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Motivations and Enterprise-wide Implications of CRM Point Solutions.

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Abstract

This paper explores the motivations and enterprise-wide implications of the rapid emergence of CRM point solutions rather than enterprise-wide CRM solutions as the CRM implementation strategy of choice for many organisations. This paper identified four key motivations for CRM point solutions: 1, reduced business risk; 2, less costly in time and money; 3, benefits realized more quickly; and reduced technical risk. Based on five case studies of large organisations that have implemented CRM point solutions, we identified four types of enterprise-wide implications that may inhibit CRM point solutions: customer strategy, technology infrastructure and architecture, data infrastructure and architecture, and organisational change. Any one or combination of these implications were shown to inhibit extending a CRM point solution to other parts of the enterprise.

Keywords

CRM, Packaged Software, IS Benefits, Enterprise Systems

INTRODUCTION

Many billions of dollars have been invested in customer relationship management (CRM) solutions. According to Winer (2001), "this revolution in customer relationship management…has created a worldwide market for CRM products and services of $34 billion in 1999, a market that is forecasted by IDC to grow to $125 billion by 2004." More recent IDC research suggests that the organisational investment into CRM products and services will continue to increase between 2005 and 2009 (Bingham and Loynd 2005). Ebner et al. (2002) suggests that large and complex CRM installations can cost some organisations over $100 million and that the larger the size of the CRM project the more likely that the project is to fail.

Despite the large body of knowledge on enterprise-wide project success factors and mechanisms for achieving benefits from packaged software, many CRM initiatives still fail to realise their intended benefits. For example, according to Nucleus Research (2002), 14 of 23 customers profiled on the Siebel website (60%) "do not believe they achieved a positive ROI from Siebel." Similarly, according to Rigby et al. (2002) most CRM projects fail to produce expected results and even worst actually have damaged long-standing customer relationships. Contrasting the view that CRM initiatives are not successful are the many success stories produced by the numerous vendors of CRM software applications. For example, Selchert's (2002) benchmarking study conducted on behalf of SAP asserts that many companies have achieved substantial benefits from mySAP CRM.

More recently, organisations are looking towards more focussed CRM solutions rather than the large and unwieldy enterprise-wide CRM solutions that inherently have more associated risk of failure. Rigby and Ledingham (2004) suggest that a CRM project has more chance of success if it starts with a more focussed approach rather than using CRM to support the complete customer relationship cycle and then spread to another area after initial success has been gained in the focussed area. Similarly, Goodhue et al. (2002) suggest that by targeting specific individual CRM applications there may be less risk and cost involved.

These highly focussed CRM projects are generally discussed in the industry press as "point solutions". The dilemma facing many organisations is the choice between "enterprise-wide" or "point solutions" for their CRM solutions. High risk enterprise-wide solutions that provide a seamless view of the customer across the enterprise or point solutions that may provide immediate benefits and less risk to a business unit but may not be extendable across the whole enterprise. What is not clear in the literature and is the key research question of this paper is:

"Are CRM point solutions extendable to other parts of the enterprise?"

This study is part of a larger study that seeks to identify factors that management can control to increase the likelihood of achieving benefits from CRM packaged software. To answer our research question (above), we reviewed the extensive literature on CRM, CRM packaged software, and enterprise systems. From that literature we identified a number of motivations and enterprise-wide implications that may be an issue for organisations using CRM point solutions. We then explored these issues further by conducting five case studies of organisations that have implemented CRM point solutions to determine if these solutions are extendable into other parts of the enterprise.

CRM SOLUTIONS

The term CRM is used extensively in both practice and research, though not always consistently. Presented below are three definitions of CRM that help clarify the meaning of the term:

- "Customer Relationship Management (CRM) is a business strategy to select and manage customers to optimize long-term value. CRM requires a customer-centric business philosophy and culture to support effective marketing, sales, and service processes. CRM applications can enable effective Customer Relationship Management, provided that an enterprise has the right leadership, strategy, and culture." (Thompson 2002)
- "To improve service and retain customers, CRM synthesizes all of a company's customer touch-points" (Yu 2001)
- "Good customer relationship management means presenting a single image of the company across all the many channels a customer may use to interact with the firm, and keep a single image of the customer that is shared across the enterprise." (Berry and Linoff 2000, p.14)

These and other definitions suggest three key concepts associated with the term CRM. First, CRM is about business strategy. In particular, it concerns that part of business strategy focused around the customer. Second, CRM is about the business processes that support and enable the interaction between a business and its customers. Third, CRM doesn't equal technology, i.e., the software itself. Implementing CRM software on its own, without or before having customer strategy or understanding the customer business processes, will not be sufficient to realise benefits (Newell 2003; Fayerman 2002; Starkey and Woodcock 2002; Rigby et al. 2002; Crosby 2002; Winer 2001; Yu 2001).

