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Employee attitude change in adopting a market orientation and integrated e-CRM in large corporations in SA

A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Management in Strategic Marketing.

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ABSTRACT

Within the business-to-business playing field, large corporations in South Africa have implemented and deployed Enterprise Systems like e-CRM in the hopes of improving processes, managing customer relationships and financial gains, as promised by the technologies. These organisations have a typical product-centric focus and end up using the tool for sales management and customer profitability. Without the supporting culture and mindset manifested throughout the organisation, adoption of new technologies like e-CRM and its benefits will remain an unrealised goal. Previous research conducted in the separate fields of culture and technology state that Internal Marketing strategies can be used as change management strategies in terms of either culture or technology adoption. This study explores which Internal Marketing strategies can be applied to induce an attitude change regarding the simultaneous adoption of a market orientation and an integrated e-CRM. Three people-focused strategies were chosen as critical success factors, namely: (i) employee involvement; (ii) inter-functional coordination; (iii) and education, training and development. They were selected based on the aim of reducing employees' resistance to change - especially organisational culture and technology usage. This paper builds on past findings that the identified strategies will have a positive impact on the conjunctive adoption of these organisational changes. A path model incorporating SEM visual statistics is applied to investigate the hypothesised variables. The findings indicate that education, training and development has a positive and direct impact on the increased adoption, however, both employee involvement and inter-functional coordination have an indirect effect through education, training and development. These results are founded on the study of employees at varying levels of large corporations with implemented e-CRM systems, operating within the business-to-business environment in South Africa.

DECLARATION

I, Keana Ganesan, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Management in Strategic Marketing in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

X _____

Keana Ganesan

Signed at …….

On the …… day of …… 2018

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TABLE OF CONTENTS

ABSTRACT ..... **i**
DECLARATION ..... **ii**
ACKNOWLEDGEMENTS ..... **iii**
LIST OF TABLES ..... **vii**
LIST OF FIGURES ..... **vii**
1 CHAPTER ONE: OVERVIEW OF THE STUDY **1**
1.1 Introduction 1
1.2 Context of the study 4
1.3 Problem Statement 6
1.3.1 Main Problem *6*
1.4 Purpose of the study 6
1.5 Research Objectives 6
1.5.1 Theoretical Objectives *6*
1.5.2 Empirical Objectives *7*
1.6 Research Questions 7
1.6.1 Research question: *7*
1.6.2 Research sub question: *7*
1.7 Research Gap and Justification of the study 7
1.8 Significance of the study 8
1.9 Delimitations of the study 9
1.10 Definitions of terms 9
1.11 Assumptions 10
2 CHAPTER TWO: LITERATURE REVIEW **11**
2.1 Theoretical Grounding 11
2.1.1 Enterprise Systems *11*
2.1.2 Supply Chain Management Systems *11*
2.1.3 Enterprise Resource Planning Systems *12*
2.1.4 (electronic) Customer Relationship Management Systems *12*
2.1.5 Enterprise Application Integration (EAI) *18*
2.1.6 Market Orientation *23*
2.1.7 The impact of market orientation on e-CRM *29*
2.1.8 Customer loyalty drivers within B2B marketplace *31*
2.1.9 Internal Marketing as a change management strategy *34*
2.1.10 Attitude change theories *40*

2.2 Empirical Literature Review 44
2.2.1 Employee involvement to reduce cognitive dissonance 44
2.2.2 Inducing inter-functional coordination with heuristic-systematism 46
2.2.3 Education and training to induce high-involvement processing, understanding and acceptance 50
2.3 Conclusion of Literature Review 53
2.4 List of constructs and literature 55
2.5 Conceptual model and Hypothesis statements 57
3 CHAPTER THREE: RESEARCH METHODOLOGY 58
3.1 Research Philosophy 58
3.2 Research Design 59
3.2.1 Sampling Design 60
3.3 Procedure for data collection 64
3.4 Data analysis and interpretation 64
3.5 Limitations of the study 65
3.6 Validity and Reliability 65
3.6.1 Convergent validity 65
3.6.2 Discriminant validity 66
3.6.3 External validity 66
3.6.4 Internal validity 66
3.6.5 Reliability 67
4 CHAPTER FOUR: PRESENTATION OF RESULTS 68
4.1 Introduction 68
4.2 Scale Validity 68
4.3 Scale Reliability 74
4.4 Demographic profile of respondents 75
4.5 Results pertaining to general questions 78
4.6 Results pertaining to questions on an Integrated Customer Focus 80
4.7 Results pertaining to Hypothesis 1 81
4.8 Results pertaining to Hypothesis 2 82
4.9 Results pertaining to Hypothesis 3 82
4.10 Revised results pertaining to Hypotheses 1 and 2 83
4.11 Summary of results 84
5 CHAPTER FIVE: DISCUSSION OF THE RESULTS 86
5.1 Introduction 86
5.2 Restating the Main Problem and Research Question 86

5.3 Discussion pertaining to general questions 87
5.4 Discussion pertaining to Integrated Customer Focus questions 87
5.5 Discussion pertaining to Hypothesis 1 88
5.5.1 Discussion pertaining to the indirect effect of Employee Involvement 89
5.5.2 Summary pertaining to Hypothesis 1 discussion 89
5.6 Discussion pertaining to Hypothesis 2 89
5.6.1 Discussion pertaining to the indirect effect of Inter-Functional Coordination 90
5.6.2 Summary pertaining to Hypothesis 2 discussion 91
5.7 Discussion pertaining to Hypothesis 3 91
5.7.1 Summary pertaining to Hypothesis 3 discussion 92
5.8 Conclusion 93
6 CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS 94
6.1 Introduction 94
6.2 Conclusion 94
6.3 Recommendations 95
6.4 Suggestions for further research 98
REFERENCES 100
APPENDIX A 115
APPENDIX B 116
APPENDIX C 117
APPENDIX D 121
APPENDIX E 122
APPENDIX F 123

LIST OF TABLES

Table 1: Tangible and intangible benefits of e-CRM 16
Table 2: Various drivers and benefits of Enterprise Application Integration 20
Table 3: Market orientation-related benefits 24
Table 4: List of constructs and references 55
Table 5: Proposed respondents for the study 61
Table 6: Research Instrument Layout 63
Table 7: KMO and Bartlett's Test 69
Table 8: Employee Involvement Validity 70
Table 9: Inter-functional Coordination Validity 71
Table 10: Education, Training & Professional Development Validity 72
Table 11: Integrated Customer Focus Construct Validity 73
Table 12: Reliability 74
Table 13: Descriptive Statistics and Pearson's Correlation 75
Table 14: Industry of respondents 76
Table 15: Technology and Organisational Change 78
Table 16: Management Support and Organisational Culture 79
Table 17: Integrated Customer Focus - % responses 80
Table 18: Regression Weights 81
Table 19: Regression Weights 82
Table 20: Regression Weights 82
Table 21: Regression Weights of the Model with indirect effect 83
Table 22: Standardised Direct, Indirect and Total Effects 83
Table 23: Causes of system failures 115
Table 24: Characteristics of a low and high relationship marketing focus 116
Table 25: Constructs influencing service quality gaps within service provider's organisation 119

LIST OF FIGURES

Figure 1: Goods-Services Continuum 26
Figure 2: Conceptual Model 57
Figure 3: Department of respondents 77
Figure 4: Organisational Level of respondents 78
Figure 5: Model of Hypotheses Results 85
Figure 6: Model with indirect effect 85
Figure 7: Visual representation of recommendations 97
Figure 8: Conceptual model of service quality 117
Figure 9: Extended model of service quality 120

1 CHAPTER ONE: OVERVIEW OF THE STUDY

1.1 Introduction

The ever-evolving and innovative digital era in which we currently live has taken the world by storm, having revolutionised the way that we live, work, play and go about our day-to-day routines (Dickey & Lewis, 2010). The global phenomenon of digital transformation has created a world in which we are all connected – this connection extends beyond our personal interactions; it encompasses industries, businesses, consumers, equipment and much more (Fitzgerald, Kruschwitz, Bonnet, & Welch, 2014). This digital-connect transformation has steadily turned the business world upside-down. It has created a digital imperative for corporates to re-evaluate how they can leverage technology to maintain or create new competitive advantages (Mithas & Lucas, 2010; Fitzgerald et al., 2014).

Some of these technologies exist as Enterprise Systems, of which, electronic Customer Relationship Management (e-CRM), Enterprise Resource Planning (ERP) and Supply Chain Management (SCM) applications are the most well-known. These software applications are employed by organisations to simplify organisational processes through task standardisation and automation across various departments and functions, from logistics and finance to sales and marketing (Sumner, 1999; Davenport, Harris, & Kohli, 2001; Richard, Thirkell, & Huff, 2007; Da Xu, 2011). The main issues pertaining to these systems are their lack of communication across applications (Enterprise Application Integration), low levels of employee (user) adoption and usage, and a cultural orientation that does not facilitate cross-functional teamwork or a customer-driven focus (Chase, 2000; I. J. Chen, 2001; I. J. Chen & Popovich, 2003; A. Stein & Smith, 2009). The resulting reality is: fragmented customer-related information spread across the product-centric and short-term sales target driven organisation; business units operating with silo-myopia; shoddy, inconsistent service quality/delivery and frustrated customers (Berry & Parasuraman, 2004; Dibb & Meadows, 2004; Liew, Ramayah, & Yeap, 2014). Customer Relationship Management (CRM) is based on the development of a relationship with customers so as to increase their loyalty to the organisation or brand, since creating and retaining loyal customers is proven to increase profitability significantly (Reichheld & Sasser Jr, 1989; Reichheld & Teal, 1996; Suresh, 2002; Agrawal, 2003). e-CRM can be seen as an online extension of traditional CRM. As it incorporates and utilises sophisticated and tailored technological software to fulfil CRM objectives within a central location (Liew et al., 2014). e-CRM is essentially the “information technology face of the business processes that aim to establish enduring and mutually beneficial relationships with customers in order to drive customer retention, value and profitability up” (Agrawal, 2003, p.

151). The main purpose of e-CRM is in its name, to support and enhance relationships with customers via a unified customer interface. If it is not being used correctly (or at all) and remains unsupported by a shared vision, cultural orientation or employees at all levels, it just becomes a very expensive, wasted organisational investment.

Enter the connected, increasingly tech-savvy business customer dealing with their own set of business issues; a customer who expects to receive instant gratification delivered through quality service provision and an easily satisfying customer experience (W. Reinartz & Chugh, 2003; Peelen, van Montfort, Beltman, & Klerkx, 2009; Rapp, Trainor, & Agnihotri, 2010; Iriana, Buttle, & Ang, 2013; Fitzgerald et al., 2014). This customer has increasing access to competitor product and service information and, thanks to digital advancements, reduced switching costs (Pan & Lee, 2003). "…the enterprise can only offer value propositions; the consumer must determine value and participate in creating it… The orientation has shifted from the producer to the consumer" (Vargo & Lusch, 2004, p. 19).

