

APPENDIX B: RESEARCH RESULTS

Company A

Market-Orientation Behavior Change – Departmental	
1. Intelligence generation	
1. We meet with customers at least once a year to find out what products or services they will need in the future.	We won't meet our customers but we contact them by telephone and mail. We don't have two-way communication with our customers.
2. We do a lot of in-house market research.	
3. We are fast to detect changes in our customers' product preference.	We find out customers' preference from existed data.
4. We are fast to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	We acquire the information from Internet, partners, and conferences.
5. We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	We have no periodical researches.
2. Intelligence dissemination	
1. We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	We solve problems by ourselves and won't discuss with other departments.
2. Marketing personnel spend time discussing customers' future needs with other functional department.	
3. When something important happens to a major customer of market, the whole business unit knows about it within a short period.	The information will be disseminated only in our department.
4. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	The ministry of transportation and communication investigates customer satisfaction every year.
5. When one department finds out something important about competitors, it is fast to alert other department.	
3. Responsiveness	
1. It takes us forever to decide how to respond to our competitor's price changes.	
2. We won't ignore changes in our customer's product or service needs.	The constraints of laws and organizations slower the speed of approval processes of product modifications.
3. We periodically review our product development efforts to ensure that they are in line with what customers want.	It's nothing about CRM. It is resulted from the privatization.
4. Several departments get together periodically to plan a response to changes taking place in our business	Because of the integration of our two business units.

environment.

5. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.

6. The activities of the different departments in this business unit are well coordinated.

Because of the responsibility system, departments are well-coordinated.

7. Customer complaints are paid much attention.

Customer complaints link the merit, however, that have low weight.

8. If we came up with a great marketing plan, we probably would be able to implement it in a timely fashion.

The campaigns are proposed for some objectives so they should be executed in time.

We have good execution. However, we have too many business, the results are not necessarily so good.

9. When we find that customers would like us to modify a product of service, the departments involved make concerted efforts to do so.

10. What are the other impressive behaviors of departmental coordination you discovered in your business?

Because the flat organization, customer complaints will be delivered to related departments and improve the processes. Service processes could quickly response customers but the systems and operation processes are slowly changed.

We don't have outbound project now. Only cross-departmental projects lead to cross-departmental coordination.

Market-Orientation Behavior Change – Empowerment

1. Employees are involved in decision making of customer problems in their department.

The sales person receives the information that competitors provide lower prices, they will announce and wish to change the service content for higher competitiveness.

We have well-defined mechanism of problem solving.

2. Employees are gave the power to make critical customers' problems.

3. Employees' capabilities could be unleashed with an opened manner.

Marketing personnel's capabilities are unleashed but service personnel are the opposites. However, both of two would proactively propose suggestion programs.

4. Employees are more creative and proactive when they are serving customers.

5. What are the other impressive changes of the individual behaviors you discovered in your business?

Sales personnel actively worked overtime when they are on holiday. Service personnel are affected by sales personnel and actively worked overtime with them. Sales personnel actively asked the service department the talk skill and they wanted to go through outbound by themselves.

Front-end staffs asked the call center to provide talk skill and they wished to call their customers.

Top Management Initiatives

1. The top management's understanding of CRM

1. Top management really understands why the business needs to implement CRM.
2. Top management could definitely state expectations of the CRM implementation.
3. Top management could flexibly responses the environmental changes.

The President and vice president of our business unit clearly understand why the business needs to implement CRM.

The purpose of CRM is to increase revenue.

Top management extremely cares about the change of the market. However, operation employees don't place importance on market changes and they are busy in their works and they don't think about the problems of market.

2. Substantial commitment

1. Top management allocates enough time to participate critical CRM meetings in business.
2. Top management spends much percentage of his/her time on CRM.
3. Top management provides adequate budget and resources for the CRM implementation and the CRM use.

3. Practical executives

1. Project leader of CRM has enough decision power to enforce the changes of CRM related processes.
2. Top management initiates the CRM implementation.

4. Top management enforcement

1. Top management actively lead, encourage, and facilitate the CRM use.
2. Top management could properly deal with the departmental conflict.

Top management joins the cross-departmental meeting every Monday afternoon and fully controls the information.

The telephone marketing is an innovative channel that leads to channel conflict with traditional channel. Usually, local departments could solve the problem.

5. Measurement of the results

1. The business has adequate measurement indicators about the CRM use.

The sales department pays the cost of call center. We wish to see that call center will become a profit center. The costs of this campaign are human cost, telecommunication cost, and administrative cost that account for 1/3 of budget. However, this campaign created 200 million dollars revenue.

Every local sale departments have their sales objectives, the sales objectives are loosely connected to merit. Thus, it's difficult to drive employees by sales objectives.

2. What is the importance of the customer value in the balanced score card.

The customer-related indexes are not important in balanced scare card

6. Continuous improvement

1. The business has clearly short, middle, and long term plans of CRM.

We haven't draw up the long term plan.

2. The business continuously measures the goals of these plans.
3. The business would improve and response the lacks of plans after goal measuring.
4. Employees get appropriate reward after goal measuring.
5. In you opinion, what are the management initiatives that top management needs to apply?

The company needs to improve cross-departmental integration.

Top management needs to emotionally care their staffs. Then they will be more active.