It is clear from the literature that benefits can be achieved from CRM. Empirical work by McKinsey's (Reicheld, The Loyalty Effect) and others that showed small increases in customer retention had dramatic increases in profit (Winer 2001). There has also been extensive research into the benefits of improved customer service (Ford et al. 2001; Stauffer 1999; Parasuraman et al. 1991; Berry et al. 1990). Finally, industry reports claim that CRM benefits fall into three categories: 1, increased revenues; 2, cost savings due reduced cost of operations; and 3, intangible benefits that are often hard to quantify (Eisenfeld et al. 2003). Many of these benefits are attributed to the integration of the customer relation cycle and customer data (Freeman and Seddon 2005).

Software vendors have responded to the problems organisations have faced due to the lack of integration between their software packages that support their enterprise-wide customer business processes. Davenport et al. (2002) describe enterprise solutions as "software applications that connect and manage information flows across complex organizations, allowing managers to make decisions based on information that truly reflects the current state of their business". These enterprise solutions had their origins with ERP packages and have now expended their scope to include areas such as: supply chain management, customer relationship management, and product lifecycle management (Shang and Seddon 2002; Davenport et al. 2002; Davenport 2000). An issue that many organizations have in determining a strategy for supporting enterprise business processes is whether to select tightly integrated software packages that span the broad enterprise processes or finely focussed software applications "point solutions" that provide so called best-of-breed functionality but may lack the benefits of integration provided by enterprise solutions.

Although, many vendors are now integrating areas like supply chain and CRM into their enterprise solutions, there is uncertainty between choosing enterprise-wide integration or the rich functionality provided by more focussed point solutions. Nelson (2002a) suggests that the fully integrated CRM suite has "the benefit of guaranteed internal integration of data model and processes" but currently tends to lag the best-of-breed CRM point solutions in functionality. Recent research has suggested that there may be substantially less risk associated with CRM point solution projects (Rigby and Ledingham 2004; Goodhue et al. 2002; Ebner et al. 2002).

Within the domain of CRM software applications there is the distinction between CRM solutions that integrate broad areas of the customer relationship cycle and those that focus on specific areas of service, sales and marketing (Rigby and Ledingham 2004; Nelson 2002a; Goodhue et al. 2002). Enterprise-wide fully integrated suites of packaged software is a viable strategy for many large organisations (Davenport et al. 2002; Shang and Seddon 2002; Davenport et al. 1998). Similarly, literature on CRM described the integration of customer relationship lifecycle processes and data as a major motivation for CRM (Yu 2001; Berry and Linoff 2000). On the surface it may appear that CRM point solutions would not facilitate the integration of customer data and process across the enterprise. However, given the high failure rate of "big bang" CRM solutions that span large parts of the customer relation cycle and large parts of the enterprise and its customer base, organisations are motivated to investigate the use of more focussed CRM point solutions. However, the lack of integration may

prevent CRM point solutions from being used in other parts of the enterprise. The extent that CRM point solutions can be extended to other parts of the enterprise is not clear in the literature.

RESEARCH METHOD

We conducted five case studies of organisations that have implemented CRM point solutions. Data from these case studies were content analysed (Strauss and Corbin 1990) to identify specific motivations and enterprise-wide implications that may assist or hinder CRM point solutions from being extended to other parts of the enterprise.

The data from these five case studies were obtained from multiple interviews with mid-level and senior managers. Related documentation from these organisations was also collected, e.g., company annual reports, business cases, and tender documents. The case study organisations are described in Table 1.

