



Figure 1. The success CRM development process model (Kim and Pan, 2006, p.71) 3 In this model all the success factors are classified into 5 categories: organizational commitment; project management; strategy and process; technology; and consequences. The process model involves 17 success factors and describes 20 relationships between them.

5. FINDINGS

All the respondents have highlighted the importance of the “CRM idea as a first and key step in the implementation project”. At this stage “the most critical is a real recognising that the company really requires a CRM”. Respondents strictly believe that the success may be achieved just when “decision [to implement the CRM solution] is based on real requirements and needs”.

The most significant finding from this research is that all the four respondents have rated the “project team skills” as the most important factor of the CRM implementation success. The participants strictly believe that “the key factors in Russian CRM implementation are people and their skills”. Two respondents have mentioned, that the project team “must understand the key goal of the implementation” and “must be oriented on the result”, while two other participants have highlighted the importance of the motivation of the each project member.

Another aspect, frequently mentioned by respondents, is communications in a project. Respondents consider communications as a way “to establish trust relationships” between all the project participants that is “extremely important in Russian companies” as well.

Russian companies were seen as implementing CRM solutions as a result of commercials and advertising promises. When the CRM implementation was completed and the organisation did not achieve any business improvements the CRM solution was put on the shelf as an unsuccessful investment. The major cause for this failure was seen as a lack of efficient CRM business processes and CRM business strategy.

6. DISCUSSION

The comparison of the project findings and theory base presented by the Kim and Pan (2006) process model, significant similarities were identified between them. Such critical success factors as business strategy and business process, top-management support, project team skills, requirements and change management that are supported by the

theory base of this study, were also highlighted in this research project.

At the same time the Russian context uncovered a number of additional aspects of the CRM implementation context: end-user training and motivation, limitation of the end-user involvement due to particular conditions, right approach, project team motivation and others.

Limitation of end user involvement was particularly highlighted because of a poor level of user experience in information system exploitation, and poor user skills in the design of systems interfaces. Participants discussed how the design of a systems interface by experienced systems analysts had much more chance for success than solutions suggested by users. It was found that in complex projects the number of users could be in the hundreds making it impossible to consult with all users. However, participants also pointed out that end user involvement was important in the testing phase, and that end user training and motivation were important factors for overall project success.

Right approach was seen to be important because the participants believed that most CRM projects are different, requiring a tailored approach to implementation, rather than taking a one size fits all view. The right approach was seen to encompass the tactic, methodology and chose way of interaction between CRM project members. The skills of the project team were also critical in the overall success of the CRM project implementation.

7. CONCLUSION

CRM software solutions provide great benefits in customer relationship management, contribute to increasing client’s loyalty and satisfaction, and raises company profitability, although only in case of the successful implementation and integration in company’s business processes. Therefore, the aim of this research project was to identify CSFs for CRM system implementation in Russian companies. Further, the developed list of the CRM success factors can be tested in different contexts and can be applied to other enterprise systems as well.

8. REFERENCES

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