Process Performance

1. Marketing and sales

1. Companies could target chosen market segments, micro-segments or individual customers more precisely. After privatization, the product design is outsourcing. Thus, the outsourcing company will analyze the target customers.
2. What else are the positive improvements of marketing and sales processes after CRM implementation?

2. R&D

1. CRM system provides powerful analytics capabilities, enables companies to spot trends.
2. Companies achieve dynamic R&D through cross-organizational communication. The call center inspires us new ideas but the company had a customer protect center that played the same role with the call center.
3. What else are the positive improvements of R&D processes after CRM implementation?

The company needs to improve cross-departmental integration.

3. Production

1. Customer requirement could be precisely forecasted.
2. Employees could easily track the customer information and quickly respond to customers. Because of the security consideration, employees cannot acquire too much information about customers.
3. Productivity is increased after the successful implementation of CRM.
4. What else are the positive improvements of production processes after CRM implementation?

4. Logistics

1. Companies could well manage interactions between their customers and their hundreds of retailers.
2. Companies could effectively address the logistical and follow-up requirements of events.
3. Dealers and distributors are supported by information sharing.
4. What else are the positive improvements of logistics processes after CRM implementation?

5. Fulfillment

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| 1. Employees, in every department, could immediately fulfill customer needs. | The marketing department could more quickly response to customers. |
| 2. Response time is decreased after the successful implementation of CRM. | Departments need to report back about customer complaints in three days. If the customer complaints are related to price, the response time would be increased.
Even if our customers response a problem with mail we would quickly solve the problem. |
| 3. What else are the positive improvements of fulfillments processes after CRM implementation? | |

Market Performance

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| 1. Achieving customer satisfaction? | The customer satisfaction index of the cal center is about 86 score that is higher than any other departments. The average score is 70. |
| 2. Providing value for customers? | |
| 3. Keeping current customers? | Sales personnel visit customers who are lost. |
| 4. Attracting new customers? | Our company executed mass marketing projects but no sales data exists. |
| 5. Attaining desired growth? | |
| 6. Securing desired market share? | |
| 7. What are market performance indicators else that significantly growth after CRM implementation? | |

Financial performance

Over the last three years, what was the average annual return on sales of your strategic business unit? (Return on Sales)

Company B

Market-Orientation Behavior Change – Departmental

1. Intelligence generation

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| 1. We meet with customers at least once a year to find out what products or services they will need in the future. | Because it's a old bank, only front-end employees would be in touch with customers. |
| 2. We do a lot of in-house market research. | |
| 3. We are fast to detect changes in our customers' product preference. | |
| 4. We are fast to detect fundamental shifts in our industry (e.g., competition, technology, regulation). | |
| 5. We periodically review the likely effect of changes in our | |

business environment (e.g., regulation) on customers.

2. Intelligence dissemination

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| 1. We have interdepartmental meetings at least once a quarter to discuss market trends and developments. | Because the company became a financial holding, every department has to discuss new products and new processes. |
| 2. Marketing personnel spend time discussing customers' future needs with other functional department. | If a department has a new campaign that needs to use the call center, employees of this department will discuss customer needs with service personnel. |
| 3. When something important happens to a major customer of market, the whole business unit knows about it within a short period. | Because the system became more and more complete, the information could be quickly disseminated. |
| 4. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis. | We didn't hire a third party to investigate the customer satisfaction. |
| 5. When one department finds out something important about competitors, it is fast to alert other department. | The department of customer service quickly delivers the customer information through email. |

3. Responsiveness

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| 1. It takes us forever to decide how to respond to our competitor's price changes. | The department of customer service would give product managers some suggestions but they don't necessarily accept the suggestions. |
| 2. We won't ignore changes in our customer's product or service needs. | The department of customer service would give product managers some suggestions but they don't necessarily accept the suggestions. |
| 3. We periodically review our product development efforts to ensure that they are in line with what customers want. | |
| 4. Several departments get together periodically to plan a response to changes taking place in our business environment. | The department of customer service would joint the execution of many campaigns. |
| 5. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately. | The branches could quickly response to competitors and customers would immediately inform the branches about the information. |
| 6. The activities of the different departments in this business unit are well coordinated. | |
| 7. Customer complaints are paid much attention. | The customer complaints even could lead to significant punishment. |
| 8. If we came up with a great marketing plan, we probably would be able to implement it in a timely fashion. | For example, a communication loan grew out of nothing that only wasted two months. |
| 9. When we find that customers would like us to modify a product of service, the departments involved make concerted efforts to do so. | |
| 10. What are the other impressive behaviors of departmental coordination you discovered in your business? | |

Creating one of the new combo cards only wasted ten months. The related departments include marketing, information, credit card departments. The managers only have to make critical decisions after establishing a structure.

Market-Orientation Behavior Change – Empowerment

1. Employees are involved in decision making of customer problems in their department.
2. Employees are gave the power to make critical customers' problems.
3. Employees' capabilities could be unleashed with an opened manner.
4. Employees are more creative and proactive when they are serving customers.

Employee empowerment is loosing gradually. Employees even could make decisions and then confirm the decisions after this event.

Because of the heavy organization.

Because customers told to front-end employees that service personnel of the call center are very polite and you have to improve your attitude so the front-end employees are affected indirectly by the call center.

