

# Organizational Factors Affecting Customer Relationship Management in Service Companies: Case of Moroccan Banks.

Youssef Chetioui  
Professor At Al Akhawayn University  
In Ifrane-Morocco  
Youssef.Chetioui.Isga@Gmail.Com

Dr. Hassan Abbar  
Professor At Encg-Settat-Hassan 1<sup>st</sup>  
University-Morocco  
Hassan.Abbar@Gmail.Com

Dr. Zahra Benabbou  
Professor At Encg-Settat-Hassan 1<sup>st</sup>  
University-Morocco  
Jo.Benabbou@Gmail.Com

**Abstract:**-Several studies have examined the development and implementation of CRM systems in recent years. However, these studies have failed to determine common organizational factors that could lead to an effective use of CRM projects. To address this gap and to highlight the various organizational factors affecting CRM projects in the context of the Moroccan banking sector, we proceeded as follows : - An exploratory literature review to identify the key factors for successful CRM projects. An exploratory study through a survey of a sample of 100 bankers working in banks in several Moroccan cities. This study aims to test the organizational factors examined in previous studies in the context of the Moroccan banking sector. It aims, as well, to explore new organizational factors that might affect the success of CRM projects.

**Keywords:** - Customer Relationship Management (CRM); Organizational Factors;

## I. INTRODUCTION

While previous studies indicate that customer relationship management systems can help organizations to analyze sales opportunities, promote existing customers purchases, maintain a good relationship with customers and improve the image of the company (Chen & Chen, 2004; Karakostas et al, 2005; Almotairi, 2009; Verma and Chandhuri, 2009), others show a negative or insufficient impact of customer relationship management on business performance (El Koraichi , 2014; Bowmen et al, 2006).

- 
- 1Chen, Q., & Chen, H. -m. (2004). Exploring the success factors of eCRM strategies in practice. *Database Marketing & Customer Strategy Management*, 11(4), 333–343.
- 2Karakostas, B., Kardaras, D., & Papathanassiou, E. (2005). The state of CRM adoption by the financial services in the UK: An empirical investigation. *Information & Management*, 42, 853–863.
- 3Almotairi, M. (2009). A Framework for CRM Success. *Proceedings of the European and Mediterranean Conference on Information Systems 2009*. Izmir, Turkey, 13-14 July
- 4Verma , S., Chaundhuri, R. (2009), Effect of CRM on Customer Satisfaction in Service Sector in India. *Journal of Marketing and Communication*, 5(2), 55-69.
- 5El Koraichi, M. (2014). La gestion de la relation client dans la banque : Cas du marché Marocain. *La Revue Gestion et Organisation* 6 (2014) 20–27
- 6Douglas Bowman, Steve LaValle, Vikas Mittal, DasNaryandas, GirishRamani, & RajanVaradarajan. (2006). "CRM Implementation: Effectiveness Issues and Insights" *Journal of Service Research*, 9(2), November, 184-194.. Available at SSRN: <http://ssrn.com/abstract=2343756>
- 7Bloemer, J. (1999). Linking perceived service quality and service loyalty: a multi-dimensional perspective. *European Journal of Marketing*, 33(11, 12), 1082-1106.
- 8Farquhar, J., Panther, T. (2008). Acquiring and retaining customers in UK banks : An exploratory study. *Journal of Retailing and Consumer Services*, 15, p. 9–21.
- 9Bose, R. (2002). Customer Relationship Management : key components for IT success, *Industrial management and Data systems*, 102(2), 89-97.
- 10Dickie, J. (2009). 2009-Era Sales Needs 2009-Era CRM. *Customer Relationship Management*, 13(3), 8.
- 11National Statistical office of Thailand (2007). *Information and Communication Technology survey (Establishment)*. Retrieved September 30, 2010, from [http://service.nso.go.th/nso/nso\\_center/project/search\\_center/23project-th](http://service.nso.go.th/nso/nso_center/project/search_center/23project-th).
- 12Everett, C. (2002, July). The slings and arrows of CRM. *Computing*, 18, 25–35

In a study about service industries, Bloemer (1999)<sup>7</sup> demonstrated that the quality of services seems to have a positive effect on customer loyalty but the relationship between these two concepts varies from one industry to another. More recently, Farquhar et al (2008)<sup>8</sup> showed that the quality of services and satisfaction are not enough to retain customers. Bose (2002)<sup>9</sup> reports that companies must fundamentally change the way marketing is done, through the passage from managing mass customers to managing determined ones. This change includes establishing, maintaining and improving relationships to build long-term relationships with customers and thus achieve the desired economic goals.