Q. Chen and Chen (2004) identified seven critical dimensions for e-CRM success: transformational leadership, change in cultural orientation and structure, business-IT strategy alignment, system integration and knowledge sharing and management.

A paradigm change in orientation and digital transformation requires a top-down approach. Successful change only occurs if the entire organisation aligns around shared objectives. Top management needs to establish and effectively articulate a shared vision across the organisation; provide the structure and direction required to guide actualisation of the goal; and rally their people towards achievement via visible commitment and clear, measurable rewards (Shah, Rust, Parasuraman, Staelin, & Day, 2006; Gotteland, Haon, & Gauthier, 2007; Hunter & Perreault Jr, 2007; Fitzgerald et al., 2014). Management needs to align their business and IT strategies, incorporating an IT orientation that provides the infrastructure for IT-based projects to succeed while enabling any process, system or architectural modifications to be efficiently implemented (Srinivasan, Lilien, & Rangaswamy, 2002; Mithas & Lucas, 2010; Bharadwaj, El Sawy, Pavlou, & Venkatraman, 2013). This alignment and orientation of IT-inclusion facilitates an increase in user acceptance and adoption of new and existing organisational technologies (Karimi, Somers, & Gupta, 2001; Ling & Yen, 2001; Richard et al., 2007). Bharadwaj et al. (2013) state that a digital business strategy offers the following benefits:

1. *Scope* - Transcending traditional process and functional silos; includes information, product and service digitisation; extends organisational scope beyond barriers and supply chains to dynamic ecosystems that cross traditional boundaries;

2. *Scale* – Dynamic strategic capability in rapid digital up- or downscaling, network effects within multisided platforms to create rapid scale potential, increasing scale potential with information abundance, scale through strategic alliances;
3. *Speed* – product launches, decision-making, supply chain orchestration, network formation and adaptation;
4. *Sources of value creation and capture* – increased information value, value creation from multisided business models; value capture through enhanced organisational network coordination, value appropriation through control of digital industry architecture.

Similarly, an orientation towards the market (customer) supplements and achieves similar outcomes (O'Reilly & Paper, 2009; Liew et al., 2014). This encourages a focus on creating and retaining loyal customers through organisational collaboration and support, intelligence generation and dissemination and information sharing (Pelham & Wilson, 1995; W. J. Reinartz & Kumar, 2003; Iriana et al., 2013).

These components are further enhanced by connecting Enterprise Systems to provide a single, unified customer view through an integrated e-CRM application that collects, arranges and disseminates customer data thus facilitating effective and quality service delivery and recovery and customer experiences (H. Wilson, Daniel, & McDonald, 2002; Renholm, 2011; A. Wilson, Zeithaml, Bitner, & Gremler, 2012). EAI improves performance of the industrial organisation along task and process coordination across departments, assisting the integration of distributed business units (Hobday, Davies, & Prencipe, 2005; Mendoza, Pérez, & Grimán, 2006). The resultant effect is improved customer satisfaction and loyalty, profitability and competitive standing.

However, it should be noted that with EAI, process redesign and knowledge sharing, the problem lies with people and culture and not technology as a 'leader' (Finnegan & Currie, 2010). Establishing a framework means employing a different path to propel the organisation forward due to technology's existence (Fitzgerald et al., 2014). Technological advances like system integration and simplified processes are present to enable and support changes to processes and culture – people – instead of driving change; technology is the follower, led by the organisation and its people (Clegg & Shepherd, 2007; Finnegan & Currie, 2010).

1.2 Context of the study

Large B2B corporations in South Africa have been jumping on the “digitisation” bandwagon due to the claimed benefits. These are corporations from various industries, that are well-known and operate in either national, multi-national or international markets.

Digital transformation has turned the table on many B2B corporates, causing them to question their strategic posture regarding how to incorporate Information Technology to gain a competitive advantage (Mithas & Lucas, 2010). IT is digitally changing the business environment by blurring the lines and tilting the once established balance between customer and supplier power, competitive rivalry and the barriers to entry to substitution and new products (Eid, Trueman, & Moneim Ahmed, 2002; Lovink & Schneider, 2003; Mithas & Lucas, 2010; Fitzgerald et al., 2014). In the currently transforming business world in which many large, well-known corporates dominate the business-to-business sector in various industries, their differentiation no longer lies in their ability to mass-produce and distribute products that are a commoditisation built on the basis of mass customisation (Rangan & Bowman, 1992; Ulaga & Eggert, 2006). Many of these suppliers and manufacturers of premium products are searching for ways to differentiate themselves from their competition (Vandenbosch & Dawar, 2002; Ulaga & Eggert, 2006).

With the newly evolving ways to interact with customers, serve them better and improve internal operations, the existing business world is forcing corporates to go back to basics. This translates into corporates developing an holistic approach and changing their focus to building long-term relationships with their customers (Q. Chen & Chen, 2004; Finnegan & Currie, 2010). An understood fact is that the retention of existing customers is cheaper and more profitable than gearing after new customers (I. J. Chen, 2001; I. J. Chen & Popovich, 2003; Finnegan & Currie, 2010). The view is that retaining customers will replace cost competitiveness and effectiveness (Pan & Lee, 2003). This means creating more value propositions for key customers in terms of the service provided to enhance their experience and engagement, which will hopefully increase their satisfaction, thus positively influencing their level of loyalty (I. J. Chen, 2001; Xu, Yen, Lin, & Chou, 2002; I. J. Chen & Popovich, 2003; Q. Chen & Chen, 2004). It is vital that corporations maintain consistent levels of service delivery via interaction across all communication and delivery channels, as well as business areas/personnel with which a customer comes into contact (front office and back office) (Moorman, Deshpande, & Zaltman, 1993; Pan & Lee, 2003). These customer interactions result in various “moments of truth”. Moments of truth refer to all the interactions a customer has with an organisation, its facilities, people, products and communications across the value chain that influences their impression and judgement of the organisation, and whether they

will continue to do business with them (Joseph, 1996). Management of these moments is crucial as they can lead to failure if customer expectations are not met/exceeded, as they devote a substantial amount of emotional energy into these outcomes (Bitner, Brown, & Meuter, 2000; Beaujean, Davidson, & Madge, 2006).

One way to achieve this is to implement an e-CRM (electronic Customer Relationship Management) system, an extension of CRM, to provide employees at every level with a unified view of the customer and their contact details (Pan & Lee, 2003; Finnegan & Currie, 2010).

Coupled with the lack of a unified customer view, due to no Enterprise Application Integration, many organisations have not adopted a customer-centric culture or focus throughout their operations (Chase, 2000; I. J. Chen & Popovich, 2003; Liew et al., 2014). This market orientation is vital to the successful adoption of an e-CRM application, as it means moving away from a product-centric culture and towards building and sustaining long-term customer relationships. Another negative effect on the acceptance of e-CRM and a market orientation are the issues with the key organisational resource – it's people. It is widely accredited that top management's continuous commitment, active involvement and leadership to drive a change to the organisational orientation and new technology adoption (past implementation) is vitally important and has a direct, positive impact on employees' behavioural change (Kohli & Jaworski, 1990; Davenport et al., 2001; Leisen, Lilly, & Winsor, 2002; I. J. Chen & Popovich, 2003; Iriana et al., 2013). This source of transformational leadership and motivational continuity influences:

- Employee and management involvement and readiness in supporting the driven initiatives;
- Cross-functional information sharing and teamwork towards a shared goal facilitating an increase in intelligence generation and dissemination;
- Employee and management education through ongoing training programs with a hands-on approach to reduce role ambiguity and increase understanding, acceptance and habitual execution/use of the culture and technology.

Companies are slowly realising the mounting push and increasing need to focus on the customer, retain key customers and build customer loyalty to thrive. They need to understand that they can achieve this via simultaneously implementing a change to the current business culture towards market orientation, while increasing their e-CRM adoption via Enterprise Application Integration and attitude-change strategies.

1.3 Problem Statement

1.3.1 Main Problem

Organisations, specifically business-to-business (B2B) organisations, have implemented new digital technologies in the form of Enterprise Systems, like e-CRM, to improve their business performance, internal operations and processes, and ultimately, their customers' experience (A. Stein & Smith,2009; A. D. Stein, Smith, & Lancioni, 2013; Liew et al., 2014).

They, however, fail to do so with a proper strategic approach and culture-fit which leads to low adoption of the system within a very product-focused culture, i.e. product orientated (Neu & Brown, 2008; Rapp, Trainor, & Agnihotri, 2010; Iriana, Buttle, & Ang, 2013; Liew et al., 2014).

There is a need to identify how these B2B organisations can change their employees' change-averse attitudes to increase the adoption of a market orientation and an integrated e-CRM system.

1.4 Purpose of the study

This study aims to identify how organisations can design and implement attitude change strategies to change their focus and orientation, while increasing the adoption and usage of their e-CRM applications among their employees. This research hopes to lay the foundation of defining a combination of strategies that will lead to this outcome, causing a shift in the employees' attitudes to foster a focus on building customer loyalty through better service delivery. Organisations can then focus on creating and nurturing long-term relationships with their key existing customers through increased satisfaction and loyalty.

1.5 Research Objectives

This section explores the theoretical and empirical objectives of the study.

1.5.1 Theoretical Objectives

The resulting theoretical objectives were established:

- To review literature on Enterprise Systems (SCM, ERP and e-CRM) and the success factors that positively impact implementation, thus adoption.
- To review literature on Enterprise Application Integration.
- To review literature on market orientation.
- To review literature on the impact of a market orientation on e-CRM.
- To review literature on Internal Marketing.

- To review literature on cognitive dissonance reduction on attitude change.
- To review literature on high-involvement information processing on attitude change.
- To review literature on heuristic and systematic processing on attitude change.

1.5.2 Empirical Objectives

Given the purpose of this study, it endeavours the following:

- To investigate the influence of employee involvement on attitude change, in changing an organisations' orientation and technology adoption,
- To investigate the influence of inter-functional coordination on attitude change, in changing an organisations' orientation and technology adoption,
- To investigate the influence of education and training on attitude change, in changing an organisations' orientation and technology adoption, and
- To investigate the influence of attitude change in changing an organisations' orientation, and technological adoption and use.

1.6 Research Questions

1.6.1 Research question:

What can be done to improve the likelihood of a B2B organisation increasing the adoption rate of a market-orientated focus and an integrated e-CRM?

1.6.2 Research sub question:

Are employees motivated to follow the new processes?