5. What are the other impressive changes of the individual behaviors you discovered in your business?

Top Management Initiatives

1. The top management's understanding of CRM

1. Top management really understands why the business needs to implement CRM.
2. Top management could definitely state expectations of the CRM implementation.
3. Top management could flexibly responses the environmental changes.

2. Substantial commitment

1. Top management allocates enough time to participate critical CRM meetings in business.
2. Top management spends much percentage of his/her time on CRM.
3. Top management provides adequate budget and resources for the CRM implementation and the CRM use.

3. Practical executives

1. Project leader of CRM has enough decision power to enforce the changes of CRM related processes.
2. Top management initiates the CRM implementation.

The call center could suggest the credit card department about related processes and modify the processes but the call center could only suggest other departments.

4. Top management enforcement

1. Top management actively lead, encourage, and facilitate the CRM use.

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| 2. Top management could properly deal with the departmental conflict. | Channels would response the problems if a channel conflict occurred. If the channel conflict could not be solved by channels, it needs top management to solve. |
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5. Measurement of the results

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| 1. The business has adequate measurement indicators about the CRM use. | Such as service quality. |
| 2. What is the importance of the customer value in the balanced score card. | |

6. Continuous improvement

1. The business has clearly short, middle, and long term plans of CRM.
2. The business continuously measures the goals of these plans.
3. The business would improve and response the lacks of plans after goal measuring.
4. Employees get appropriate reward after goal measuring.
5. In you opinion, what are the management initiatives that top management needs to apply?

If the outbound campaigns have excellent performance, the employees should be rewarded. The promotion mechanism should flow without obstruction.

Process Performance

1. Marketing and sales

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| 1. Companies could target chosen market segments, micro-segments or individual customers more precisely. | We didn't divide customer segments in the past but we segment customers based the information provided by the call center now. |
| 2. What else are the positive improvements of marketing and sales processes after CRM implementation? | |

2. R&D

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| 1. CRM system provides powerful analytics capabilities, enables companies to spot trends. | The call center would provide product managers some suggestions. |
| 2. Companies achieve dynamic R&D through cross-organizational communication. | |
| 3. What else are the positive improvements of R&D processes after CRM implementation? | |

3. Production

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| 1. Customer requirement could be precisely forecasted. | |
| 2. Employees could easily track the customer information and quickly respond to customers. | We cannot predict customer requirements. |
| 3. Productivity is increased after the successful implementation of CRM. | |
| 4. What else are the positive improvements of production processes after CRM implementation? | |

4. Logistics

1. Companies could well manage interactions between their customers and their hundreds of retailers.
2. Companies could effectively address the logistical and follow-up requirements of events.
3. Dealers and distributors are supported by information sharing.
4. What else are the positive improvements of logistics processes after CRM implementation?

5. Fulfillment

1. Employees, in every department, could immediately fulfill customer needs.
2. Response time is decreased after the successful implementation of CRM. The customer complaints should be immediately solved.
3. What else are the positive improvements of fulfillments processes after CRM implementation?

Market Performance

1. Achieving customer satisfaction?
2. Providing value for customers?
3. Keeping current customers?

Because we actively modified customers' quota of credit cards, many customers want to stop the credit card. After contacting the customers, the call center retains 20% of customers.

4. Attracting new customers?
5. Attaining desired growth?
6. Securing desired market share?

Because of little outbound campaign.

Because of little outbound campaign.

7. What are market performance indicators else that significantly growth after CRM implementation?

Such as abandon code and target rate. We have had a outbound campaign of communication loan. The target customers are eight thousand. We successfully contacted 800 customers and conclude 400 transactions. °

Financial performance

Over the last three years, what was the average annual return on sales of your strategic business unit? (Return on Sales)

Company C

Market-Orientation Behavior Change – Departmental

1. Intelligence generation

1. We meet with customers at least once a year to find out what products or services they will need in the future.
2. We do a lot of in-house market research.
3. We are fast to detect changes in our customers' product preference.
4. We are fast to detect fundamental shifts in our industry (e.g., competition, technology, regulation).
5. We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.

It's nothing about CRM. It's resulted by competitiveness. We use traditional marketing skill that is started with market research to understand customers' needs and then the campaign design.

We can investigate customer preferences about new products and understand customers' impression through call center. Then, we can revise the product.

We can investigate customer preferences about new products and understand customers' impression through call center. Then, we can revise the product.

The marketing department would find out the customers who stopped to use our products for 6 months and try to understand why they stopped to use.

2. Intelligence dissemination

1. We have interdepartmental meetings at least once a quarter to discuss market trends and developments.
2. Marketing personnel spend time discussing customers' future needs with other functional department.
3. When something important happens to a major customer of market, the whole business unit knows about it within a short period.
4. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.
5. When one department finds out something important about competitors, it is fast to alert other department.

The organization change e.g. financial group, leads to cross-departmental meetings.

The departments discuss on-going campaigns and they can learn from campaigns of other departments in the cross-departmental meeting of our business unit.

Similar to the answer above.

We can obtain much information from cross-departmental meetings. Furthermore, customers usually contact our headquarters. Headquarters even could get the newest information.