Company	Description	Functional Area
RetailCorp	A large retailer, serving over 170,000 internal customers. The service centre handles over 650,000 calls each year.	Contact Centre
InsureCorp	A large global insurance corporation.	Campaign Management and Data Warehouse
BankCorp	A large global bank, operating in over 40 countries and with over 20,000 employees.	Contact Centre
PharmCorp	A large global manufacturer of pharmaceuticals with total revenues around $2 billion.	Sales Force Automation
ManuCorp	A large global manufacturer of consumer packaged goods.	Sales Force Automation

Table 1: Case Study Organizations

Content Analysis

Interview transcripts and related documentation from all five cases were content analysed. Unique phrases relating to motivations for and enterprise-wide implications of CRM point solutions were coded. Example phrases are: “save time and effort by reducing redundant and conflicting customer facing activities”, “data requirements agreed and the same across all systems”, and “campaigns can be focussed on target groups and effectiveness of campaigns can be measured”. Axial coding (Strauss and Corbin 1990) was used to classify the phrases into four subcategories of motivations for organisations using CRM point solutions and four subcategories of enterprise-wide implications that may affect CRM point solutions being extended within the enterprise.

MOTIVATIONS FOR CRM POINT SOLUTIONS

The motivation for organisations to implement CRM point solutions may be better understood by exploring the alternative to this more focussed strategy, a broad CRM solution addressing large parts if not all of an organisation customer relationship cycle. These are characterised as being big, expensive, slow, high risk projects that consume large amounts of organisational resources and that largely fail to deliver expected benefits (Rigby and Ledingham 2004; Goodhue et al. 2002; Ebner et al. 2002). Facing this gloomy outlook of a “full blown” CRM solution it is easy to appreciate why many organisations are opting for the more focussed and manageable CRM point solutions. Table 2 below describes the motivations for CRM point solutions identified in three fairly recent studies of organisations implementing CRM solutions.

Motivations	Goodhue et al. (2002)	Ebner et al. (2002)	Rigby and Ledingham (2004)	Case Study Evidence
Reduced Business Risk	- less organizational transformation required - less uncertainties involved	-avoid cost overruns and missed deadlines -avoid effecting more change than can be absorbed	- effort proved too much for the organization to digest - avoids unnecessary business disruptions	Support
Less Costly in Time and Money	- costs are relatively low - reduced upfront cost burden	"a highly complex CRM installation can cost more than $100 million and take three years to complete"	- delivered quick departmental victories - modest CRM systems which require less significant investments of time and money	Strong Support
Benefits Realized More Quickly	- organization commitment is easier to obtain - greater effectiveness at the departmental level	- best-in-class applications may be available - improved usability and performance - immediate business goals achieved - early wins and measurable results	- improved effectiveness - relieving immediate pain to business - management more convinced of CRM benefits - solve clearly defined business problems - focussed on areas of critical importance	Strong Support
Reduced Technical Risk	- eases data integration problems	- the bigger the project the harder to integrate	- highly accurate and timely data is not always needed - large CRM programs involves complicated business and technology issues	Support

Table 2 Motivations for CRM point solutions

Reduced Business Risk

CRM point solutions, by their very nature, are generally smaller in size and have less complexity than broader CRM solutions. This avoids many of the problems associated with larger CRM projects of missed deadlines and overrunning budgets. Since CRM point solutions are more focussed they are less disruptive to the organisation. They may effect less change by being more able to be "digested" by an organisation. These characteristics of CRM point solutions result in far less risk to the business that the project may fail.

Less Costly in Time and Money

Unlike more complex CRM projects that can cost in excess of $100 million and run for years, CRM point solutions can generally be implemented with less upfront costs and can deliver results sooner. These smaller sized projects can be completed in less than six months as apposed to years (Eisenfeld and Zrimsek 2004).

Benefits Realized More Quickly

CRM point solutions may be able to realise benefits more quickly. Organizational commitment is easier to obtain since they are generally sponsored and implemented within a business unit or department. The projects are aimed at specific departmental goals or aimed specifically at business problems affecting a focussed area of the organisation. The smaller projects provide opportunities for "early wins" and the benefits may be easier to measure since they are finely focussed with specific objectives.

Reduced Technical risk

CRM point solutions may have inherently less technical risks involved because they may have less systems to integrate with and less data integration issues.

Content analysis of our five case studies also found support for these motivations for CRM point solutions. There was very strong support identified in the five case studies for organisations choosing CRM point solutions because they provide benefits more quickly and that they cost less. Support was also identified for motivations relating to business and technical risks in our five case studies.