1.7 Research Gap and Justification of the study

This study contributes to the gap within which very little research has been previously conducted, by addressing an organisation's employees' attitudes towards adopting the implemented e-CRM system, while simultaneously implementing a change in organisational orientation towards one that is more customer-focused. Little research has also been conducted to indicate that an integrated e-CRM system, with other disparate enterprise systems and software, will facilitate an increase in adoption of the e-CRM and a market orientation (i.e. aligning the business strategy with their IT strategy).

A number of studies have been previously conducted on the critical success factors of implementing/adopting an e-CRM and CRM, ERP and other Enterprise System software applications; some address or make mention of the critical nature of integrating these systems

to provide employees at all levels with a complete, unified view of the customer; the importance of an organisation having a customer-orientated culture to successfully implement an e-CRM system throughout their business; and the link between a successfully implemented e-CRM system and enhancing customer experiences, satisfaction and loyalty (Chase, 2000; J. T. Bowen & Chen, 2001; I. J. Chen, 2001; Puschmann & Alt, 2001; Xu et al., 2002; I. J. Chen & Popovich, 2003; Pan & Lee, 2003; W. J. Reinartz & Kumar, 2003; Q. Chen & Chen, 2004; Boulding, Staelin, Ehret, & Johnston, 2005; Ko, Kim, Kim, & Woo, 2008; Finnegan & Currie, 2010; Liew et al., 2014). Whereas others consider the importance of aligning an organisation's business strategy with their IT strategy to increase competitive advantage; how this alignment positively impacts e-CRM adoption and integration; e-CRM in a business-to-business environment and its positive influence on customer relationships; e-CRM links to business performance; or the complementarity between an organisation's CRM technology and customer orientation (Bohling et al., 2006; Richard et al., 2007; A. Stein & Smith, 2009; Mithas & Lucas, 2010; Rapp et al., 2010; Awasthi & Sangle, 2012; Fitzgerald et al., 2014).

This study determines the most common and seemingly vital critical success factors from implementing both an e-CRM initiative and a market orientation in the B2B environment. These common factors are then used in conjunction with attitude change theories to determine whether they contribute to the increased adoption of an integrated e-CRM system while implementing a market-orientation throughout the organisation simultaneously; and the link between an effective adoptive environment and customer loyalty within the B2B context.

1.8 Significance of the study

This study is a new area of recently growing academic interest. The study aims to provide further insight regarding how a B2B organisation can change employee attitudes towards adopting both a new culture and technology. However, the primary aim is to provide guidance to professionals, specifically B2B organisation executives or top/senior management, who want to change the orientation of their organisation while increasing their employees' adoption of their implemented e-CRM system (via Enterprise Application Integration). This will have a resounding impact on user/employee resistance, organisational information sharing, customer-focus, service delivery and customer satisfaction, retention and loyalty. It will also positively impact the organisation's profitability, competitive advantage, flexibility and adaptive nature, sales cycle and lower service costs.

1.9 Delimitations of the study

- This study addresses large corporations operating, either wholly or partially, within the business-to-business environment within South Africa, that have an existing e-CRM system employed.
- This study focuses on managers and employees at all levels of the organisation to provide an unbiased view and obtain data relevant to the organisation as a whole.
- This study is used to determine if the identified common critical success factors and attitude change theories have a substantial impact on the simultaneous implementation and acceptance of a market orientation and an integrated e-CRM.
- This study examines if integrating other enterprise application systems with e-CRM will facilitate the adoption of the system among users/employees.
- A longitudinal approach was not appropriate for this study due to time and resource constraints.
- This study did not consider organisations operating wholly in the business-to-consumer environment, those not classified as large corporations or other common critical success factors other than those discussed in Chapter 2.

1.10 Definitions of terms

- ***Integrated Customer Focus –*** Integrated Customer Focus (ICF), in future, is the term used to replace the conjunctive use of "market orientation and integrated e-CRM" for the majority of this paper. This is to avoid any reader-based confusion when referring to either a market orientation, an integrated e-CRM and an ICF, especially within proximity – of either sentences or paragraphs.
- *Customer Relationship Management systems/software* – systems that provide seamless integration and support for different areas and functions of the organisation that touch the customer like marketing, sales, customer support, data integration, data analysis and external collaboration via effectively implementing an IT solution designed to enhance customer relationships (Pan & Lee, 2003; Jayachandran, Sharma, Kaufman, & Raman, 2005; Rapp et al., 2010).
- *Enterprise Application Integration (EAI) systems/software* – encompasses the above mentioned technologies to allow for packaged software applications "to exchange semantic-level information in formats and contexts that each system understands" (Puschman & Alt, 2001, p.2); more simply put, it is the method and plan of coordinating, integrating and consolidating an organisation's software applications, to enable streamlined business processes and information sharing that result in proficient and

effective procedures and flexible delivery of services to the customer (Erasala, Yen, & Rajkumar, 2003; W. Lam, 2005; Mendoza et al., 2006; Renholm, 2011)

- *Market orientation* – is an indication of the degree of market-related beliefs and values that guides a market orientation, of which a common characteristic is the level of 'customer-focus' (G. S. Day, 1994; Sanzo, Santos, Vázquez, & Álvarez, 2003); when the organisation's core and culture is focused on understanding what the customer requires and meeting those requirements through its operations, processes and customer interactions to afford customer satisfaction at every point of service delivery throughout the value chain (Kennedy, Goolsby, & Arnould, 2003; Rindfleisch & Moorman, 2003; Homburg, Müller, & Klarmann, 2011).
- *Attitude* – "a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour" (Eagly & Chaiken, 1993, p. 1). An attitude is cognitive, affective and behavioural. Attitudes tend to impact behavioural intentions, and attitudes and behavioural intentions develop in a sequential, hierarchical manner (Fishbein & Ajzen, 1977; Ajzen & Fishbein, 1980; Eagly & Chaiken, 1993).
- *Attitude change strategy* – key strategies used by marketers in which they have created a positive/favourable attitude in the targeted consumers' mind in order to appeal and attract them.
- *Heuristic processing* – requires minimal cognitive effort of the user and relies on judgment and previous knowledge that has been learnt and stored (Chaiken, 1980, 1987; Chaiken & Eagly, 1989).
- *Systematic processing* – requires cognitive elaboration of persuasive information in an analytical and comprehensive manner (Chaiken, 1980, 1987; Chaiken & Eagly, 1989).

1.11 Assumptions

The assumptions that have been made relative to this study are as follows:

- The sample used in this study is illustrative of the chosen population's segment on a national level.
- As respondents included employees at all organisational levels and within different industries, this reduced bias regarding their views on whether the identified critical success factors are crucial to the Integrated Customer Focus adoption.
- Respondents had sufficient knowledge in this area of research that enabled them to clearly articulate responses to the researcher's questions.

2 CHAPTER TWO: LITERATURE REVIEW

This section of the research report contains the literature review that outlines and defines the fundamental themes of the study. The first area provides a background discussion, then proceeds onto the theoretical framework. Thereafter, the empirical review is discussed. This section concludes with the vital inferences to this study.

As mentioned in Chapter 1: Definition of Terms, Integrated Customer Focus replaces the combined use of “market orientation and integrated e-CRM” as and when applicable, to avoid confusion.

2.1 Theoretical Grounding

The subsequent theoretical framework is employed for the study.

2.1.1 Enterprise Systems

Enterprise Systems (ES) are comprehensive organisational systems encompassing packaged ESS like Customer Relationship Management, Enterprise Resource Planning and Supply Chain Management software (Shang & Seddon, 2002). Enterprise System Software (ESS): (i) are sets of software application modules comprised of an integrated architecture whose primary function is to integrate information technology (IT), processes and data in real time; (ii) is a ‘semi-finished’ generic product that must be configured, customised and integrated with other information software systems by user organisations to meet their organisational requirements (Shang & Seddon, 2002; Hendricks, Singhal, & Stratman, 2007).

2.1.2 Supply Chain Management Systems

Supply Chain Management (SCM) systems/software assimilates and coordinates the flow of information, finances and materials from manufacturer/supplier to the wholesaler to the retailer to the end or final consumer; through carefully constructed algorithms, they permit organisations to react quickly to changes in demand and supply via real-time planning, leading to better corporate and operational planning (A. Raman & Singh, 1998; Stefanou, 1999; Dehning, Richardson, & Zmud, 2007). Essentially, SCM systems handle the inflow of material-related data from the external environment (i.e. suppliers and vendors) and are largely outward-focused. When effectively managed, SCM systems can assist an organisation in avoiding destruction to value via reducing forecasting errors (Hendricks & Singhal, 2003; Hendricks et al., 2007). These systems have a positive influence on organisational performance by enhancing forecasting and decision-making, increasing productivity and

profitability through improved inventory management, and reducing operational costs and order-to-fulfilment cycle times (Dehning et al., 2007; Hendricks et al., 2007).

2.1.3 Enterprise Resource Planning Systems

Enterprise Resource Planning (ERP) systems/software is packaged software that links different areas of the organisation (like human resources, financial systems, supply chain and distribution, order management) and enables them to “talk” to each other via the availability of real-time, shared data; it replaces the manual, complex interfaces between various systems via cross-functional and standardised transaction automation (I. J. Chen, 2001; Hendricks et al., 2007; Bradley, 2008). ERP systems are inward-focused and work-process oriented. These systems deal extensively with product planning and the actual production of goods to be sold. By linking organisational areas, an effectively implemented ERP system plays a cohesive supporting role in the value chain in various ways: significant reductions in inventory, working capital and the time required to consolidate financial data; data that is easy to access; improved customer satisfaction; and based on changing customer demands and schedules, and the need to satisfy these, it enables the supplier/manufacturer to effectively plan and schedule resources; in turn, reducing order-cycle times which leads to quicker customer response times, output and streamlined delivery procedures (I. J. Chen, 2001; Cotteleer & Bendoly, 2002; McAfee, 2002; Hendricks et al., 2007). It also houses profuse amounts of information related to partners, suppliers, customers (including customer needs and wants) (I. J. Chen, 2001; Muscatello & Parente, 2006). Through effective ERP implementation, this host of centrally stored data and standardised transactions provides the organisation the capability to observe and govern its operations, processes and its extended enterprise (McAfee & Upton, 1997; Scott & Vessey, 2000; Hendricks et al., 2007). This further provides an organisation within the manufacturing environment, the superior ability to match order management and demand-forecasting to supply-forecasting in SCM. An additional benefit is the ability of an ERP system to generate reports signifying various business units’ performance, thereby enabling managers to identify improvement areas and which market opportunities to next exploit (Boston Consulting Group, 2000; Kearney, 2000; Hendricks et al., 2007).