The information about customer satisfaction increases the efficiency and helps us to understand which products our customers really want.

The call center periodically investigates customer satisfaction and mail to related departments.

We can quickly receive the information by e-mail.

3. Responsiveness

1. It takes us forever to decide how to respond to our

IT is difficult to affect the credit card department. The in-house system cannot be configured flexibly to fit new

competitor's price changes.

products. Usually we need to develop a new application. However, IT department has improved this problem.

Because of competitiveness, we won't easily follow competitors to change.

2. We won't ignore changes in our customer's product or service needs.

Because we can acquire customer information faster and faster.

3. We periodically review our product development efforts to ensure that they are in line with what customers want.

It's resulted from the market competition.

Both sales and marketing departments design new products.

4. Several departments get together periodically to plan a response to changes taking place in our business environment.

Especially, sales and marketing departments.

5. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.

6. The activities of the different departments in this business unit are well coordinated.

7. Customer complaints are paid much attention.

8. If we came up with a great marketing plan, we probably would be able to implement it in a timely fashion.

Top management set the objectives of cross-selling. Related departments would estimate the results and the amount of target customers through CRM. Usually, we could immediately carry out the projects.

9. When we find that customers would like us to modify a product of service, the departments involved make concerted efforts to do so.

There were many dissenting views when we cooperated with a telecommunication firm. However, we communicated with it and solved these problems.

10. What are the other impressive behaviors of departmental coordination you discovered in your business?

We have periodical meetings including marketing personnel. All departments discuss the opportunities for cross-selling base on the data analyzed from CRM and track the results of campaigns.

It needs many departments to develop new products coordinately. We could analyzed customer data and calculate expected results through CRM.

Market-Orientation Behavior Change – Empowerment

1. Employees are involved in decision making of customer problems in their department.

It's nothing about CRM. It's a trend.

2. Employees are gave the power to make critical customers' problems.

3. Employees' capabilities could be unleashed with an opened manner.

4. Employees are more creative and proactive when they are serving customers.

Service personnel cannot use CRM system but they can acquire limited customer data from the customer service system.

5. What are the other impressive changes of the individual behaviors you discovered in your business?

The marketing concept has been changed in our company. Even the staffs of branches, finance, and marketing said that “what products do our customers really want?”

We would use CRM to develop campaigns after implemented CRM. Because CRM system holds customer data of whole financial group, we could develop a comprehensive campaign including all products of the financial group.

Top Management Initiatives

1. The top management’s understanding of CRM

1. Top management really understands why the business needs to implement CRM.
2. Top management could definitely state expectations of the CRM implementation. Better customer services and improving cross-selling.
3. Top management could flexibly responses the environmental changes.

2. Substantial commitment

1. Top management allocates enough time to participate critical CRM meetings in business. The chairman attends each CRM committee in the headquarters.
2. Top management spends much percentage of his/her time on CRM.
3. Top management provides adequate budget and resources for the CRM implementation and the CRM use.

3. Practical executives

1. Project leader of CRM has enough decision power to enforce the changes of CRM related processes. Because the credit card department directly reports to chairmen, it has enough decision power. The marketing vice president is the leader of the cross-departmental meeting in banking.
2. Top management initiates the CRM implementation.

4. Top management enforcement

1. Top management actively lead, encourage, and facilitate the CRM use. Most conflicts arise from channels. For example, insurance and securities departments may target the same customer segment. Thus, we established a channel arbitration team that will solve all conflicts.
2. Top management could properly deal with the departmental conflict. The products of the credit card department are similar to that of personal banking. If the credit card department consider that other departments over use its customers, top management will deal with the departmental conflicts.

5. Measurement of the results

1. The business has adequate measurement indicators about the CRM use. We have more than 100 KPI, e.g. new customer, customer retention rate.
We have many KPI to measure the results of CRM.
2. What is the importance of the customer value in the balanced score card.

Customer-related indices accounts for 30 to 40% of balanced score card. Employees could access the results of the indices of the balanced score card from a system any time.

6. Continuous improvement

1. The business has clearly short, middle, and long term plans of CRM. Because CRM provides too much information, we haven't digested that. So far, we cannot take full benefits from CRM.
2. The business continuously measures the goals of these plans.
3. The business would improve and response the lacks of plans after goal measuring.
4. Employees get appropriate reward after goal measuring.
5. In you opinion, what are the management initiatives that top management needs to apply?

Our chairman is very active and invested considerable budget. He deeply concerns the project. Our company needs to adapt after acquired another bank. Even there were some poor KPIs, he always takes account of employees. The CRM has been implemented for 2 to 3 years but he doesn't ask employees to quickly finish each campaign.

Top management should actively attend the meetings that discuss the outcomes of campaigns developed from CRM and propose suggestion and guide the marketing personnel to meet top management's expectation.

Process Performance

1. Marketing and sales

1. Companies could target chosen market segments, micro-segments or individual customers more precisely.
2. What else are the positive improvements of marketing and sales processes after CRM implementation?

We could target small segments but we could not target micro segments. However, we could analyze customer behaviors by CRM and provide more complicated campaigns or customized services.

2. R&D

1. CRM system provides powerful analytics capabilities, enables companies to spot trends.
2. Companies achieve dynamic R&D through cross-organizational communication.
3. What else are the positive improvements of R&D processes after CRM implementation?