However, while this technology sees more importance in developed countries, many organizations in developing countries find it hard to implement. Dickie (2009)<sup>10</sup> shows that among the 1,700 companies surveyed in several countries, only 16.1% of companies confirm that the use of CRM solutions is translated into increased revenues in their businesses while the majority of companies or 83, 9% said that the adoption of the CRM has not actually led to the achievement of the expected results. In Thailand, the National statistical Office of Thailand<sup>11</sup> showed that only 20.7% of Thai companies derive a benefit from the adoption of information and communication technologies, while 79.3% of companies have lost or have the same income after the adoption of ICTs (National statistical Office of Thailand, 2007). Everett (2002)<sup>12</sup>, for example, confirm that customers complain that over 50% of CRM projects failed to achieve the expected results

In this regard, many studies have examined the development and implementation of CRM systems in recent years. However, these studies have failed to determine common organizational factors that could lead to an effective use of CRM solutions. This exploratory study aims to respond at first to this gap and to highlight the various organizational factors affecting CRM solutions in service companies.

## II. RESEARCH CONTEXT

The banking sector in Morocco has witnessed dramatic changes in recent years. The main reasons for recent changes in this sector are competition, consolidation, information technology and the need to be customer-centric. To improve their profitability, banks are adopting strategies such as market segmentation, innovation, and customer relationships. Technology plays a major role in the banking sector, but its role is complementary to the customer service initiatives (El Koraichi, 2014).

In this context, banks use information technology to provide products and new financial services or complete products and services. Customer relationship management involves the continuous use of information on current and potential customers to anticipate and respond to their needs. By effectively using these technologies, banks can offer their customers a variety of products, lower prices, and personalized services at the same time. Therefore, the effective management of information and knowledge is essential and critical in customer relationship management systems.

The majority of service companies maintain huge amounts of data about their customers and use them to establish long-term relationships (Karakostas et al, 2005). El Koraichi (2014) argues that a 5% increase in customer retention can result in an 18% reduction in operating costs. Kumar et al (2009)<sup>1</sup> examined the impact of CRM solutions on two indicators of business performance: cost efficiency and the company's ability to generate profits, using a large sample of US commercial banks. They show that the implementation of CRM solutions is associated with a decrease in cost efficiency and an increase in profits efficiency.

Few studies in this area have been carried out in Morocco. EL Koraichi (2014) conducted a survey about 47 Moroccan commercial banks. He shows that despite the anticipated potential, the expected benefits of CRM solutions are still limited. The use of CRM solutions in the Moroccan banking sector remains in its elemental state, it focuses mainly on gathering customer information at the branch level while the analysis and use of these information is performed at headquarters. Similarly, the basic operations of the bank occupy much of the working time of the bank's agents at the expense of bank value-added services, including the CRM solutions. On the other hand, a large part of banks adopting CRM solutions do not measure the cost of the relationship with their customers. This exploratory study aims to highlight the various organizational factors affecting CRM solutions in the context of the Moroccan banking sector. A survey was conducted on a sample of 100 bankers working in banks in several Moroccan cities.

---

<sup>13</sup>Kumar, V., Krasnikov, A., Jayachandran, S. (2009). The impact of customer relationship management implementation on cost and profit efficiencies : evidence from the U.S commercial banking industry. *Journal of Marketing*, Vol. 73 (Novembre), p. 61-76.

### III. THE IMPLEMENTATION OF CUSTOMER RELATIONSHIP MANAGEMENT

Till present, there is still no single definition of Customer Relationship Management, which shows that this concept is still in development phase. Several previous researches claim that the company's practices for constructing relationships with customers can build a competitive advantage in the market (Mithas et al. 2005<sup>2</sup>). While customer retention is considered one of the essential principles of marketing, customer relationship management (CRM) is an essential step towards creating a system that can provide a means for retaining individual loyal customers in a world of 6 billion inhabitants. Thus, to understand CRM, we need to understand the changing nature of customer sight and of the fact that customers are not like before. CRM can be defined as a knowledge management approach related to customers with the purpose of exploring and using customer knowledge to build lasting personal relationships with customers (Karakostas et al, 2005<sup>3</sup>).