2.1.4 (electronic) Customer Relationship Management Systems

e-CRM, more commonly referred to as CRM, is a packaged software solution and encompasses a strategic approach that focuses on allowing an organisation to standardise and automate key internal business processes and strategies (marketing, sales, customer service and field support) related to customer acquisition, service provision and retention (Xu et al., 2002). It aims to connect different customer touch points to make the customer an

organisational asset. e-CRM employs digital technology capabilities, like data warehouses and data mining, to integrate various databases and tools to improve customer targeting and unravel customer profitability, by closing the sales-marketing gap (Xu et al., 2002; I. J. Chen & Popovich, 2003; Q. Chen & Chen, 2004). This allows an organisation to build its customer database and manage customer relationships effectively by easily accessing customer-related information like contact details, past purchases, geographic location, market segment, etc.

The main purpose of e-CRM is to enable an organisation to obtain a competitive advantage through fostering, improving and retaining good customer relationships via enhanced service delivery, customer satisfaction and loyalty – ultimately leading to increased profitability (Gartner Group, 2005, 2006). It can be said that e-CRM enhances the customer experience and mutual relationship between an organisation and its customers by virtue of the combined force of a market orientation and information technology (Agrawal, 2003).

2.1.4.1 Brief history and evolution of e-CRM

The history of e-CRM is rooted in the sales function and began with 15 Sales Force Automation (SFA) tools, of which the prime purpose was contact management (Chase, 2000; A. Stein & Smith, 2009). This provided a central database for salespeople to deposit their customers' contact and meeting information that could be integrated with their calendars, enabling an organisation's sales teams to interact with customers, manage their time and focus less on administrative tasks and more on selling efficiently and effectively (Chase, 2000; Katz, 2002; I. J. Chen & Popovich, 2003). As technology evolved, the enterprise software solutions offered became more advanced and e-CRM was borne as SFA software became a single tool, expanding to incorporate the roots of relationship marketing (Peppers & Rogers, 2002; Xu et al., 2002; DeSisto et al., 2005). In conjunction with employee job classification and compensation changes, the overall result was greater and increased lead management, account infiltration and employee productivity (Bohling et al., 2006). Another factor of digital evolution is the more technologically advanced and less loyal consumer, due to easy access to product/service information, thus forcing the focus in the business world to veer from product-centric to customer-centric (Xu et al., 2002; DeSisto et al., 2005; A. Stein & Smith, 2009). To ensure e-CRM's success requires the business (marketing) and IT strategy to be harmonious in their alignment. They should be seen as support functions that aid in resource alignment to deliver on their promise to the customer and reap the full benefits of CRM, with the customer at the core (O'Reilly & Paper, 2009). Each part of the business should strive to understand the other, so they can work in unison to conquer shared organisational goals.

2.1.4.2 e-CRM in the B2B Environment

Based on a study conducted by Stein and Smith (2009), there is verified support that e-CRM (and CRM) provides value to organisations operating in B2B markets. Use of this technological application is linked to "firm performance improvement in overall profitability, sales force productivity, customer retention, average account sales and average account gross margins" (A. Stein & Smith, 2009, p. 204).

In comparison to B2C interactions, B2B relationships are more critical in scope and size to both supplier and customer, leading to increasingly extended and complex interactions (Crotts, Dickson, & Ford, 2005). The data contained within an e-CRM is vital in understanding what factors contribute to a successful supplier-customer relationship for both parties. The data provides an active relationship history between the organisation and its customers containing a diversity of interaction networks and plays a crucial role in an organisation's customer-facing and related strategies (A. D. Stein, Smith, & Lancioni, 2013). e-CRM also contains information of customers' paradoxical needs and wants, perhaps the influencing factor behind their decision-making (Finnegan & Currie, 2010; A. D. Stein et al., 2013). Data should not be used as a step-by-step indication of process from the initial customer interaction to post-sales service. Collected e-CRM data should be used throughout the organisation and applied during the value creation process, from marketing and sales through to logistics and distribution (Berger & Nasr, 1998). It should not be used exclusively by sales and support staff to just manage sales opportunities but rather provide longitudinal and transversal information for decision-making and developing value propositions that seek a high degree of customer-dependency (J. C. Anderson, Håkansson, & Johanson, 1994; Ritter & Gemünden, 2003).

This means that the data capture, management and maintenance require discipline to drive the basis of timeliness, consistency and accuracy. Upon achieving this, the comprehensive data can then be implemented as market intelligence for effective data analysis to inform strategic decision-making throughout the organisation (A. D. Stein et al., 2013).

Constant application of accurate data capture and analysis is the key behind the organisation understanding their customer's business; aligning objectives and needs; improving communication, trust and responsiveness pertaining to customer service and support; and reducing customer defect (Richard et al., 2007; A. D. Stein et al., 2013).

"CRM has become a key process in the strengthening of customer loyalty…customers no longer guarantee their loyal patronage, and this has resulted in organisations attempting to better understand them, predict their future needs and to decrease response times in fulfilling their demands" (Nemati, Barko & Moosa, 2003: p. 74).

2.1.4.3 Business benefits offered by e-CRM

e-CRM supports quick feedback mechanisms, adaptation, continuous interactions and proactivity. Customer loyalty and profitability are a few of the key dimensions related to e-CRM and an upsurge in customer loyalty of 5% could lead to a 50% growth in profitability (Cockburn, 2000; Agrawal, 2003; A. Stein & Smith, 2009). Reichheld (1996) has reported that a 5% rise in customer retention can increase the Net Present Value in profit in various industries, from 25% to 95%. According to a study conducted for UK Telco by ICL, "a 10% churn in the top 10% of profitable customers would reduce profits by more than 25%." (Stein & Smith, 2009, p. 201).

In addition to hosting customer contact and past purchase information to permit more effective targeting, e-CRM has also impacted the way that traditional sales are managed. The system provides the organisation's management team with the ability to understand their sales cycle and forecast more accurately through the proficiencies of sales pipeline reporting, real-time planning, project tracking and development of the sales force (Rust & Verhoef, 2005; A. Stein & Smith, 2009; Verhoef et al., 2010). For organisations that manage a wide variety of product lines, the centralised e-CRM data is valuable for facilitating sales where the occasion arises that customer needs will intersect across various lines of business units thus creating the market opportunity to cross-sell products and increase revenue (Davenport et al., 2001; Hendricks et al., 2007; Liew et al., 2014). e-CRM offers an organisation an entire range of tangible and intangible benefits that either reduce certain factors (i.e. cost and time spent on certain operations) while enhancing others (i.e. employee productivity and service delivery) (Xu et al., 2002; W. Reinartz, Krafft, & Hoyer, 2004; Homburg et al., 2011).

Table 1 lists the various e-CRM benefits identified in past research and literature (Chattopadhyay, 2001; Jutla, Craig, & Bodorik, 2001; Parvatiyar & Sheth, 2001; Güngör, 2002; Lemon, White, & Winer, 2002; Agrawal, 2003; Romano & Fjermestad, 2003; Q. Chen & Chen, 2004; W. Reinartz et al., 2004; Chalmeta, 2006; Ko et al., 2008; Kımıloğlu & Zaralı, 2009):

Table 1: Tangible and intangible benefits of e-CRM

Tangible Benefits of e-CRM	Intangible Benefits of e-CRM
1. Faster turnaround time 2. Increased revenue and profitability (revenue per customer) 3. Improved employee productivity 4. Reduced internal operative, selling, servicing and marketing costs 5. Improved customer retention rate 6. Protected marketing investment with maximised returns 7. Reduced customer acquisition costs 8. Increase in number of customers 9. Improved field service and customer service support 10. Increased sales through repurchases (return on relationships) 11. More accurate customer data collected 12. Enhanced and increased new product development 13. Positive effect on actual sales performance by means of call centre activity, order fulfilment and returns	1. Enhanced customer satisfaction 2. Enriched customer relationships thus loyalty 3. Increased brand loyalty 4. Better customer Life Time Value (LTV) 5. Improved competitive advantage 6. Positive word-of-mouth 7. Improved customer service 8. Reduced service times 9. Better contact management 10. Streamlined business processes 11. Improved effectiveness in customer segmentation 12. Acute profiling and targeting of customers 13. Enhanced understanding and more proactive addressing of customer requirements

One of the benefits of an e-CRM system is the alignment between a corporation's and its customers' needs, however this is not always a realised goal and a staggering 70% of e-CRM implementations fail (W. Reinartz et al., 2004; Boulding et al., 2005; Liew et al., 2014). The issue that arises here is that many corporates, in trying to keep up with the digital revolution, bought into the "fad" of employing a system that would 'make business' easier, improve business performance and provide a competitive edge – without any understanding of the necessary requirements behind implementing an e-CRM system: an alignment between their IT and business strategy; a CRM strategy; change to their culture; and reengineering their business processes to fit the technology (Q. Chen & Chen, 2004; Ko et al., 2008). Implementing a new system is one aspect, but ineffectively implementing a system without a strategic plan in place, results in low adoption rates of a significantly expensive investment.

Another issue that surfaces is organisations using e-CRM applications to 'control' their business via the application's ability to provide information such as sales pipeline, a view at the sales cycle and enabling 'more accurate' sales forecasts – leading to an organisation's use of the e-CRM system to provide an inward business focus so as to 'better manage the business', at the cost of providing an improved customer experience (Chase, 2000). This "control" approach backfires due to: (i) low compliance of the salesforce (i.e. low adoption) to input the required customer data into the system (one-way information flow) since this turns them into "data entry clerks", as the system does not provide them with the outward flow of customer information necessary to perform their functions more effectively, like customer account history and past and pending order statuses, accurate prices and delivery dates; and (ii) the focus shifts from the customer and remains on the business. According to Stein and Smith (2009), there is an existing misalignment in top management's perception of e-CRM. Some perceive it as a sales management extension whereas others view it as a strategic marketing function with a focus on developing comprehensive account plans and an integrated team-selling approach.

According to previous research, successful e-CRM implementation is less than 30% (Rigby, Reichheld, & Schefter, 2002). Even if an organisation has achieved satisfactory system implementation, this does not translate directly into system adoption throughout the organisation by employees. Various reasons that contribute to this low adoption rate were identified: poor focus on change management, especially top management buy-in and leadership initiatives; managerial discretion; insufficient user (employee) involvement; user resistance to change; inadequate system understanding and skills; lack of organisational and process change; and organisational inertia (Forsyth, 2001; Bohling et al., 2006; Lin, Huang, & Tseng, 2006; Coltman & Dolnicar, 2007; Awasthi & Sangle, 2012). E-CRM adoption is comprised of the perceived functionality, user acceptance and integration within the organisation (Dishaw & Strong, 1999; Richard et al., 2007) (Table 23: Causes of system failures in Appendix A).