We can precisely test new products and analyzed customer behaviors to develop more complicated products through the CRM system.

3. Production

1. Customer requirement could be precisely forecasted.
2. Employees could easily track the customer information and Instead of the call center, employees are given different authorities to access customer data.

quickly respond to customers.

3. Productivity is increased after the successful implementation of CRM.

4. What else are the positive improvements of production processes after CRM implementation?

4. Logistics

1. Companies could well manage interactions between their customers and their hundreds of retailers.

2. Companies could effectively address the logistical and follow-up requirements of events.

3. Dealers and distributors are supported by information sharing.

4. What else are the positive improvements of logistics processes after CRM implementation?

5. Fulfillment

1. Employees, in every department, could immediately fulfill customer needs.

The call center is not connected with CRM system. Service personnel can acquire basic data of customers but they are not provided the information about cross-selling.

2. Response time is decreased after the successful implementation of CRM.

3. What else are the positive improvements of fulfillments processes after CRM implementation?

Market Performance

1. Achieving customer satisfaction?

Because the information of CRM haven't be completely delivered to customer service processes. If we can deliver analyzed information of CRM to customer service department, service personnel could provide customers better product portfolio and service. It's one kind of process integration.

2. Providing value for customers?

3. Keeping current customers?

We can improve the customer retention rate through developing customer behavior models of CRM to create campaigns of the customer retention. However, we don't have enough capabilities of developing models, so do outsourcing companies. Furthermore, there is still a gap between operation staffs and It staffs that brings inefficiency.

4. Attracting new customers?

Because of cross-selling we can sell credit cards to the customers of insurance departments.

5. Attaining desired growth?

6. Securing desired market share?

7. What are market performance indicators else that significantly growth after CRM implementation?

Increased cross-selling rate. For example, increased the amount of holding credit cards of the depositors.

Financial performance

Over the last three years, what was the average annual return on sales of your strategic business unit? (Return on Sales)

Company D

Market-Orientation Behavior Change – Departmental

1. Intelligence generation

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| 1. We meet with customers at least once a year to find out what products or services they will need in the future. | It's impossible for personal banking department to meet customers. |
| 2. We do a lot of in-house market research. | We diagnosed customers' preference in the past but we could analyze that by CRM. |
| 3. We are fast to detect changes in our customers' product preference. | Because of the analysis needs of the CRM system that requires some specific customer data, the questionnaire of market researches should be modified to meet the CRM requirements. |
| 4. We are fast to detect fundamental shifts in our industry (e.g., competition, technology, regulation). | |
| 5. We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers. | We could merely realize customers' changes. CRM leads to little impact. |

2. Intelligence dissemination

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| 1. We have interdepartmental meetings at least once a quarter to discuss market trends and developments. | There are many kinds of meetings in our company that exist for different objectives. For example, we hold meetings for risk issue 1 time a week and for product issue 2 times a week.
Because of CRM committee, employees of each department have the chance to discuss the market with each other. |
| 2. Marketing personnel spend time discussing customers' future needs with other functional department. | Marketing personnel would like to identify what kinds of customer of other departments could be targeted for cross-selling, so they would discuss the problem with other departments and use CRM system to target customers. Thus the use of CRM results in better customer targeting. |
| 3. When something important happens to a major customer of market, the whole business unit knows about it within a short period. | Our company has a customer complaint system which disseminates customer complaints in terms of different levels of complaints and tracks these complaints. This system would collect, store, broadcast complaints once a month, and feedback.
We just can look into market by our experiences but we could really analyze the reasons. |
| 4. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis. | |
| 5. When one department finds out something important about competitors, it is fast to alert other department. | We any benefit from data sharing in CRM committee rather than CRM. Because CRM doesn't provide competitive information. |

3. Responsiveness

1. It takes us forever to decide how to respond to our competitor's price changes.

CRM could test new price of products in terms of different customer types, e.g. contribution level and risk level.

2. We won't ignore changes in our customer's product or service needs.

3. We periodically review our product development efforts to ensure that they are in line with what customers want.

4. Several departments get together periodically to plan a response to changes taking place in our business environment.

5. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.

The use of CRM results in precise customer targeting and easily estimates the possible impacts.

6. The activities of the different departments in this business unit are well coordinated.

7. Customer complaints are paid much attention.

The law stipulates that financial groups need to reach agreements with customers to implement cross-selling. If companies didn't pay attention to that, customer complaints will increase and customers phone the call center.

8. If we came up with a great marketing plan, we probably would be able to implement it in a timely fashion.

The useful analysis capability leads to real time campaigns. For instance, Customer data analyses are difficult without data warehouse. Furthermore, the company uses ad hoc reports that waste a lot of time and could not be reused. Because of data warehouse, end users can analyze customer data without IT staff's support.

The process time of IT should match the campaign timing. IT processes waste a lot of time.

9. When we find that customers would like us to modify a product of service, the departments involved make concerted efforts to do so.

Product managers receive customer information about their products, however, only they could decide whether products should be changed. Changing customer service is more quickly.

10. What are the other impressive behaviors of departmental coordination you discovered in your business?

Customers can modify customer data by different channels and front-end staffs cannot provide convenience services without empowerment. Thus companies could solve similar problems by cross-departmental meetings.