ENTERPRISE-WIDE IMPLICATIONS OF CRM POINT SOLUTIONS

Given the strong motivation for organisations to adopt CRM point solutions we believe it is important to explore if there are any significant enterprise-wide implications that would impede the extension of these CRM point solutions into other parts of the enterprise. We reviewed the CRM and enterprise system literature and identified four types of enterprise-wide implications of CRM solutions that may be pertinent to CRM point solutions.

Please note that the aim of this study was not to provide an exhaustive list of enterprise-wide implications but to hopefully identify those that may be more important to CRM point solutions.

Customer Strategy

Having a clear customer strategy across the enterprise may be important for CRM success (Freeman and Seddon 2004; Rigby et al. 2002). A clear definition of customer strategy is difficult to distil from the CRM literature but tends to include aspects such as: who are your customers; what do they want and need; which customers are more valuable and why; and how to serve and build a relationship with these customers (Rigby et al. 2002). Customer strategy related implications for CRM point solutions include: careful planning so that CRM activities are linked to company objectives; a "universally" accepted view of the customer within the enterprise; having an architected viewed of how all the CRM pieces fit together; and the effect of the point solution on enterprise infrastructure and transformation (Rigby and Ledingham 2004; Goodhue et al. 2002; Ebner et al. 2002).

Data Infrastructure and Architecture

Data issues such as data analysis, data quality, data infrastructure and architecture are suggested by many researchers as being important to CRM initiatives (Nelson 2002b; Swift 2002; Goodhue et al. 2002; Winer 2001; Abbott et al. 2001; Ryals and Payne 2001). Goodhue et al. (2002) suggest that common data models, standards and attention to data quality is required for CRM solutions. They go on to suggest that data infrastructure and architecture is needed to allow the sharing of data across applications and business processes, and define data infrastructure and data architecture as "the critical characteristic of data infrastructure is the degree to which existing data and databases can be used to support new applications" and "a data architecture refers to the blueprint or plan...to ensure that the data used in CRM applications can be shared with all other CRM applications". Ebner et al. (2002) suggest that that it is difficult to identify and integrate data models and systems. Rigby and Ledingham (2004) argue that perfect information is expensive to achieve and is not always required by a CRM system.

Technology Infrastructure and Architecture

Broadbent and Weill (1997) suggest that IT infrastructure forms a shared foundation of IT capabilities for building applications and define IT infrastructure as being comprised of three layers: 1, shared IT services; 2, people skills and experience; 3, and IT components. Zackman (1999) describes architecture as the " logical construct for defining and controlling the interfaces and the integration of all components of a system". The technology architecture is the blueprint describing how the technology pieces should fit together. Goodhue et al. (2002) suggest CRM applications need underlying data, hardware and software infrastructures so that CRM applications can share information and that the technology infrastructure needs to be scalable and planned. Rigby and Ledingham (2004) suggest that the business needs of the CRM solution should be thought through prior to the technology issues and that CRM technology has come a long way over the past few years in terms of its flexibility and ease of implementation.

Organisational Change

Goodhue et al. (2002) argue that "for most firms, becoming truly customer centric involves a major shift in organisation culture and business practices". Similarly, Ebner et al. (2002) suggest that organisational issues are important because CRM success depends on its users. Business unit leadership and careful planning and measurement are required at each stage of the CRM initiative (Rigby and Ledingham, 2004).

Although the motivations and enterprise-wide implications for CRM point solutions are clear from the literature and also from our case studies, we believe that it is not clear from the literature to what extent CRM point solutions are extendable to other parts of the enterprise.

ARE CRM POINT SOLUTIONS EXTENDABLE TO OTHER PARTS OF THE ENTERPRISE?

Content analysis of our five case studies suggest that their CRM point solutions are not extendable to other parts of the enterprise unless major enterprise-wide implications are addressed. Figures 1 and 2 below illustrates how enterprise-wide implications may prevent CRM point solutions being deployed to other business units or other customer bases, and to other parts of the customer relationship cycle. The figures below show the parts of the enterprise that CRM point solutions may be extended within, the vertical axis represents the business units or customer bases of the enterprise and the horizontal axis represents the three parts of the customer relationship cycle.

