiscriminate consumers on a large scale no longer work (Brown, 2000, p. 33).

Consumption patterns and customer journey are deeply impacted. Customers increasingly value personalized marketing campaigns; they feel that advertising is in relation to their personalities and needs, as if it were directed at everyone. A better knowledge of one's clientele is a substantial advantage in personalizing marketing campaigns (Brown, 2000). By knowing the identity of customers (gender, address, etc.), their purchasing habits or their sectors of activity (in the case of B2B), the firm will be able to segment its customers more precisely (Hallat et al., pp. 130-131).

These segments offer the company the opportunity to personalize several elements of advertising campaigns. The message, product, design, and title may be appropriate for segments of customers who will feel that they are being targeted directly. In addition, CRM software automates marketing (Buttle, 2009), which means that it generates new leads, it can issue targeted e-mail campaigns and it can collate marketing expenses with the company’s revenue. The goal is to maximize the ROI of the expenses.

8.2. DISADVANTAGES OF A CRM SYSTEM WITHIN A COMPANY

- Incurring costs:

One of the biggest drawbacks and challenges a company is forced to face during the implementation of a CRM system is its cost (Brown, 2000, pp. 253-255). There are several CRM software packages suggested by many companies and so many price plans. Firms’
recommended rates do not reflect the full costs of implementing a CRM system. To calculate the total cost of implementing a CRM system, it is necessary to include a number of costs that are not necessarily apparent at first glance.

First of all, there are the costs related to the purchase of the software. Not to mention the high cost of each additional license. The company must cover the cost of purchasing the software and must purchase the licenses for each employee. Each salesperson on the sales team is an account, so each additional license is an additional cost to the company.

A second cost that the company must consider is the likely premium improvements. Moreover, in the case of some software, a variety of features is estimated to be premium features and is paid for with an addendum. The addition of features related to marketing and input is sometimes the subject of an additional cost (Srashid, Mclaughin, Marvin, 2019).

In third place is the customization of the tool, which is another burden for the company. In truth, the company wishing to develop the CRM software suggests a standard version common to all companies wishing to acquire the software, but depending on the sector of activity and so on, the CRM system must be adjusted to each case. The implementation of a CRM system also creates the need for information technology resources for the company. Whether it is about servers, storage, network... the adequate IT resources within the companies are more important. This fluctuates depending on the type of CRM system that the company implements.

Last but not least, there are the hardware and software costs involved. As an indication, the purchase of suitable tablets or smartphones for the sales team to be able to use the CRM software in the field.

➢ Moderately delay the process:

Implementing a CRM software will detect the processes for a few positions in the company lightly. After having had a customer on the phone, after visiting a customer or after receiving a complaint from a customer, the sales person is responsible for tying all this information into the CRM, which will extend the time required for each task. Especially at the beginning of the implementation, employees are not yet familiar with the tool and tying up all the data proves to be time-consuming and tedious, but over time and with practice, tying up will be done quickly and the long-term benefits far outweigh the little time used in the short term. In this sense, salespeople complain about wasting time filling out the CRM rather than devoting their full time to achieving their main goal, which is sales (Lucron, 2018).
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➢ Provide a feeling of being under surveillance for employees:

Among the disadvantages of using a CRM system within a company is the uneasiness felt by employees in believing that the tool has been set up to control and command them. They see the tool as a means of monitoring and not as a way to increase their work and planning (Lucron, 2018).

By the way, CRM offers the possibility of seeing the tasks carried out on a day-to-day basis by each employee.

➢ Losing data:

To date, most CRM software programs run over internet connections to store encoded customer data. Cloud-based CRMs are CRM software hosted by another company and operated over a connection and are the most affected by these data loss risks. In reality, with the presence of this type of CRM system, the company has no control over the data. As a result, once the servers isolated from these CRM systems suffer a failure, the company will be unable to retrieve the records. There is no doubt that large companies offer unchangeable CRM software, but if a company opts for inconsistent CRM software it can cause great losses.
CONCLUSION

The digital transformation of companies goes hand in hand with the evolution of technological tools. As a result, the refinement of CRM tools presents a very large risk area. Many CRM software are adapted with the tools attached to social networks. The main objective is to accompany the exchanges, to connect them to the right person and to benefit from the history of all interactions.

Based on the individualization of customer service, e-CRM represents a strategic choice that constitutes a revolution in terms of business strategy, specifically because it allows differentiation based on something other than price. The vast majority of companies have therefore opted for a tailor-made strategy merging the many communication channels to improve their customer knowledge. A certain number of failures or lack of results have called into question the real interest of this tool, but it should be noted that a large number of decision-makers are delighted with the results achieved. Studies conducted on this subject show that a significant number of companies have experienced increased attrition in the most strategic customer segments through the implementation of a CRM analytics approach. The benefits obtained are increased productivity of the marketing and sales functions, increased turnover and customer satisfaction as well as better internal communication.

To avoid the failure of the CRM experience it is convenient to prepare in a suitable way for its implementation while setting goals, training and preparing employees and managers for the transformations and being aware of the cost and duration of the implementation. In addition, it is important to know that there is commonly a gap between what software vendors, business and consulting company managers say and between the possible and desired results. As a result, CRM often fails to deliver on promises made because they are usually utopian or based on unquantifiable goals.

Nonetheless, when the CRM process is well managed, based on previously determined and measured objectives, and everything is done to make the implementation successful, it will undoubtedly deliver on its promises and the expectations the company hopes to achieve.

CRM remains the object of several challenges, starting with the choice of the tool itself. In order to face the challenges of CRM projects, the company must ensure communication from the start and a detailed clarification of the advantages of using this tool, it must also accompany the change during the project design and training of the team involved, and as a final step the company is called upon to measure the results of the project as it progresses.
Nevertheless, it is necessary to keep in mind that with the last health crisis things have been very disrupted. With the Covid-19, all companies around the world have been forced to rethink their digital transformation and therefore accelerate it.

The adoption of CRM tools is no longer a simple trend, it has become an imperative in order to offer its customers a renewed experience, namely in the absence of digital, the CRM project will not be persistent, this means that a mishandling of software will cause serious damage to the company as the weakening of customer knowledge, the inability to issue the right message at the right time, the decline in customer satisfaction...

In short, CRM solutions promise unlimited benefits for companies. CRM guarantees firms to deliver the best customer/prospect experience in a timely manner.

However, this subject remains one of the most thorny issues of the last period, which leads us to ask several questions such as when setting up a CRM project, the company really thinks about its customers or its own performance? How does the company talk about CRM internally? What will be the impact of the absence of CRM on the company?
CRM AT THE HEART OF THE DIGITAL TRANSFORMATION

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