Every manager of each department participates in CRM committee every month.

Market-Orientation Behavior Change – Empowerment

1. Employees are involved in decision making of customer problems in their department.

Because our company doesn't deliver the analyzed data to front-end staffs, it can not facilitate this change resulted from

When customer service system is integrated with analyzed data of CRM, the service personnel could efficiently solve customer problems.

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| 2. Employees are given the power to make critical customers' problems. | Our company has multilayer authority of responsibility. |
| 3. Employees' capabilities could be unleashed with an opened manner. | Employees could propose their creative plan in CRM committee. They just discussed with their supervisors in the past. |
| 4. Employees are more creative and proactive when they are serving customers. | In some conditions, our company carries out analysis plan analyzing some customers. The analyzed data excites employees' creativity. For example, the system provides many options for front-end employees and they will choose appropriate products for customers to satisfy customers. |
5. What are the other impressive changes of the individual behaviors you discovered in your business?

Now, employees think in customer-orientation rather than product-orientation.

Employees will be facilitated by CRM to solve customer problem in the future.

Top Management Initiatives

1. The top management's understanding of CRM

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|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Top management really understands why the business needs to implement CRM. | We understand top management's attitude through CRM committee.

Our top management's expectations are profit, customer satisfaction, and data quality. |
| 2. Top management could definitely state expectations of the CRM implementation. | Although the analyzed data of CRM is valuable, companies have different definitions of the data. Thus, CRM leads to different results. |
| 3. Top management could flexibly responses the environmental changes. | Data warehouse brings direct marketing, cross selling, and up selling. Many departments may disturb identical customer. Thus top management needs to deal with this problem. |

2. Substantial commitment

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|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| 1. Top management allocates enough time to participate critical CRM meetings in business. | |
| 2. Top management spends much percentage of his/her time on CRM. | Top management only make decisions, they would share appropriate time. |
| 3. Top management provides adequate budget and resources for the CRM implementation and the CRM use. | Top management allocates resources in terms of their opinions. Even though we don't identify their decisions, we expect them. |

3. Practical executives

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|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Project leader of CRM has enough decision power to enforce the changes of CRM related processes. | In addition to achievement and resource allocation issues, problems could be easily solved by cross departmental meetings and processes could be flexibly changed.

Because CRM is merely a supporting role, it has no power to change processes. For example, the leader of CRM committee cannot determine the definition process of doubtful account |
| 2. Top management initiates the CRM implementation. | |

4. Top management enforcement

1. Top management actively lead, encourage, and facilitate the CRM use.
2. Top management could properly deal with the departmental conflict.

Because of the rich information provide by CRM.

Personal banking and cash card department have the same customer segment. If cash card department target the customers of personal banking, the achievement of cash card department will decrease. Thus top management will design mechanism and strategy to intercede.

Top management can not properly solve the conflicts.

5. Measurement of the results

1. The business has adequate measurement indicators about the CRM use.

CRI(Customer Relationship Index), customer retention, number of customer-holding product, new customer, and data quality

2. What is the importance of the customer value in the balanced score card.

All the customer-related departments have a KPI in balance score card that directly affects merit. In customer relationship development department, customer-related indexes account for 40% and at least 10% for other departments.

Customer value accounts for 60% and job behavior accounts for 40%. The target values of indexes could be measured CRM. Every department can set the target value of balanced score card.

6. Continuous improvement

1. The business has clearly short, middle, and long term plans of CRM.
2. The business continuously measures the goals of these plans.
3. The business would improve and response the lacks of plans after goal measuring.
4. Employees get appropriate reward after goal measuring.

That merely focuses on continued plan

5. In you opinion, what are the management initiatives that top management needs to apply?

Top management need vision, vision leads to mission and strategy. Because of vision, our company has short term and long term plan and KPI. Otherwise, employees can't understand what is the purpose and functionality of CRM.

Top management has to train end users to use CRM and extend the scope of CRM to end users. Different users have different authorities. Companies need to deliver training course every season and passed users could use the CRM.

Process Performance

1. Marketing and sales

1. Companies could target chosen market segments, micro-segments or individual customers more precisely.

It's difficult to target individual.

2. What else are the positive improvements of marketing and sales processes after CRM implementation?

Increased response rate and more investment.

The marketing personnel propose campaigns with customer-oriented attitude.

2. R&D

1. CRM system provides powerful analytics capabilities, enables companies to spot trends.
2. Companies achieve dynamic R&D through cross-organizational communication.
3. What else are the positive improvements of R&D processes after CRM implementation?

CRM committee provides suggestions to R&D department and the marketing personnel analyze customer data through CRM in the product development.

From product-orientation to customer-orientation, R&D department would try to understand customer behaviors.

In the past, we can't recognize where customer brought our products. Now, we could design more and more portfolios through the rich information of CRM. Furthermore, the decision maker determines the interest rate according to the information of CRM.

3. Production

1. Customer requirement could be precisely forecasted.
2. Employees could easily track the customer information and quickly respond to customers.
3. Productivity is increased after the successful implementation of CRM. Because of higher speed of time to market.
4. What else are the positive improvements of production processes after CRM implementation?