The basic idea of customer relationship management is to perceive customers as the most important resource for the company. Through deep analyses of the customer, companies can satisfy the needs of their customers and achieve profit maximization. Ceolin (2000<sup>4</sup>) examined the customer relationship management as a business strategy that uses the power of technology to connect all aspects of the activity of a company in order to retain long-term customers. He shows that CRM had a positive impact on companies' performance. Goodhue et al (2002<sup>5</sup>) explored the benefits of customer relationship management for the company. They claim that CRM is perceived as a sign of information and of the modernization of enterprise management.

Osarenkhoe and Bennani (2007)<sup>6</sup> used a study of the implementation of CRM in a large Swedish company. The results show that the implementation of CRM strategy requires the approval and commitment of senior management, effective communication between the different departments of the company, and mandatory training programs on customer loyalty for all employees.

### IV. CHALLENGES FACING CRM

A survey of Gartner found that more than half of the organizations that have adopted CRM solutions have problems after implementation (Zimmer, 2006<sup>7</sup>). Bull (2003)<sup>8</sup> examined the problems of the implementation of CRM technology in a case study of an industrial company in England. He shows that among the problems impeding the implementation of CRM in a company, there is the lack of knowledge about the concept of GRC, the wrong choice of the software, the impossibility of integration with other corporate applications, and the poor selection of CRM projects teams.

Other problems of CRM, as quoted by Ramsey (2003)<sup>9</sup>, are:

- ✓ The lack of definition: the CRM concept is surrounded by other new concepts, new technologies and new methods. Therefore, many companies do not know where to start and what to buy in new technology. One of the most common mistakes is that organizations follow the trend of the current market to get "the latest technology" without implementing the changes necessary to the proper implementation of the CRM solution.
- ✓ A lack of leadership: Leaders of CRM projects are often functional heads who do not have extensive experience in customer relationship management.

14Mithas, S., Krishnan, M. S., & Fornell, C. (2005). Why do customer relationship management applications affect customer satisfaction? *Journal of Marketing*, 69(4), 201–209.

15Karakostas, B., Kardaras, D., et al. (2005). The state of CRM adoption by the financial services in the UK: an empirical investigation. *Information and Management*, 42, 853-863.

16Ceolin, D. (2000) 'CRM systems need not be separate entity from Research' *Marketing News*, Sept. 11, pp.33-34.

17Goodhue, D.L., B.H. Wixom, and H.J. Watson. 2002. Realizing business benefits through CRM: Hitting the right target in the right way. *MIS Quarterly Executive* 1(2): 79-94.

18Osarenkhoe, A. & Bennani, A-Z (2007), "An Exploratory Study of Implementation of Customer Relationship Projects". *Business Process Management Journal*, Volume 13 (1), pp. 149-164

19Zimmer, J. (2006), "Be ready to take the heat", *Destination CRM*, Viewpoint, available at: [www.destinationcrm.com](http://www.destinationcrm.com)

20Bull, C. (2003). Strategic issues in customer relationship management (CRM) implementation. *Business Process Management Journal*, 9(5), 592–602.

21Ramsey, J.C. (2003), Introduction: Strategy First, Then CRM, in *The Ultimate CRM Handbook*, J.G. Freeland, ed., New York McGraw-Hill, 13-17.

- ✓ Insufficient support from the providers of CRM systems: suppliers of CRM systems are those who provide or introduce new tools for organizations. Often they only emphasize aspects of CRM involved in their products rather than treating the important factors for the success of CRM solutions.

King & Burgess (2008)<sup>10</sup> cite, among the reasons for CRM solutions failures, the lack of management support, the lack of cooperation between the different departments of the company, and the lack of communication and information sharing between employees within a company.

### V. THE BENEFITS OF CRM

Nowadays, customer relationship management represent an important part in large companies while small and medium show great interest to CRM solutions thanks to its benefits which include sales opportunities analysis, management of marketing campaigns, and customization of customers (Greenberg, 2010)<sup>11</sup>. CRM can also support the organization in strengthening customer relationships, customer satisfaction, efficiency of internal processes and achieving higher incomes (Valsecchi et al., 2007)<sup>12</sup>.