Lest organisations forget, control resides with the customer and if they do not receive accurate and timely information from the organisation as and when required, at each point of service delivery in the value chain, they will be left unsatisfied and will take their business to someone who can meet/exceed their service requirements (Chase, 2000; Liew et al., 2014). An organisation needs to have a comprehensive, single sight of the customer by integrating all the various enterprise systems used within the business, so the information is consolidated and available at all touch points.

2.1.5 Enterprise Application Integration (EAI)

Over the years, there have been a number of highly heterogeneous systems introduced to organisations, such as legacy applications, database management systems and customisable system applications designed to meet specific business needs (W. Lam, 2005). Organisations today have many mixed applications on which they are dependent, mostly due to: the rush to buy into new technologies without the thought of future requirements; and business unit level IT decisions resulting in various technological solutions to suit different needs across the organisation (Renholm, 2011). This results in heterogeneous, overlapping systems creating vast islands of data across the business. Organisations need to shift their focus and leverage their existing systems through configuring and merging the contrary IT infrastructures, architectures and environments (Erasala et al., 2003; W. Lam, 2005). Heterogeneous software applications refer to different systems that support different business processes in different business units, and through EAI, communication and data sharing between the systems can be achieved (Österle, 2001; Puschmann & Alt, 2001). To achieve this integration, establishing a common language between the systems is necessary and can be broken down into four distinct levels: (i) Process level integration of pragmatics; (ii) Object level integration of semantics; (iii) Data level integration of syntax; and (iv) Standards for data communication and transport via communications services (Puschmann & Alt, 2001). Integration of inter-system and process requires that all communication factors are identical between the systems (Kubicek, 1992; Puschmann & Alt, 2001).

EAI systems offer a variety of services that provide this high level of integration and system functionality (Bernstein, 1996; Kapsammer, Retschitzegger, & Wagner, 1998; Puschmann & Alt, 2001; Schwinn & Schelp, 2005):

- *Connectivity services (communication, addressing and delivery & security)* – by separating application logic and technical architecture, they provide functionality and support data integration;
- *Interface services (interface translation & metadata representation)* – these standardise the way the other EAI services ingress and network with software applications, as these customised applications have different interfaces for communication;
- *Transformation services (identification, synchronisation & routing)* – this is the core of the EAI system that synchronises message sets on an individual transformation level; by converting the source's format of incoming data received via connectivity services, into the format required and accepted by the destination application - enabling object integration through a programmed conversion process;

- *Process management services* – although similar to transformation services, process management services harmonise arrays of transformations to permit inter- and intra-organisational integration; multiple applications can be integrated as this service executes specified, pre-defined transformation sequences;
- *Runtime services (distribution, scalability & monitoring)* – reliability, scalability, performance and availability play critical roles in implementing an EAI system, as it is an extra layer of software between the applications being integrated;
- *Development services (interface development, transformation specification & process modelling)* – EAI systems enable a range of functional support relative to the above services and their models.

2.1.5.1 Drivers of EAI

An integrated business environment deconstructs the traditional silo-structures of organisations and paves the way for synchronised and flexible networks, thereby shaping the relevance of relationships between independent business units (Puschmann & Alt, 2001; Renholm, 2011), using the integrative technology to increase the effective control, coordination and functionality of internal processes and systems so as to support cross-functional business processes - to deliver accurate and timely information at each value chain intersection (Kalakota & Robinson, 1999). Organisations need to leverage and integrate their existing knowledge and applications to speed up their service delivery and time to market, coupled with the ability to implement new business practices as and when required (Erasala et al., 2003; Mendoza et al., 2006). EAI also provides organisations with benefits that can serve as competitive drivers and further improve competitive advantage (Connelly, 1999; Puschmann & Alt, 2001; Themistocleous, 2004; Renholm, 2011):

Table 2: Various drivers and benefits of Enterprise Application Integration

EAI Drivers and Benefits
1. Operational and managerial benefits: reduced costs in the management, running and maintenance of IT architecture; quicker and more coordinated business process reengineering; cross-functional, adaptive business processes, i.e. control, development, finance, accounting, logistics, quality management, marketing, sales and distribution; improved employee productivity; integration of suppliers and customers at both data and process levels; the need to integrate inter-organisational processes, and CRM, SCM and ERP systems to enhance synchronisation and relationships between customers and suppliers. 2. Technical and organisational benefits: IT architecture that is more manageable, maintainable and flexible resulting in more cost-effective implementations and less redundant systems and data; quick assembly and disassembly of processes and software elements enabled by the proactive strategy of constructing and standardising a progressive, integrated IT architecture; integrated and automated processes reduce administrative tasks permitting improved effectiveness and efficiency in business operations. 3. Strategic benefits: inter-functional and supplier relationships are reinforced through information and knowledge sharing; real-time access to financial and operating data resulting in more streamlined communication and process flows; improved organisational responsiveness and service delivery to customer demands and requirements.

2.1.5.2 Software integration for a unified customer view

Organisations need to consider the customer experience from the customer's perspective so that they can observe the structural breakdowns which can transpire during every moment of truth. Founder of Scribe Software Corporation, Peter R. Chase (2000) identified the most common breakdowns that are still present in organisations today:

1. Slow and inefficient response-times to customer inquiries by front-office staff;
2. Once a customer's needs have been determined and they request a quote, front-office employees need to obtain information like accurate pricing, stock availability, delivery dates and times, account information and status – information not contained in the e-CRM but in the back-office systems to which they do not have access;
3. Thereafter, when the customer places their order, a "series of manual steps across multiple departments, often resulting in duplicate data entry, wasted effort and

numerous errors" (Chase, 2000: p. 3) occurs due to the lack of front- and back-office system integration;

4. The limitations of an organisation's internally implemented and disparate systems are often the cause of significant breakdowns throughout the customer lifecycle.

With the emerging competitive pressures to foster long-term, mutually beneficial relationships with customers through enhanced service delivery along the chain of value creation, organisations need to take advantage of technological advancements (Themistocleous, 2004; A. Stein & Smith, 2009). The ever-advancing digital realm provides customers with an abundance of information. This results in more demanding and informed customers who are less likely to be loyal as they want instant gratification due to their increasing expectations of organisations and their service delivery (Moorman et al., 1993; Campbell, 2003; Fjermestad & Romano Jr, 2003; Pan & Lee, 2003; Sivaraks, Krairit, & Esichaikul, 2010). These customers, due to the numerous product and service options available to them, are exposed to reduced switching costs and are more likely to transact with an organisation's competition if their needs are not satisfied.

Consolidated customer-related information displayed in a unified customer view is critical to ensure e-CRM success. With the availability of EAI, it is possible to seamlessly integrate e-CRM systems with back-office software applications, like SCM and ERP systems into a clean, manageable and scalable whole. These systems are long-term investments and need to be leveraged accordingly to achieve a competitive advantage. Front-office and back-office functions should companion each other through process-mapping (Xu et al., 2002). By expanding these business solutions and diffusing their contained data, realisation of demand fulfilment can be ascertained with an upstream-demand-driven-pull (Xu et al., 2002; Pan & Lee, 2003; Richard et al., 2007). This integration will allow the systems to work in concert to create a complete, unified view of the customer, support the customer and empower employees by providing them with the information required to be competent - ensuring increased e-CRM adoption and success. A standalone CRM system expected to be managed by sales and sales support staff alone by providing a one-way flow of data becomes a mundane, manual exercise, inducing stubborn resistance and leaves an organisation with a significantly expensive contact management application (Chase, 2000; P. Raman & Pashupati, 2004; Richard et al., 2007). e-CRM also makes provision for customer knowledge and information sharing between various parts of the business; by populating a single view with an information stream from multiple systems, this can be facilitated between cross functional teams enabling inter-functional coordination (Pan & Lee, 2003; A. Stein & Smith, 2009; Finnegan & Currie, 2010).

An integrated and dynamic e-CRM system should be used as a repository of all customer-related data; be able to organise the data for various uses, consistently updating the information in real-time; and enable data retrieval, as and when it is required (A. Stein & Smith, 2009; A. D. Stein et al., 2013). e-CRM application integration has been identified to positively influence adoption within the organisation as a centralised, easily accessible customer database across the organisation by authorised users and signifies successful links between the technology and other business aspects (Ling & Yen, 2001; Venkatesh, Morris, Davis, & Davis, 2003). This, in turn, provides a unified customer experience.

This allows an almost unified flow within these system processes, reducing customer frustrations as any direct problems can be foreseen and dealt with, in a timely manner. Hence reducing customer effort of contacting various personnel regarding these simple details that can result in larger issues due to minimal visibility and recovery. Provision on each system of this visibility level enables employees involved to have access to substantial, necessary information for service flow and delivery to transpire without needing specific access to each and every software application involved. The e-CRM system needs to be monitored and managed by dedicated management to warrant that customer information is sustained as accurately as possible. This further ensures that all the relevant information is readily accessible and available for accessing the system while serving the customer. Employees should be measured on this aspect of data quality management. They should be made aware that this data is visible to all employees across the organisation. To reinforce acquiescence that is not seen as a chore and becomes integrated within the culture, consequential circumstances should result in failure to perform this modest task. Employee education on this aspect is key, as what may be seen as small gaps in individual information pieces, collectively form a yawning hole in trying to perform operations successfully and failing.

This cohesive customer information orientation enables an organisation and its employees to respond accurately and timeously to customers no matter which channel the interaction occurs through (Xu et al., 2002; Renholm, 2011). Integration provides the ability to be proactive in service recovery by detecting customer consumption patterns and recurring issues (customer or field support, product or service related) that the customer may not be able to communicate or may disregard (Lemon et al., 2002; Nemati, Barko, & Moosa, 2003). Incomplete customer views result in declining trust and loyalty as it reduces the precision and speed necessary to reduce competitive lead times and create a viable value seller-buyer exchange (Riggins & Rhee, 1998; Zack, 1999; Keen, 2000).

By connecting these digital systems and getting them to work in unity, EAI unlocks their interoperability. These Enterprise Systems already contain social components, adding the

capability of social communication can assist employees at different stages of specific approval processes to attach a form of communication to explain the issue, validity, urgency, etc. (Chui et al., 2012).

A CRM application must offer a more significant purpose to an organisation than a depository for transactional-based and contact data (A. Stein & Smith, 2009). It should be noted that, while fundamentally important, connecting these separate applications to form one entity depends less on data flows and software applications, and more on an organisation's culture, people and processes (Bohling et al., 2006; Dimitriadis & Stevens, 2008; Awasthi & Sangle, 2012). EAI not only provides a tighter fit between different business units, it also allows an organisation to become more market orientated through integrated and harmonised IT architectures and business processes creating streamlined and transparent processes (Puschmann & Alt, 2001).