4. Logistics

1. Companies could well manage interactions between their customers and their hundreds of retailers.
2. Companies could effectively address the logistical and follow-up requirements of events.
3. Dealers and distributors are supported by information sharing.
4. What else are the positive improvements of logistics processes after CRM implementation?

5. Fulfillment

1. Employees, in every department, could immediately fulfill customer needs. Because our company didn't deliver analyzed data to front end.
2. Response time is decreased after the successful implementation of CRM.
3. What else are the positive improvements of fulfillments processes after CRM implementation?

Market Performance

1. Achieving customer satisfaction? Because our company didn't deliver analyzed data to front end.
2. Providing value for customers? Because we could provide different services for different market segments according to their needs.

3. Keeping current customers?

Customer retention is closely related to market environment.

CRM could analyze the decreasing pattern of some customer's consuming money and sales department could timely receive the signal and solve the problem. If customers want to cancel their credit cards, CRM will analyze their consuming patterns and sales will provide the customers appropriate products.

4. Attracting new customers?

5. Attaining desired growth?

Credit card is the first and cash card is the second.

6. Securing desired market share?

Because CRM merely analyze the existing customer data, it can't target new customer.

7. What are market performance indicators else that significantly growth after CRM implementation?

Financial performance

Over the last three years, what was the average annual return on sales of your strategic business unit? (Return on Sales)

Company E

Market-Orientation Behavior Change – Departmental

1. Intelligence generation

1. We meet with customers at least once a year to find out what products or services they will need in the future.

It's nothing about CRM.

The customer needs have existed. We can not predict the customer needs in the future.

2. We do a lot of in-house market research.

Our company has a market research department. It is not resulted from the effect of CRM. However, the market research department could segment customer by the CRM and then survey.

3. We are fast to detect changes in our customers' product preference.

The CRM cannot analyze customers' mental preference and predict the future customers' needs. We need many qualitative investigations to supplement the shortage of the CRM system.

4. We are fast to detect fundamental shifts in our industry (e.g., competition, technology, regulation).

It's a fundamental activity in our business.

5. We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.

It's a fundamental activity in our business.

2. Intelligence dissemination

1. We have interdepartmental meetings at least once a quarter to discuss market trends and developments.

Once a week. However, it's nothing about CRM.

We had plan process of functional products in the past but we have end-to-end process now.

2. Marketing personnel spend time discussing customers' future needs with other functional department.

It's nothing about CRM. CRM merely provides some data which improve cross-departmental discussions and are a

common language.

The end users used to give their requirements to the IT department. Now, they want to understand why these data are produced so they will communicate with staffs of the IT department.

3. When something important happens to a major customer of market, the whole business unit knows about it within a short period.

Only related departments receive the message, especially the management departments.

The business units would immediately mail the problems to related departments but we don't know whether they will plan follow-up reactions.

4. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.

The data about customer satisfaction would be sent to related departments. The CRM is helpless in the data dissemination. We investigate the customer satisfaction by questionnaires and telephone. The CRM is only the tool which selects the customer lists.

5. When one department finds out something important about competitors, it is fast to alert other department.

Business related departments would receive the messages.

3. Responsiveness

1. It takes us forever to decide how to respond to our competitor's price changes.

Not necessarily. Because we compare with competitors in many aspects rather than only prices. We have a complete process to modify our products.

Our company quickly responds to competitors.

2. We won't ignore changes in our customer's product or service needs.

If we found some problems from the CRM system, we deliver the problems to product managers.

The IT department established an Account Officer to server each business department and help employees to use CRM.

3. We periodically review our product development efforts to ensure that they are in line with what customers want.

There are many KPI about new products. Furthermore, CRM would produce some performance reports and analytical indexes to continuously track the state of new products.

4. Several departments get together periodically to plan a response to changes taking place in our business environment.

It's a fundamental activity in our business. The CRM is difficult to make comparison with competitors.

5. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.

It's a strategic problem. The CRM is helpless.

6. The activities of the different departments in this business unit are well coordinated.

The CRM is helpless. The get keeping rules have some effects on cross-departmental coordination. It's resulted from many other factors.

The IT department has a conflict about resources with business departments but our company has no mechanism to solve this problem.

7. Customer complaints are paid much attention.

The CRM is helpless.

8. If we came up with a great marketing plan, we probably

The CRM could select the customer lists and analyze existing customers. However, it's just a part of marketing.

would be able to implement it in a timely fashion.

The marketers would find the targeted customer list and continuously develop new ways of delivering the information of products to customers.

9. When we find that customers would like us to modify a product of service, the departments involved make concerted efforts to do so.

The CRM is helpless.

10. What are the other impressive behaviors of departmental coordination you discovered in your business?

All departments have the same advertisement marketing and rules of using database.

We wasted only four months to integrate another information system after acquiring another company.

Market-Orientation Behavior Change – Empowerment

1. Employees are involved in decision making of customer problems in their department.

Because of the Account Officers.

2. Employees are gave the power to make critical customers' problems.

The CRM is helpless and just plays a supportive role.

It's not correct that all employees can acquire customer data resulted from the security consideration.

3. Employees' capabilities could be unleashed with an opened manner.

4. Employees are more creative and proactive when they are serving customers.

We pull the data of CRM into CTI and provide customer service personnel the data about cross-selling but they cannot directly sale some products to customers because of the laws. The CRM have more impacts on this aspect.