Kimiloglu and Zarali (2009)<sup>13</sup> examined 72 Turkish companies that have properly adopted the CRM technology. They show that these companies experienced a significant improvement in speed, efficiency, and reliability of their business processes. The CRM has also led to improved customer satisfaction, revenue, and brand image. With these advantages, the CRM software market has exceeded 13 billion dollars (USD) in 2008 and has reached over \$ 22 billion in 2012 (Greenberg, 2010).

Chen & Chen (2004) distinguished between tangible benefits and intangible benefits as shown in the following table:

Tangible Advantages	Intangible Advantages
<ul style="list-style-type: none"> <li>✓ Income Increase</li> <li>✓ A faster response time</li> <li>✓ Reducing internal costs</li> <li>✓ Improved employee productivity</li> <li>✓ Reducing marketing costs</li> <li>✓ Higher customer retention rate</li> <li>✓ Protecting of investments in marketing and maximizing revenues.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased customer satisfaction.</li> <li>✓ A positive word of mouth</li> <li>✓ Improved customer service</li> <li>✓ Simplification of procedures</li> <li>✓ Improved communication with managers</li> <li>✓ Increased depth and effectiveness of customer segmentation</li> <li>✓ Acute customer targeting</li> <li>✓ Better understanding and responses to customer requirements</li> </ul>

Table 1: Chen & Chen (2004)

### VI. THE KEY SUCCESS FACTORS OF CUSTOMER RELATIONSHIP MANAGEMENT PROJECTS

Many marketing experts and practitioners acknowledged that the CRM technology alone cannot maintain a competitive advantage for the company. The failure of many companies to reap the economic fruits of investments in CRM technology is a symptom of an underlying problem. King & Burgess (2008) propose the following key factors for successful CRM projects:

<sup>22</sup>King, S. F., & Burgess, T. F. (2008). Understanding success and failure in customer relationship management. *Industrial Marketing Management*, 37(4), 421-431. <http://dx.doi.org/10.1016/j.indmarman.2007.02.005>

<sup>23</sup>Greenberg, P., 2010. The impact of CRM 2.0 on customer insight. Emerald Group Publishing Limited.

<sup>24</sup>Valsecchi, M., Renga, F.M., Rangone, A. (2007). Mobile customer relationship management: an exploratory analysis of Italian applications. *Business Process Management Journal*, 13(6), 755-770

<sup>25</sup>Kimiloglu, H. & Zarali, H. (2009). What signifies success in e-CRM? *Marketing Intelligence & Planning*, 27(2), 246-267.

- ✓ Support of senior management
- ✓ Communication of CRM strategy
- ✓ Knowledge management capabilities
- ✓ Willingness to share data
- ✓ Willingness to change business processes to be adapted with new CRM strategies
- ✓ Technological preparation
- ✓ Willingness to change the corporate culture
- ✓ Capability to integrate CRM systems

Several other studies have examined the CRM key success factors. The following table presents some studies and the results obtained:

Authors	Key success factors
Croteau (2003) <sup>14</sup>	Management support, organizational readiness, knowledge management capabilities.
Morena&Melendez (2011) <sup>15</sup>	Employees, leadership , organizational structure
Hung et al (2010) <sup>16</sup>	organizational characteristics (size of the organization, technological capabilities of staff, the level of innovation in senior management, knowledge management capabilities, CRM features (relative advantage, complexity)
Nguyen&Waring (2013) <sup>17</sup>	employees involvement, employees characteristics, IT resources, characteristics of the firm (size, industry, position in the market, innovation)
Kavosh et al (2012) <sup>18</sup>	Defining the objectives of CRM implementation, the tools and CRM technology, the participation of consumers and users of CRM solutions, careful collection of information related to the implementation of CRM by employees at different levels.
Lawson et al (2011) <sup>19</sup>	<ul style="list-style-type: none"> <li>✓ Technical Factors (IT infrastructure, training, computer maintenance, CRM application complexity)</li> <li>✓ Organizational factors (management support, organizational change management, knowledge management, user acceptance, personal innovation, technological knowledge of users).</li> </ul>

Table 2: Literature Review about CRM Key Success Factors

26Croteau A-M, Li P. (2003). Critical success factors of CRM technological initiatives. Canadian Journal of Administrative Sciences 2003; 20 (1), 21–34.

27Moreno, A. Meléndez, A. (2011). Analyzing the impact of knowledge management on CRM success:The mediating effects of organizational factors. International Journal of Information Management 2011; 31: 437–444.