Extending to Other Business Units or Customer Bases

Two of our case study organisations, RetailCorp and InsureCorp, were deployed in a subset of their respective enterprise's business units or customer base. Incompatible customer strategies and organisational aspects were shown to prevent RetailCorp from extending its contact centre CRM point solution to external customers of the enterprise. However, InsureCorp was able to extend its CRM point solution to other business units. Each of these two cases are discussed in turn to illustrate the effect enterprise-wide implications have on the extendibility the CRM point solutions to other business units or customer bases.

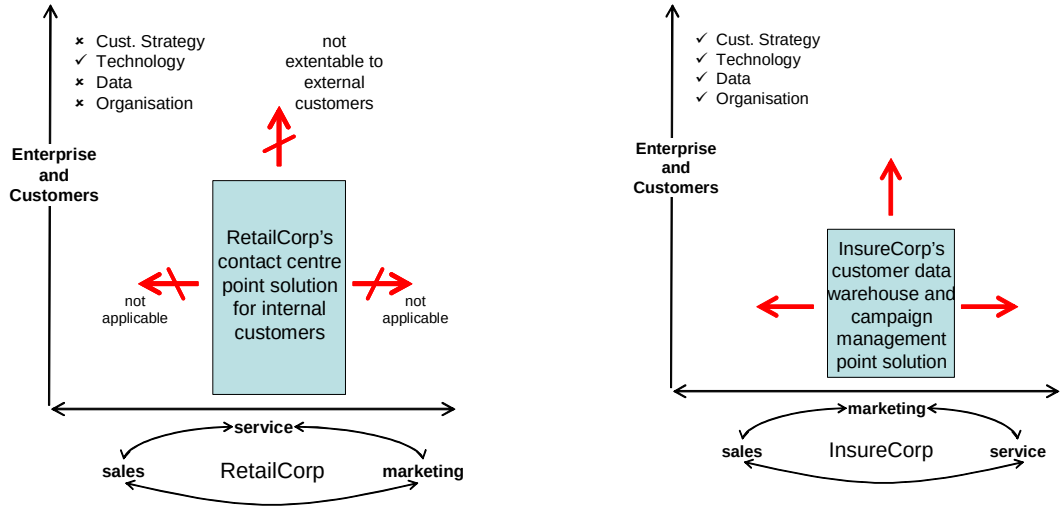

Figure 1: RetailCorp and InsureCorp Case Studies

RetailCorp

RetailCorp deployed its contact centre point solution to provide service and assistance to its 170,000 plus internal customers to manage their customers' 650,000 plus calls each year. RetailCorp has what it considers "state of the art" contact centre technology, including: automated call handling, integrated problem management software, voice response units, and call performance measurement and display devices. The external customers are managed by various parts of RetailCorp with different supporting systems and business processes. Although it may seem sensible to share this "state of the art" technology used to support the internal customers across other business units of RetailCorp, it is not possible because of several enterprise-wide implications.

RetailCorp's customer strategy can be best described as "brand orientated". Each of the 10 or more brand management teams managed their own brands and marketing activities to these brands. In fact several of the brands actively compete with each other and have the same customers. Cross-selling and sharing of information between brands is limited and inconsistent views of the customer exist. This "brand orientated" customer strategy poses significant impediments to extending the CRM point solution used for internal customers to external customers of RetailCorp.

Compounding the impediments of the "brand oriented" customer strategy is the non-integrated data models used by the various brands. Most of the data infrastructure is or can be shared, such as data cleansing tools, storage devices, skills and other associated data hardware and software. However given the disparate customer data models, establishing common customer data models is extremely difficult to achieve and would prevent extending the CRM point solution.

Finally, there are significant organisation change issues that would hinder the extension of RetailCorp's CRM point solution. These mostly originate from the "brand oriented" structure of the enterprise. Organisational practices being structured around brands, including: business objectives, business processes, customer relationship management, business performance measurement, and roles and responsibilities all prevent attaining common data models and therefore prevent extending the CRM point solution.

InsureCorp

In contrast to the difficulties of RetailCorp, InsureCorp is able to extend its CRM point solution to other business units and customer bases. InsureCorp has established a common customer data warehouse that is being used for campaign management for a particular business unit. Central to InsureCorp's customer strategy is "a single version of the truth" for all customers. Both technical and data infrastructures are shared and common throughout the organisation allowing the customer data warehouse to be used by other business units.