It's not really that all employees are creative.

5. What are the other impressive changes of the individual behaviors you discovered in your business?

We are product-oriented in the past. The purpose of the CRM implementation is to make employees more customer-oriented. The results are positive but we cannot quantify the results.

Because employees were hard to acquire customer data in the past, they would acquire the customer data they need in active or passive ways.

Top Management Initiatives

1. The top management's understanding of CRM

1. Top management really understands why the business needs to implement CRM.

The top management even bought a book about the customer-orientation to every manager for the purpose of customer-orientation behavior change.

2. Top management could definitely state expectations of the CRM implementation.

The expectation is to facilitate the organization change from product-orientation to customer-orientation.

3. Top management could flexibly responses the environmental changes.

2. Substantial commitment

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|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| 1. Top management allocates enough time to participate critical CRM meetings in business. | It has a committee for each project. The committee could solve conflicts. |
| 2. Top management spends much percentage of his/her time on CRM. | If the top management means the president, the score is 1. If the top management means the vice presidents, the score is 4. |
| 3. Top management provides adequate budget and resources for the CRM implementation and the CRM use. | We didn't acquire enough human resources and budget. |

3. Practical executives

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|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Project leader of CRM has enough decision power to enforce the changes of CRM related processes. | The initial leader of the CRM project had the great power but the company is decentralized and has small divisions. Thus the current leader of the CRM has the small power.

We have few top down decision processes in the IT department. Usually, the top management makes decisions after we form consensuses. If we cannot form a consensus, the top management needs to solve the conflict. |
| 2. Top management initiates the CRM implementation. | |

4. Top management enforcement

1. Top management actively lead, encourage, and facilitate the CRM use.
2. Top management could properly deal with the departmental conflict.

5. Measurement of the results

- | | |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------|
| 1. The business has adequate measurement indicators about the CRM use. | The number of innovative proposal and skill testing in business units. |
| 2. What is the importance of the customer value in the balanced score card. | |
- The customer-related indexes account for 15% to 20% of the balanced score card.

6. Continuous improvement

- | | |
|--------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| 1. The business has clearly short, middle, and long term plans of CRM. | The CRM is not complete entirely. |
| 2. The business continuously measures the goals of these plans. | We have complete measurements. |
| 3. The business would improve and response the lacks of plans after goal measuring. | |
| 4. Employees get appropriate reward after goal measuring. | The managers will give feedback to employees after measuring. |
| 5. In you opinion, what are the management initiatives that top management needs to apply? | |
- The resources are the more important than the human resource.

Process Performance

1. Marketing and sales

- | | |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| 1. Companies could target chosen market segments, micro-segments or individual customers more precisely. | We can establish some model by the CRM systems. |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------|

2. What else are the positive improvements of marketing and sales processes after CRM implementation?

The marketers are more customer-oriented and make decisions according to the analyzed data of CRM.

2. R&D

1. CRM system provides powerful analytics capabilities, enables companies to spot trends.

The CRM cannot provide the information about market trends. It only provides post analysis and comparisons.

2. Companies achieve dynamic R&D through cross-organizational communication.

The CRM provide some numbers and data which are the common language between different departments.

3. What else are the positive improvements of R&D processes after CRM implementation?

The product development needs to analyze the customer data.

3. Production

1. Customer requirement could be precisely forecasted.

The CRM provides some analyzed data but it is hard to predict market trends resulted from dynamic market.

2. Employees could easily track the customer information and quickly respond to customers.

Employees acquire the data from the mainframe and CRM system. Thus the CRM partially affects customer tracking.

3. Productivity is increased after the successful implementation of CRM.

4. What else are the positive improvements of production processes after CRM implementation?

Employees make decisions according to analyzed data.

4. Logistics

1. Companies could well manage interactions between their customers and their hundreds of retailers.

2. Companies could effectively address the logistical and follow-up requirements of events.

3. Dealers and distributors are supported by information sharing.

4. What else are the positive improvements of logistics processes after CRM implementation?

5. Fulfillment

1. Employees, in every department, could immediately fulfill customer needs.

The CRM partially impact this aspect. The call center has a service indicator which set a service level.

2. Response time is decreased after the successful implementation of CRM.

3. What else are the positive improvements of fulfillments processes after CRM implementation?

For example, we pull the customer lists to the call center and they can say happy birthday after pick up the phone called from the customers.

Market Performance

1. Achieving customer satisfaction? The CRM has no direct impacts.
2. Providing value for customers? It's a fundamental activity in our business.
3. Keeping current customers?
4. Attracting new customers?
5. Attaining desired growth?
6. Securing desired market share?
7. What are market performance indicators else that significantly growth after CRM implementation?

The indexes about question 2 to question 6 are the fundamental objectives of our responsibilities. The CRM plays only a supportive role and a part of business. There are many other factors that impact the market performance. The CRM analyzes customer data before an event and after an event. Furthermore, the CRM has been combined into many operation processes which need CRM to analyze customer data. However, it's just a supportive role. So far, many indicators are improved but that are improved by many other factors.

Financial performance

Over the last three years, what was the average annual return on sales of your strategic business unit? (Return on Sales)