28Hung S-Y, Hung W-H, Tsai C-A, Jiang S-C. (2010). Critical factors of hospital adoption on CRM system: Organizational and information system perspectives. Decision Support Systems 2010; 48: 592–603.

29Nguyen TUH, Waring TS. (2013). The adoption of customer relationship management (CRM) technology in SMEs. Journal of Small Business and Enterprise Development 2013; 20 (4): 824–848.

30Kavosh K, Abu Bakar AH, Melati AA, SitiZaleha AR. (2012). Critical success factors in customer relationship management implementation. American Based Research Journal 2012; 1 (1): 1–13.

31Lawson-Body A, Willoughby L, Mukankusi L, Logossah, K. (2011). The critical success factors for public sector CRM implementation. The Journal of Computer Information Systems 2011; 52 (2), 42–50.

## VII. RESEARCH METHODOLOGY

The main purpose of this study is to explore the key organizational factors that may affect the implementation of CRM projects in service companies, from the perspective of Moroccan banking sector employees. This study will also create greater awareness on the benefits and challenges facing CRM in the Moroccan banking sector.

The questionnaire is often considered a centerpiece of any research. The choice of the questionnaire was due to the desire to question, in a limited period of time, many banks spread over several Moroccan cities. We used a convenience sample for two main reasons:

- ✓ First, because of the limited time for accomplishing the study
- ✓ Second, the purpose of the study was essentially exploratory, so a convenience sample is appropriate to achieve the objective of the study.

To prepare the questionnaire, we used the methods of preparing questionnaires published in works of management research methods, literature on CRM, the benefits, challenges, and CRM key success factors. Through the exploration of the benefits, challenges, and recommendations from the banking sector professionals for better implementation of CRM systems, we can identify and confirm a number of factors that can influence the success of CRM projects.

This research study is based on empirical data collected by questionnaires from commercial banks operating in the Moroccan territory. The questionnaire was completed by 100 bankers working in several Moroccan cities. 25% of surveys were completed online by sending mail to employees of banks located in Meknes, Rabat and Casablanca, while 75% were distributed directly to the sample bankers working in Fez.

We tried to ask the bankers in different job positions to examine the benefits and challenges facing CRM at all levels. Table 3 shows the job positions held by respondents:

Job Position	Number	%
Head of Agency	26	26%
Cashier	25	25%
Account Manager	23	23%
Head of treasury	23	23%
Responsible for information systems	2	2%
IT technician	1	1%
Responsible of CRM	0	0%
CRM technician	0	0%
others	0	0%

Table 3: Positions Occupied by Respondents

The majority of respondents work in bank agencies while a minority works in branch offices or investment centers (as shown in Table 4).

Banking institution	Number	%
Banking Agency	82	82%
Branch office	14	14%
Investment center	4	4%
others	0	0%

Table 4: Banking Institutions Where Respondents Operate

## VIII. SURVEY RESULTS

Before examining to the factors influencing CRM solutions success, a review of the frequency of the use of CRM systems in banks in our sample seemed to be essential (as shown in Table 5). We also examined the knowledge of respondents and their levels of experience in CRM systems (Table 6).

Use of CRM solutions	Number	%
YES	81	81%
NO	19	19%

Table 5: Frequency of Use of CRM Solutions by the Sample Bankers

It was found that 81% of surveyed bankers confirm that they have already used a customer relationship management solution, while 19% have never used it due to the nature of positions and the kind of tasks performed.

Knowledge level	Number	%
Competent	60	60%
Highly skilled	16	16%
Not well informed	19	19%
Not at all informed	5	5%

Table 6: Respondents Knowledge level in CRM Systems

As shown in table 6, It is found that 60% of surveyed bankers say they are competent in use of CRM systems, 19% are not well informed, 16% highly qualified, and only 5% of respondents are not at all informed. These differences in the levels of knowledge about CRM can be explained by the nature of job positions and the tasks performed that differ from one banker to another in our sample. While some positions require a good knowledge and know-how about CRM systems (including accounts managers and directors of agencies), others do not use the CRM system because they have other tasks (including cashiers and heads of treasury). During the distribution of questionnaires and after discussions with agencies directors, it was found that not all employees of the bank are concerned with CRM systems. It was also noticed that the skills and training on CRM solutions differ from one bank to another (based on the parent bank), while some bankers complain about the lack of training and knowledge about CRM solutions, others do not consider training and knowledge as a problem in their agencies.