Extending to Other Parts of the Customer Relationship Cycle

Four of the case studies illustrated the issues of extending CRM point solutions to other parts of the customer relationship cycle. Above it was shown that InsureCorp's customer data warehouse point solution could be extended to other business units. Similarly, InsureCorp's approach to the four enterprise-wide implications discussed above, allow its CRM point solution to be extended to its sales and marketing processes. Our three other case studies, PharmCorp, BankCorp and ManuCorp, are discussed in turn to illustrate the effect enterprise-wide implications has on the extendibility the CRM point solutions to other parts of the customer relationship cycle.

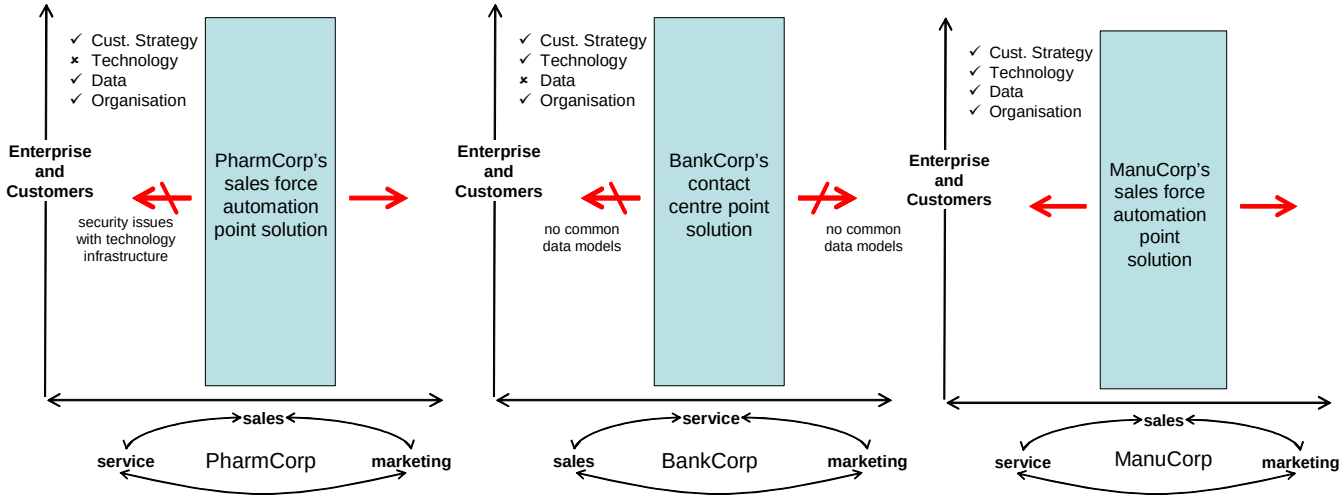

Figure 2: PharmCorp, BankCorp and ManuCorp Case Studies

PharmCorp

PharmCorp use an integrated CRM software package for their sales force automation point solution across its total enterprise. The key benefits sought by PharmCorp of their CRM package are: a simple and efficient approach to capture customer data; the ability to automate routine sales processes; ability to consolidate key and customer interaction information. At this stage the CRM software package has been implemented providing only sales force automation functions. It is envisaged that at some stage the CRM solution will be required for other customer relationship cycle processes, specifically customer service and marketing activities.

Analysis by PharmCorp has shown that their CRM point solution can be extended to marketing activities such as customer retention through more coordinated management of customer issues across brands and product lines. The CRM point solution can be extended into marketing because the CRM package provides a common and integrated data model of the customer processes and data. The customer strategy and organisational practices are also consistent with becoming more customer centric and support the extension of the CRM point solution to other parts of the customer relationship cycle. For example, from the beginning of the project, enterprise-wide planning, budgeting and the approval of the CRM point solution involved many parts of the organisation and not just the sales department. PharmCorp also would like to extend its CRM point solution into customer service but is restricted at this stage until security aspects of its technical infrastructure are improved to cope with the critical business requirement of security and confidentiality of customer information required by the pharmaceutical industry.