2.1.6 Market Orientation

An organisational culture refers to the rooted beliefs and values that guides behaviours and influences an organisation's objectives, hence one that is outwardly market orientated and open is related to superior performance as opposed to a culture that is inwardly sales and product-focused and closed (Deshpandé, Farley, & Webster Jr, 1993). An open environment encourages risk-taking and empowers employees to act confidently in the customer's best interests which is also in the best interests of the organisation (Galbreath & Rogers, 1999; Iriana et al., 2013). In addition, this type of organisational orientation is also stated to positively influence strong B2B relationships to a great degree (Paulin, Ferguson, & Alvarez Salazar, 1999). "The established logic is that market orientation provides the basis for devising a strategy that creates (superior) value for customers, and such a strategy provides the foundation for a sustainable competitive advantage" (McNaughton, Osborne, & Imrie, 2002, p. 993). To achieve this, organisations must establish and maintain an appropriate culture that drives the necessary employee-behaviour to ensure ongoing superior performance. Market orientation provides a wide range of performance benefits that has been noted in past literary research and are listed in Table 3 below; it complements an organisation's strategy that revolves around creating superior customer value, with a clear, amalgamated vision (Kohli & Jaworski, 1990; Christopher, Payne, & Ballantyne, 1991; Ruekert, 1992; Cole, Bacdayan, & White, 1993; Deshpandé et al., 1993; Diamantopoulos & Hart, 1993; Jaworski & Kohli, 1993; Slater & Narver, 1994; Greenley, 1995; Pelham & Wilson, 1995; Atuahene-Gima, 1996; Balakrishnan, 1996; Slater & Narver, 1996; Conduit & Mavondo, 2001; Kennedy et al., 2003; Shah et al., 2006; Gotteland et al., 2007).

Table 3: Market orientation-related benefits

Benefits associated with a Market Orientation
1. Improves organisational overall profitability (operating; profit-sales ratio) 2. Enhances profitability and return on assets relative to an organisation's (largest) competitor(s) 3. Improves organisational cash flow and return on investments 4. Leads to long-term financial performance 5. Enhances employee productivity 6. Results in new product and service innovations and their success

The resultant strategy incorporates market orientation as a shared goal, which leads to effective synergies across the organisation via increased interdepartmental and functional relationships due to consistently shared objectives and policies (Kohli & Jaworski, 1990; Slater & Narver, 2000). This, in turn, positively impacts organisational success as the employee work environment and productivity improves (Kohli & Jaworski, 1990; Cole et al., 1993; Conduit & Mavondo, 2001). Three important and related behavioural components: competitor orientation, customer orientation and inter-functional coordination constitute a market orientation model established as the most robust measure by Narver and Slater (1990).

In order to ensure resonating change to the underlying approaches and concepts of the organisation and management, they need to be modified to fit with a more service driven and market-oriented culture (Ford, Heaton, & Brown, 2001). The steps that management need to implement are taken from Ford, Heaton and Brown (2001, p. 39 – p. 54),

> *"**Delivering Excellent Service: Lessons from the best firms:***
>
> *Lesson 1: Base decisions on what the customer wants and expects*
>
> *Lesson 2: Think and act in terms of the entire customer experience*
>
> *Lesson 3: Continuously improve all parts of the customer experience*
>
> *Lesson 4: Hire and reward people who can effectively build relationships with customers*
>
> *Lesson 5: Train employees in how to cope with their emotional labour costs*
>
> *Lesson 6: Create and sustain a strong service culture*
>
> *Lesson 7: Avoid failing your customers twice*
>
> *Lesson 8: Empower customers to co-produce their own experience*

Lesson 9: Get from-the-front, not from-the-top managers to lead

Lesson 10: Treat all customers as if they were guests"

"It all starts with the customer, and it is the customer, not the organisation, who defines quality and value" (Ford et al., 2001, p. 40).

2.1.6.1 Business-to-Business organisations and the typical organisational orientation

Organisations playing in the B2B market generally consist of many business units, each responsible for infiltrating the market armed with one or more products (Galunic & Eisenhardt, 1996). These business units' domain is centred on their products and are considered as rigid-by-design (Neu & Brown, 2005, 2008). Accompanying the suboptimal structure is the sales force proclivity to resist freely sharing customer knowledge with colleagues. This means that they are not readily open to change should management decide to align the organisation's strategy with fluid market environments and opportunities, thus adjusting the business units' strategy (way of doing business). These autonomous structures do not yield support that is required for a market orientation. A classical hierarchical structure can be observed in these organisations, centred around technologies of production (Achrol & Kotler, 1999). Organisations of this nature are focused on minimising costs requisite to contingency adaptations, 'pushing products' (product and sales orientated) and economising on short-term or quarterly financial targets set by those with bounded rationality and greater perceived power and control (Parasuraman, Berry, & Zeithaml, 1991; Achrol & Kotler, 1999; A. Stein & Smith, 2009). Eccles (1991, p. 132) states,

> *". . . income-based financial figures are better at measuring the consequences of yesterday's decisions than they are at indicating tomorrow's performance . . . many executives saw their companies' strong financial records deteriorate because of unnoticed declines in quality or customer satisfaction or because global competitors ate into their market share."*

With exceptionally fluid market environments, for organisations to remain relevant, deliver superior customer value and maintain a competitive advantage, they require the increasing capability to be flexible and adaptable (G. S. Day, 1994; Galunic & Eisenhardt, 1996; G. Day, 1999; Neu & Brown, 2005; G. S. Day, 2006). This requires the development of a corresponding structure and culture that fosters intra-firm collaboration and coordination, integrates multiple business units' responsibilities and decentralises decision-making authority (Gupta & Govindarajan, 1986; Oliva & Kallenberg, 2003; Gounaris, 2005; Rust & Chung, 2006). This

view is supported by the conducted research of Deshpandé et al. (1993, p. 31): “firms with cultures that are relatively responsive ([to their] market) and flexible ([act as an] adhocracy) outperform more consensual (clan[nish]) and internally oriented, bureaucratic (hierarchical) cultures.”

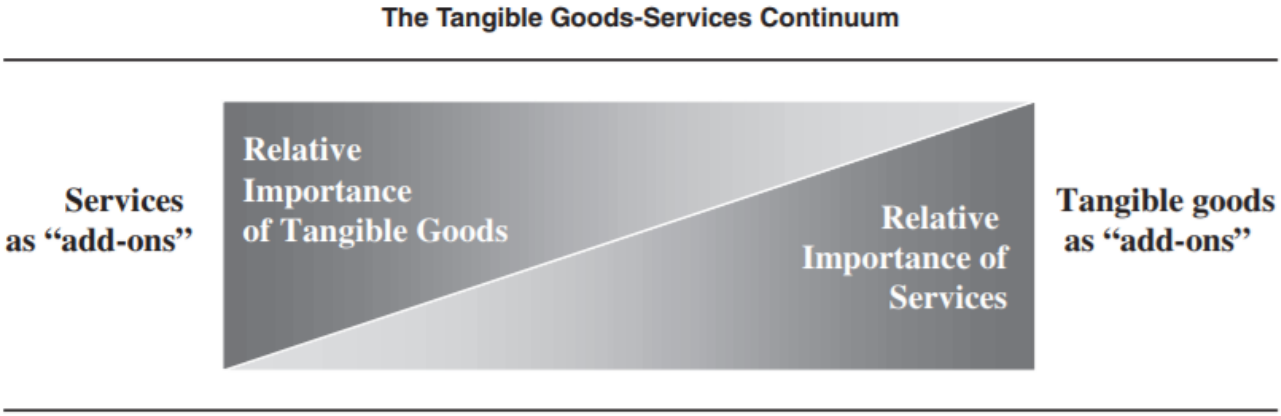


Figure 1: Goods-Services Continuum

(Neu & Brown, 2005)

Figure 1 represents the Tangible Goods-Services Continuum. There has been a shift towards the services end of the continuum by goods-dominant organisations (like General Electric and IBM) as they realise the increasing importance of service-enabled differentiation providing enhanced competitiveness in creating customer value (Neu & Brown, 2005, 2008).

Business customers also differ significantly across the segmental board and provide organisational challenges based on their widespread diversities (Gounaris, 2005). According to Neu and Brown (2005), they: are in completely different, perhaps unrelated industries (to the organisation and each other); invest in unique technology applications; differ in size and regional/national location due to geographic dispersal; deploy technologies at varying rates and in varying ways; and each react very differently to change. Collectively, they represent a complex business market that requires the formation of shared knowledge to gain an understanding into their needs and how to satisfy these through unique value propositions. Top management need to be strategic in how they adapt to these market conditions through progressing effective business-to-business services – one of the identified key factors is the organisation’s development and adoption of a market orientation. This provides a strategy-market alignment and a unified direction for organisational activities necessary to understand and proactively satisfy the substantially different business customer needs (Kohli & Jaworski, 1990; Armstrong & Kotler, 2005). There are three key aspects that form the foundation on which value propositions should be built through customer collaboration (Gounaris, 2005; Neu & Brown, 2005, 2008):

1. Simplification of the customer's experience by integrating the organisation's diverse range of resources required to advance, manage and support multifaceted business systems.
2. Creation of customer value by tailoring product and service offerings to suit the unique needs of individual customers.
3. Provision for the enablement of customers to create and harness their own resources and capabilities to compete within their industries effectively, further emphasising customer value creation.

A critical success factor is top management's ability to create superior value and competitive advantage by accessing and capitalising on the organisation's available, complementary internal resources and capabilities to coordinate and control the cost of service provision while offering a more attractive price – enabling consistency across the services delivered (Neu & Brown, 2005).

Technology is a key resource, offering competitive advantage through enhanced service delivery. It aids an organisation in accommodating various customer differences and solving diverse issues; it increases the ability to support key service providers; and empowers front-office employees in dealing with various factors when offering customer support in providing the necessary access to various resources (Chase, 2000; Neu & Brown, 2005; Richard et al., 2007; A. Stein & Smith, 2009; Rapp et al., 2010).

According to P. B. Seybold and Marshak (1999) and P. Seybold, Marshak, and Lewis (2001), there are five steps to implementing a market (customer) orientation:

1. Simplify business processes to ensure a simplified, easy customer experience.
2. Maintain a focus on and around the customer/end-customer.
3. Redesign front office applications and processes and monitor data flows exchanged between front and back office systems.
4. Develop customer loyalty through proactively engaging with customers and customer-related activities.
5. Implement scalable and measurable checkpoints upon which to continuously improve.