CRM benefits	Nb	%
Improved customer data management	59	59%
Improving customer retention	48	48%
Increasing profitability	35	35%
Increasing customer loyalty	35	35%
Improving the collection of information and knowledge sharing	34	34%
Gaining a competitive advantage for the bank	27	27%
Improving customer satisfaction within customers	25	25%
others	0	0%
Total	100	

Table 7: The Benefits of CRM Implementation for Banks According To the Sample Respondents.

The results presented in Table 7 show that according to bankers in our sample, the implementation of CRM solutions is associated with several benefits for their banks. The main identified benefits include improved customer data management (59% of respondents chose it), improving customer retention (48%), increasing profitability (35%), increasing customer loyalty (35%), improving the collection of information and knowledge sharing (34%), and a competitive advantage for the bank (27%). We note that the benefits cited by respondents confirm those of the literature review.

<b>CRM challenges</b>	<b>Nb</b>	<b>%</b>
Resistance to change by staff	45	45%
Lack of training and knowledge about CRM solutions	39	39%
Lack a clear strategy for CRM implementation	23	23%
Lack of management support	19	19%
lack of knowledge among customers about the benefits of CRM	18	18%
Lack of qualified staff in information technologies within the bank	17	17%
Lack of support from CRM systems suppliers	15	15%
Lack of communication and information sharing between the different departments	0	0%
<b>Total</b>	<b>100</b>	

Table 8: Challenges and Problems Facing CRM Implementation in Banks According To the Sample Respondents.

According to bankers in our sample, the main challenges and problems facing CRM in Moroccan banks include resistance to change by staff (45%), lack of training and knowledge about CRM solutions (39%), lack a clear strategy for CRM implementation (23%), lack of management support (19%), lack of knowledge among customers about the benefits of CRM which can sometimes lead to a lack of cooperation from customers (18%), Lack of qualified staff in information technologies within the bank (17%), and lack of support from CRM systems suppliers (15%).

<b>Proposed Recommendations</b>	<b>Nb</b>	<b>%</b>
More training for staff	<b>55</b>	<b>55%</b>
Increasing awareness and motivation within employees to accept change	<b>44</b>	<b>44%</b>
Integration of employees at all levels for a better implementation	<b>32</b>	<b>32%</b>
Changing the business organization for a better adaptation and use of CRM solutions	<b>23</b>	<b>23%</b>
Encouraging customers to use other remote channels to let more time for employees to work on value-added operations.	<b>21</b>	<b>21%</b>
The recruitment of staff and managers whose task is to manage CRM systems.	<b>21</b>	<b>21%</b>
The use of experienced consultants for the implementation of CRM solutions	<b>17</b>	<b>17%</b>
Increasing customer awareness about the benefits of CRM for a better cooperation from their side.	<b>15</b>	<b>15%</b>
Training clients about the use of CRM solutions	<b>13</b>	<b>13%</b>
Improving the security of CRM systems in order confidence within clients	<b>7</b>	<b>7%</b>
Conception of detailed policies to guide CRM in the organization	<b>5</b>	<b>5%</b>
Others	<b>1</b>	<b>1%</b>
<b>Total</b>	<b>100</b>	

Table 9: Recommendations for a Better CRM Implementation and Functioning In Banks As Proposed By the Sample Respondents.

When asked about their recommendations for a better functioning of CRM solutions in their banks, the sample bankers have selected the following proposals: More training for staff (55%), Increasing awareness and motivation within employees to accept change (44%), integration of employees at all levels for a better implementation (32%), changing the business organization for a better adaptation and use of CRM solutions (23%), encouraging customers to use other remote channels to let more time for employees to work on value-added operations (21%), and the recruitment of staff and managers whose task is to manage CRM systems (21%). Other bankers have proposed the use of experienced consultants for the implementation of CRM solutions (17%) and increasing customer awareness about the benefits of CRM for a better cooperation from their side (15%).



## IX. CONCLUSION

Customer satisfaction has always been considered a key factor in the success of all types of businesses. Fredrick Reichheld<sup>20</sup> found that 15-40% of customers who are satisfied, leave the company each year. He also demonstrates that it costs five to seven times more to find a new customer than to retain an existing one. Retention and customer loyalty constitute the main objective of CRM solutions. Because of these contributions to improve business performance, CRM interested industrial, commercial and service companies.