BankCorp

Over the last three years BankCorp has transformed its contact centre from what it described as average in the industry to now what is considered by BankCorp and other independent industry commentators as a leader in contact centre service to its customers. BankCorp attribute this change to a focussed customer strategy around excellence to its customers and promoting organisational practices and behaviours supporting customer service. Key aspects of the change to organisational practices included a new "state of the art" contact centre that provided an excellent working environment for staff, addressing needs such as a quite area where staff can relax during breaks from the hectic role of a contact centre operator. Another aspect that was significant to the improvement over the past three years was the change to culture and behaviours of staff. No longer was the contact centre seen as an interim step in a person's career, to now where only people with an "absolute passion" for customer service will thrive. Staff are developed and rewarded on how successful they are in achieving excellence in customer service. BankCorp's contact centre CRM point solution is supported by a major

integrated technology infrastructure, and although seen as important to the change was not seen as the major catalyst to the change.

The success that BankCorp has achieved in customer service has prompted calls for the CRM point solution to be extended into sales and marketing activities, specifically outbound activities to its customers. Although this would be aligned to BankCorp's customer strategy and organisational strengths of its customer focussed culture, there are significant barriers to this happening because of inconsistent customer data models used throughout the enterprise.

ManuCorp

ManuCorp recently implemented Seibel CRM packaged software to replace their in-house-developed sales information system with a CRM point solution focussed on sales force automation. Their CRM point solution supported the integration of business processes, data and technology to improve customer-facing processes; the effectiveness of the sales process between the sales representative and the retailer has been improved through the integration of sales and logistics data; and sales representatives have information of up-to-date stock levels allowing accurate delivery time estimates to be given to retailers. ManuCorp also described how the integration of technology improved customer-facing processes. The integration and network connection of existing office technologies, such as email and word processing, with the CRM technology, allowed real-time access and communication with the sales force in the field. ManuCorp was able to capture real-time information about its competitors' products in the field from its sales representatives. The pricing of consumer packaged goods is extremely price sensitive, so the ability of ManuCorp to capture and make available pricing information about its competitors improved both the sales and some marketing processes. ManuCorp described how by measuring sales and marketing activities they could drive business objectives down to the sales organisation and allow sales representatives to be more accountable and manage their own territory more effectively. Although the focus of the CRM point solution is around sales, the integrated customer data and process models will allow the extension of the point solution to the sales and service parts of the customer relationship cycle.

LIMITATIONS

There are two important limitations of this study. First, the coded phrases come from only five cases. Other organizations may have different motivations and enterprise-wide implications not considered in this study. Second, we did not attempt to evaluate the value of a CRM point solution to an organisation. Hence, even if a CRM point solution is not extendable to other parts of an enterprise doesn't necessarily mean that it is not valuable to the enterprise. In fact, all five cases study organisations strongly argued that their point solutions were valuable to their organisations. Further research is required to evaluate this area.

CONCLUSION

This paper has shown that there are at least four enterprise-wide implications that may prevent the extension of a CRM point solution into other parts of the enterprise or other parts of the customer relationship cycle. Any one or combination of these implications were shown to inhibit extending a CRM point solution in our case studies.

An incompatible customer strategy and organisational aspects was shown to prevent RetailCorp from extending its contact centre CRM point solution to external customers of the enterprise. An inadequate technology infrastructure and architecture prevented PhamCorp from extending its CRM point solution into customer service because of security issues. A inconsistent data infrastructure and architecture was shown prevent BankCorp from extending its leading contact centre capabilities to be applied to sales and marketing.

We also illustrated in two cases, InsureCorp and ManuCorp, that when all four enterprise-wide implications of CRM point solutions identified in this paper are considered and managed, that extention both within the enterprise and to other parts of the customer relationship cycle may be possible. InsureCorp were able to extend its data warehouse and campaign management CRM point solution to other parts of the enterprise and customer relationship cycle. ManuCorp were able to extend their CRM software package to other parts of the customer relationship cycle, namely marketing and service.

Given the tendency now for organisations to begin their investment into CRM through a CRM point solution and possibly at a later stage attempting to extent their CRM point solution into other parts of the enterprise, this paper has highlighted the need to consider enterprise-wide implications if extension is to be possible.

The findings identified in this study will be used in the larger study that seeks to identify factors that management can control to increase the likelihood of achieving benefits from CRM packaged software. That study is now in progress.

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