On this basis, premium, high-quality products and first-rate technical expertise are two very significant aspects since most customers themselves are technical specialists, hence they understand (and want) the technical benefits well-known organisational brands offer (Bendixen, Bukasa, & Abratt, 2004). These characteristics fall under value equity, as technical customers are cognisant that they are receiving value goods that perform as promised, coupled with the required expertise of the brand's employees. This results in their readiness to pay premium prices. Tied to this, customers assign increasing importance to basic services

in this specific environment: i.e. simple, quick and straightforward processes (ordering, payment and delivery), especially when a customer's product requirements are urgent, and need any issues smoothed out efficiently and effectively. These are basic services many B2B organisations do not deliver on (and are perhaps just realising). Non-delivery is costing them profoundly through unmotivated, exhausted personnel and frustrated customers.

Particularly in a market that is continually changing with customer wants and needs that are continually evolving, customers require the knowledge that they can trust and rely on the organisation and the brand of their preference, that they are looked after and are each important, receiving value for their money ensuing in customer satisfaction and loyalty. This loyalty is the effect of building brand equity and subsequently, relationship equity, which ultimately leads to customers willingly: prepared to accept a few inevitable misfortunes; paying a premium price; and open to the offer of purchasing a bundled diversity of goods and services (on-selling) from the organisation – the halo effect (Bendixen et al., 2004). This is achieved by a customer's unswerving desire to purchase from only a preferred brand, through

> *"a deeply held commitment to rebuy or repatronize a preferred*
> *product/service consistently in the future, thereby*
> *causing repetitive same-brand or same brand-set purchasing,*
> *despite situational influences and marketing efforts*
> *having the potential to cause switching behaviour*" (Oliver, 1997, 1999).

However, B2B organisations view customer loyalty as a customer who commences repeat purchases from a precise brand without entertaining the idea of considering other available brands' offerings of either the same or similar goods and/or services (Oliver, 1999). Due to this view, strategies are created to intensify this skew definition, specifically among key customers seen as more profitable, to increase sales, therefore profit (Fournier & Avery, 2011). This results in customer profitability management instead of customer relationship management, shifting the emphasis from the customer to the organisation (Fournier & Avery, 2011). This view may have been successful in the past, before clients gained the upper hand. In current times, should strategic changes not be made and successfully implemented, an organisation will merely survive with no significant growth and declining profitability before plummeting. Manufacturers and suppliers who set organisational goals to increase customer loyalty are 60% more profitable than those who do not (Saunders, 1999).

2.1.7 The impact of market orientation on e-CRM

An organisation's degree of market orientation positively impacts the level of integration, user acceptance and usage of the e-CRM technology application to sustain good customer relationships (Richard et al., 2007; Iriana et al., 2013). e-CRM is not a substitute for organisational processes, but instead complements them and enhances their marginal value (Brynjolfsson & Hitt, 2000). e-CRM is an infrastructural system that eases the establishment of long-term customer relationships. In the deployment of an e-CRM system throughout an organisation, the effect of a market orientation intensifies this activity which in turn, amplifies e-CRM performance (Liew et al., 2014). Market orientation as an organisational mindset that emphasises the fundamental capability to either proactively or reactively adapt to paradoxical environments, customer needs and times, exerts substantial influence on e-CRM implementation and adoption (Liew et al., 2014). Long-term success of an organisation is contingent, to a large degree, on retaining existing key customers (as well as acquiring new ones) as customer loyalty promises a steady sales stream over the relationship-lifetime between the customer and organisation. Advocates of CRM and its technological application elaborate that it enables organisations to offer tailored products and services via the combination of long-term commitment to the relationship and exceptional customer knowledge (Dibb & Meadows, 2004). Orientation that is centred around the product and organisational structure that is based on hierarchy negatively influences the capability to adopt new technologies, whereas an open culture and market orientation is positively linked to an organisation being technologically opportunistic (Srinivasan et al., 2002).

An organisation's capability to identify cultural barriers and proactively make the necessary changes has been linked to successful e-CRM adoption, since its success is dependent on the right cultural orientation (Van Bentum & Stone, 2005; Iriana et al., 2013). Based on a consultancy report by McKinsey & Company, 59% of the surveyed organisations implemented the required changes to their cultural orientation during the e-CRM implementation phase and reported on their success (Agarwal, Harding, & Schumacher, 2004). For this success to feed through to consistent deployment of both the orientation and technology, these changes need to be constantly reinforced by top management's communication of a shared organisational vision and the visible display and commitment in a top-down approach. Without this continuity of visible support being driven throughout the organisation and influencing people's behaviours, momentum is quickly extinguished (I. J. Chen & Popovich, 2003). e-CRM is an integrative strategy to not only re-engineer customer value and manage customer relationships, but improve competitive positioning and service recovery – viewing e-CRM as

just a technology-based solution will result in imminent failure (Ryals & Knox, 2001; Goldenberg, 2011).

The only way for e-CRM to be of value to an organisation is for top management to take ownership of leading a cultural change in terms of orientation and recognising that e-CRM is not just a 'technological initiative and solution'. CRM technology goes hand-in-hand with Customer Relationship Management as a long-term organisational vision and strategy as it incorporates the strategic integration of people, processes and technology (Payne & Frow, 2005; Frow & Payne, 2009; O'Reilly & Paper, 2009; Peelen et al., 2009). This should involve a flexible plan and regular review process with manageable and focused proactive measures (Bose, 2002; Starkey & Woodcock, 2002; Pollard, Young, & Gregg, 2006). This tactical blend has significant impact on successful e-CRM outcomes being realised. Organisations that have a product-centric focus and a management team who are driven and rewarded for achieving short-term sales targets, display low levels of customer relationship management and performance due to the lack of shared customer-related and contact data across silos which negatively influences e-CRM adoption (Starkey & Woodcock, 2002). This exposes the 'dark-side' of CRM and ultimately e-CRM, of which many organisations are guilty, when organisational silos hoard and 'protect' customer data for their own vertical gains at the expense of the customer, thus removing value from the relationship like affording certain customers preferential treatment to extract a surplus while ignoring others (Bose, 2002; O'Reilly & Paper, 2009). "The biggest threat to CRM is managements' focus on short-run profits rather than long-term vision" (Bose, 2002, p. 97).

According to various studies, several important influencing factors have been found that result in an organisation realising the positive impact organisational culture and orientation has on its business and financial performance: a customer-centric focus; encourage employee involvement and cross-functional (inter-functional) teamwork; employees who are willingly open to change; have appropriate reward-related policies; empower employees to execute customer service and support; provide job security; a high degree of acceptance to new technologies; and an open exhibition of support and involvement in digital initiatives by the leadership team, are more likely to share information and work together towards a shared vision and goal and realise the financial benefits (Campbell, 2003; W. Reinartz & Chugh, 2003; Curry & Kkolou, 2004; Kristoffersen & Singh, 2004; Van Bentum & Stone, 2005; Chang, Park, & Chaiy, 2010; Rapp et al., 2010). Organisations that encourage teamwork across the board, breaking down business unit silos are also more likely to generate in-depth customer-related data by focusing on the customer and satisfying their needs in the best way possible (H. Wilson et al., 2002; Campbell, 2003; A. Wilson et al., 2012).

Organisations need to establish a non-hierarchical culture based on openness, trust, cooperation and knowledge sharing for implemented technologies to deliver greatly on their perceived economic benefits (Chui et al., 2012). Differences between low and high market orientated organisations in terms of their objectives, people, technologies and customers are tabulated in Table 24, Appendix B. Together, a market orientation and an integrated, dynamic e-CRM (ICF) increases an organisation's capabilities to allow for endless adaptation to fluidly changing environments (Rust & Verhoef, 2005; Verhoef et al., 2010).

2.1.8 Customer loyalty drivers within B2B marketplace

Customers of organisations operating in a B2B environment are characterised by their nature of operating as organisations themselves and it is necessary for supplier organisations to understand their exclusive conditions. The support that economic value follows customer loyalty entails the need to manage and maintain loyal B2B customers by investing in the creation of long-term, valuable relationships (Reichheld & Sasser Jr, 1989; Reichheld & Teal, 1996). The quality of these relationships is vital in establishing market success and requires strategic management to strengthen them as well as inducing loyalty in indifferent customers (Berry, 2002; Berry & Parasuraman, 2004; Rauyruen & Miller, 2007). Market orientation, trust (in a sales person and organisation), commitment, satisfaction and perceived service quality are the most notably distinct antecedents of customer loyalty (Crosby, Evans, & Cowles, 1990; Hennig-Thurau & Klee, 1997; Dorsch, Swanson, & Kelley, 1998; Fournier, 1998; Hennig-Thurau, Gwinner, & Gremler, 2002).

Trust and commitment are regarded as central constructs to successful B2B (service) relationships and are important drivers of customer loyalty (Parasuraman, Zeithaml, & Berry, 1985; Garbarino & Johnson, 1999; Pritchard, Havitz, & Howard, 1999; Fullerton, 2003). Relationships are built on this premise of trust which is a prerequisite to building loyalty as it exemplifies the foundational process of making promises and keeping them (Dwyer, Schurr, & Oh, 1987; Gronroos, 1988; Parasuraman et al., 1991). In terms of an organisation's brand, trust has been linked, via brand loyalty, to influence brand performance and create brand value for the customer – achieving this level of value creation indicates that a brand's functional performance (its products and their traits) exceeds customer satisfaction (Jones & Sasser, 1995; Chaudhuri & Holbrook, 2001). Brand trust indirectly affects price tolerance levels through its direct effect on commitment (Delgado-Ballester & Luis Munuera-Alemán, 2001). Commitment is the cognitive and affective psyche in attitudinal development of the intent to continue a business relationship with a supplier (Parasuraman et al., 1991; Wetzels, De Ruyter, & Van Birgelen, 1998). High commitment is linked to attitudinal loyalty (i.e. word-of-mouth communications and recommendations) and behavioural loyalty (i.e. repurchase

intentions and the intention of maintaining a relationship) (Dick & Basu, 1994; Wetzels et al., 1998; Crotts et al., 2005).

As previously mentioned, achieving and sustaining customer gratification is crucial to customer retention and profitability. Satisfaction is therefore a key variable driver of customer loyalty, hence an attitudinal antecedent of brand loyalty (Dick & Basu, 1994; Oliver, 1999).

There is a connection between satisfaction and loyalty in B2B environments, as satisfied business customers remain with the organisation and retention (thus loyalty) increases in direct proportion to satisfaction levels, which positively impacts the likelihood of recommendation (Eriksson & Vaghult, 2000; S. Y. Lam, Shankar, Erramilli, & Murthy, 2004). However, social satisfaction – a business customer's psychological evaluation of the relationship – can induce a reduction in customer loyalty (Geyskens & Steenkamp, 2000). This means that the customer can develop a negative attitude/cognition towards an organisation irrespective of the economic value that customer may be receiving. The capability of an organisation to cultivate relationships with their customers will determine their success or failure in the B2B marketplace (Peppers & Rogers, 2001). From the business customer's perspective, organisations should be delivering consistent service that exceeds expectations, along with anticipating customer needs (I. J. Chen & Popovich, 2003).