However, While CRM technologies see more prominence in developed countries, many organizations in developing countries find it hard to implement. Dickie (2009), for example, conveys that of the 1,700 companies surveyed in several countries, only 16.1% of companies confirm that the implementation of CRM solutions increased revenues. In this regard, many studies have examined the development and implementation of CRM systems in recent years. However, these studies have failed to determine common organizational factors that could lead to an effective use of CRM solutions. This exploratory study was designed to meet this gap and to highlight the organizational factors that may affect the success of CRM solutions in the context of service companies, specifically in the Moroccan banking sector.

Combining sample bankers answers with regard to the benefits, challenges, and proposed recommendations for a better implementation of CRM solutions, it was demonstrated that these professionals confirm that the establishment of CRM in banks can not be effective without taking several organizational factors into account. These factors include:

- ✓ The technological preparation of personnel through training on the use of the CRM systems
- ✓ Increasing Awareness and motivation of staff to accept change and to make better use of CRM solutions
- ✓ The integration of all employees in CRM project
- ✓ Changing the company's business processes to fit with the new CRM strategies
- ✓ The support of senior management
- ✓ The support of CRM systems suppliers
- ✓ Encouraging customers to use other remote channels to let more time for employees to work on CRM operations
- ✓ The Recruitment of employees and managers whose task is to manage CRM systems.

This study aimed primarily the exploration of organizational factors that can influence the success of CRM projects. To better study the effective use of CRM systems in service companies, an explanatory study must be conducted to test the impact of these factors on the success of CRM projects.

## X. LIMITATIONS OF THE STUDY

The study was limited to uni-varied sorts and we did not use exploratory statistical view since the purpose of the search is limited to the determination and exploration of the factors that might influence CRM success in the context of Moroccan banks. The absence of these statistics in our study was also due to the desire to question bankers of several Moroccan cities in a limited time.

## REFERENCES

- [1]. Almotairi, M. (2009). A Framework for CRM Success. Proceedings of the European and Mediterranean Conference on Information Systems 2009. Izmir, Turkey, 13-14 July
- [2]. Bloemer, J. (1999). Linking perceived service quality and service loyalty: a multi-dimensional perspective. *European Journal of Marketing*, 33(11, 12), 1082-1106.
- [3]. Bose, R. (2002). Customer Relationship Management : key components for IT success, *Industrial management and Data systems*, 102(2), 89-97.
- [4]. Bull, C. (2003). Strategic issues in customer relationship management (CRM) implementation. *Business Process Management Journal*, 9(5), 592– 602.
- [5]. Ceolin, D. (2000) 'CRM systems need not be separate entity from Research' *Marketing News*, Sept. 11, pp.33-34.

---

32Reichheld, F.E. and Sasser, Jr, W.E. (1999) "Zero Defections: Quality Comes to Service", *Harvard Business Review*, Vol. 68, September-October, 1990 pp. 105-11.

- [6]. Chen, Q., & Chen, H. -m. (2004). Exploring the success factors of eCRM strategies in practice. *Database Marketing & Customer Strategy Management*, 11(4), 333–343.
- [7]. Croteau A-M, Li P. (2003). Critical success factors of CRM technological initiatives. *Canadian Journal of Administrative Sciences* 2003; 20 (1), 21–34.
- [8]. Dickie, J. (2009). 2009-Era Sales Needs 2009-Era CRM. *Customer Relationship Management*, 13(3), 8.
- [9]. Douglas Bowman, Steve LaValle, Vikas Mittal, Das Naryandas, GirishRamani, & RajanVaradarajan. (2006). "CRM Implementation: Effectiveness Issues and Insights" *Journal of Service Research*, 9(2), November, 184–194. Available at SSRN: <http://ssrn.com/abstract=2343756>.
- [10]. El Koraichi, M. (2014). La gestion de la relation client dans la banque : Cas du marché Marocain. *La Revue Gestion et Organisation* 6 (2014) 20–27.
- [11]. Everett, C. (2002, July). The slings and arrows of CRM. *Computing*, 18, 25–35 .
- [12]. Farquhar, J., Panther, T. (2008). Acquiring and retaining customers in UK banks : An exploratory study. *Journal of Retailing and Consumer Services*, 15, p. 9–21.
- [13]. Goodhue, D.L., B.H. Wixom, and H.J. Watson. 2002. Realizing business benefits through CRM: Hitting the right target in the right way. *MIS Quarterly Executive* 1(2): 79-94.
- [14]. Greenberg, P., 2010. The impact of CRM 2.0 on customer insight. Emerald Group Publishing Limited.
- [15]. Hung S-Y, Hung W-H, Tsai C-A, Jiang S-C. (2010). Critical factors of hospital adoption on CRM system: Organizational and information system perspectives. *Decision Support Systems* 2010; 48: 592–603.
- [16]. Karakostas, B., Kardaras, D., & Papathanassiou, E. (2005). The state of CRM adoption by the financial services in the UK: An empirical investigation. *Information & Management*, 42, 853–863.
- [17]. Karakostas, B., Kardaras, D., et al. (2005). The state of CRM adoption by the financial services in the UK: an empirical investigation. *Information and Management*, 42, 853-863.
- [18]. Kavosh K, Abu Bakar AH, Melati AA, SitiZaleha AR. (2012). Critical success factors in customer relationship management implementation. *American Based Research Journal* 2012; 1 (1): 1–13.
- [19]. King, S. F., & Burgess, T. F. (2008). Understanding success and failure in customer relationship management. *Industrial Marketing Management*, 37(4), 421–431. <http://dx.doi.org/10.1016/j.indmarman.2007.02.005>.
- [20]. Kumar, V., Krasnikov, A., Jayachandran, S. (2009). The impact of customer relationship management implementation on cost and profit efficiencies : evidence from the U.S commercial banking industry. *Journal of Marketing*, Vol. 73 (November), p. 61-76.
- [21]. Lawson-Body A, Willoughby L, Mukankusi L, Logossah, K. (2011). The critical success factors for public sector CRM implementation. *The Journal of Computer Information Systems* 2011; 52 (2), 42–50. .
- [22]. Mithas, S., Krishnan, M. S., & Fornell, C. (2005). Why do customer relationship management applications affect customer satisfaction? *Journal of Marketing*, 69(4), 201–209.
- [23]. Moreno, A. Meléndez, A. (2011). Analyzing the impact of knowledge management on CRM success: The mediating effects of organizational factors. *International Journal of Information Management* 2011; 31: 437–444.
- [24]. National Statistical office of Thailand (2007). Information and Communication Technology survey (Establishment). Retrieved September 30, 2010, from [http://service.nso.go.th/nso/nso\\_center/project/search\\_center/23project-th](http://service.nso.go.th/nso/nso_center/project/search_center/23project-th).
- [25]. Nguyen TUH, Waring TS. (2013). The adoption of customer relationship management (CRM) Technology in SMEs. *Journal of Small Business and Enterprise Development* 2013; 20 (4): 824–848.
- [26]. Osarenkhoe, A. & Bennani, A-Z (2007), "An Exploratory Study of Implementation of Customer Relationship Projects". *Business Process Management Journal*, Volume 13 (1), pp. 149-164.
- [27]. Ramsey, J.C. (2003), Introduction: Strategy First, Then CRM, in *The Ultimate CRM Handbook*, J.G. Freeland, ed., New York McGraw-Hill, 13-17.
- [28]. SemihOnut, Ibrahim Erdem, Bora Hosver. (2002). "Customer Relationship Management in Banking Sector and a Model Design for Banking Performance Enhancement", Disponible sur: [http://www.necsi.edu/events/iccs/2002/nap12\\_onutmiccs2002-2fixed.pdf](http://www.necsi.edu/events/iccs/2002/nap12_onutmiccs2002-2fixed.pdf) .
- [29]. Valsecchi, M., Renga, F.M., Rangone, A. (2007). Mobile customer relationship management: an exploratory analysis of Italian applications. *Business Process Management Journal*, 13(6), 755-770.
- [30]. Verma, S., Chaundhuri, R. (2009), Effect of CRM on Customer Satisfaction in Service Sector in India. *Journal of Marketing and Communication*, 5(2), 55-69.
- [31]. Zimmer, J. (2006), "Be ready to take the heat", *Destination CRM, Viewpoint*, Disponible sur: [www.destinationcrm.com](http://www.destinationcrm.com)