This is where perceived service quality comes into play. According to a customer survey conducted by the American Society for Quality Control (1988), the majority of the consumer-population cited that service quality meant "employee contact skills such as courtesy, attitude or helpfulness" (Joseph, 1996, p. 54). Organisations need to instil in their employees through their culture, orientation and drivers, the importance of quality service delivery throughout the organisation and its value chain. Service delivery occurs through service encounters between customers and their direct interaction with an organisation's service(s) (Shostack, 1985). These service encounters result in "moments of truth" during which the organisation is created in a customer's cognition, and every service encounter with an organisation's facilities, people, products and/or communication is a "moment of truth" that can either uplift or demolish an organisation's reputation (Joseph, 1996). The financial implications that are a result of the positive relationship between retention, loyalty and service quality have been documented (Zeithaml, Berry, & Parasuraman, 1996). Previous confirmatory studies conducted have linked service quality/perceived service quality as a critical influence that is positively linked to and affects behavioural traits like loyalty (E. W. Anderson & Sullivan, 1993; Bloemer, De Ruyter, & Peeters, 1998; Mehta & Durvasula, 1998; Ennew & Binks, 1999; Cronin, Brady, & Hult, 2000; Brady & Robertson, 2001; Harrison-Walker, 2001; Lee & Cunningham, 2001; Olsen, 2002; Fullerton, 2005). As the focus of an organisation shifts towards the customer, measures

that are intangible and perceptual, like (perceived) service quality and customer satisfaction, become more crucial than financial measures alone, towards long-term organisational competitiveness and success (Parasuraman et al., 1991).

Parasuraman, Zeithaml and Berry (1985) established a model of service quality that indicates the four organisational gaps that influence a customer's perception and expectation of service quality by either impeding or enhancing service delivery. A final fifth gap is therefore perceived service quality which is based on the discrepancy between customers' expectation and perception of the service delivered by an organisation. Linked to the Gap Model is: (i) SERVQUAL, an instrument along which five measurable dimensions, constituted of various components, that are used to determine service quality levels; and (ii) a set of constructs, control and communication processes to manage employees and sequential processes, that influence the service quality gaps within the organisation of the service provider's, according to direction (negative or positive) and magnitude (Zeithaml, Berry, & Parasuraman, 1988; Parasuraman et al., 1991). According to their research findings and reported organisational experiences, high-level service quality performance leads to measurable performance outcomes, such as increased market share, cost savings and profitability. The identified Gap model, SERVQUAL dimensions and Service Quality Constructs can be found in Appendix C.

For an organisation to build and maintain customer loyalty, they need to enhance all four identified relationship quality factors, in specific order: trust; commitment; satisfaction; overall service quality. The relationship with a customer needs to be built, promoted and enhanced on the foundation of trust in the organisation, while maintaining affective commitment levels and satisfaction (Rauyruen & Miller, 2007). Affective commitment refers to the customer's intention to maintain a mutually beneficial relationship with the business partner while satisfaction influences the behavioural aspect of loyalty – repurchase intentions. Service quality is a condition for developing relationship quality, and overall service quality is a crucial factor that exponentially boosts both attitudinal and behavioural loyalty (Hennig-Thurau & Klee, 1997; Rauyruen & Miller, 2007). Rauyruen and Miller (2007) found, during their research, that overall customer loyalty was influenced by their trust and commitment to the organisation and not to individual employees. However, employees represent the organisation they work for, individually and collectively. Employees throughout the organisation, irrespective of function, should incorporate a market orientated culture, i.e. high service quality and delivery, in every facet of their daily functions – whether dealing with internal customers (fellow employees) or external customers. "If you're not servicing the customer, you better be servicing someone who is" (Albrecht & Zemke, 1985, p. 108).

2.1.9 Internal Marketing as a change management strategy

When it comes to a market orientation with enhanced service quality as a differentiating competitive factor, quality should be manifested throughout the entire organisation's culture involving all employees at all levels (Joseph, 1996). Work processes should be simplified, involve an inclusive approach of cross-functional teams and systems, and top management need to set the standards through active involvement in leading and promoting a continuous commitment to performance improvement (Joseph, 1996; Neu & Brown, 2008). Every element and component that comprises a customer interaction in output delivery should revolve around service quality delivery (Dean & Bowen, 1994; Shortell et al., 1995). Service quality and its delivery resides with an organisation's key primary resource, it's people. There exists a notion that employees must be stimulated to focus on external and internal customers – their fellow employees, when implementing a market orientation, (Mohrw-Jackson, 1991). Mohrw-Jackson (1991) proposed an expanded definition of customer orientation that encompasses internal customers and stated that this requires an organisation to:

1. Understand employees' requirements to enable effective service delivery to external customers;
2. Promote effective inter-functional coordination and interdepartmental communication and teamwork to gather and disseminate data on customer needs and preferences and;
3. Establishing customer/end-customer value by increasing employee perceived benefits.

In developing and inducing the adoption of an Integrated Customer Focus, both front-office (contact) and back-office (support) employees require motivation and training to change their averse-attitudes towards change (Achrol & Kotler, 1999; Armstrong & Kotler, 2005). Eloquently put by Finnegan and Currie (2010, p. 154), "…people do not resist change; they resist being changed and taken out of their comfort zone." Employees need to be responsive to customer needs and to each other's needs. Customer interactions involve 'interactive marketing' as they are also marketing opportunities for the organisation which requires employees to be customer-focused and service-and-sales-minded (Gronroos, 1988). In research conducted by Conduit and Mavondo (2001), it was found that employees who demonstrate the effective management of their colleagues to ensure the provision of value at every step of the value chain, would exhibit the same value provision and behaviour during customer interactions. Developing customer loyalty and building/maintaining a reputation for product and service quality will not be realised if an organisation's employees do not deliver as expected or contribute to the organisation's customer service philosophy (Joseph, 1996).

Employee behaviour needs to be moulded and managed to incorporate the incumbent attitudes required to shape "moments of truth" with customers and colleagues alike – as it is employees who contribute greatly to these moments via customer interactions (Joseph, 1996). A success factor in a complex market is management's ability to access the organisation's existing pool of human capital, adapt the required roles, processes and technologies and invest in strategies to develop and retain personnel who have the characteristics to perform and cope within this environment (Gronroos, 1988; Rafiq & Ahmed, 2000; Neu & Brown, 2005). Heskett, Jones, Loveman, Sasser, and Schlesinger (2008) describe the relational links between employee satisfaction, loyalty and productivity, and customer satisfaction, loyalty and profitability in their "service-profit chain". Employees who are satisfied, loyal and productive are a result of quality support services, processes and policies that allow them to successfully deliver high-value service to customers. This influences customer satisfaction which directly results in customer loyalty, stimulating organisational growth and profit.

To achieve this, a well-designed and proactive marketing-like approach can be used internally to influence employees in developing a market orientation and a more accommodating attitude to technology adoption (Grönroos, 1981; Gronroos, 1985; Joseph, 1996; Rafiq & Ahmed, 2000; Aladwani, 2001; Conduit & Mavondo, 2001; I. J. Chen & Popovich, 2003). Internal marketing provides a framework to manage and motivate a customer-consciousness within all employees, with the underlying concept of cross-functional integration that is crucial in providing service to all customers, internal and external, while enhancing service delivery (Grönroos, 1981; Gronroos, 1990; Grönroos, 1990). Internal marketing is similar to external marketing (to customers) in that the basis is to change behaviour and attitude via persuasion and information to elicit an exchange (Joseph, 1996). Internal marketing has been developed as an integral part of an organisation's plan for an Integrated Customer Focus adoption, as it can be used as a change management (and people management) vehicle for strategy execution (Gronroos, 1990; Al-Mashari & Zairi, 2000; Rafiq & Ahmed, 2000; Armstrong & Kotler, 2005). The philosophy behind it is that internal marketing is a technique to manage employees in an holistic management process that involves cross-functional and departmental integration, geared towards achieving organisational goals (Winter, 1985; George, 1990). Employees are an organisation's building blocks in customer relationships and are crucial to the success of e-CRM, the latter being reliant on an organisation re-engineering their business model to focus on the customer (Dickie, 1999; I. J. Chen & Popovich, 2003). Internal marketing consists of five main components: (i) motivated and satisfied employees; (ii) an organisation's customer (market) orientation to achieve customer satisfaction and loyalty; (iii) inter-functional integration and coordination to facilitate intelligence generation and dissemination; (iv) a marketing-like approach to achieve the aforementioned aspects; (v) successful execution of

specific organisational or departmental strategies (Rafiq & Ahmed, 2000; Conduit & Mavondo, 2001). Internal marketing is viewed as a mechanism to combat organisational inertia by reducing resistance to be changed, inter-functional and/or -departmental conflict and business units' silo-barriers (Darling & Taylor, 1989; Martin, 1992).

Internal marketing can be implemented to communicate regular reminders concerning certain elements of the cultural/orientation change, how to manage customers, etc. Widespread organisational communication of required training is crucial to ensure that employees are aware of and up-to-date on planned activities that will assist in learning about new internal processes and practices. Additionally, reminders provided by internal marketing can be utilised to encourage employees to be self-aware regarding their productivity, satisfying customers by delivering exceptional service experiences and if they are handling Service Recovery effectively while being proactive in solving issues that surface. The goal is to keep the essential objectives at the forefront of employees' mind. Internal marketing can also be used to communicate to all employees those who exceed customer expectations and how they achieved this, affording those personnel members recognition across the organisation. This will further educate other employees in servicing customers and guide them in any future customer interactions.

At the centre of service quality is a market orientation and use of internal marketing practices that aligns and motivates employees towards achieving customer satisfaction thus organisational goals, while acknowledging the central role employees play in this process (Rafiq & Ahmed, 2000). Empowerment is also an aspect of internal marketing as it grants employees a degree of latitude necessary to respond to customer needs, perform service recovery as and when required, and perform the service task effectively – the degree of empowerment depends on the variability and complexity of the task and customer needs (Parasuraman et al., 1991). This forms part of creating a service culture using the Appreciative Inquiry approach of the 4D Cycle: Discover, Dream, Design and Destiny (Appendix D), leading to the promotion of positive behaviours in both management and employees, feeding into the guarantee that customer service, under any condition, is a worthwhile experience. It is imperative that teams and interdepartmental groups are encouraged to ensure employees across the organisation support each other when the time arises. It is also vital that in doing so, they themselves are empowered and supported by management to deliver positive Moments of Truth via open communication, appropriate teamwork and real-time information sharing to any required situation. This will provide further encouragement and development of employee competences in the interactive and technical concepts, thus prompting constructive behaviours internally through support and empowerment, impacting customer behaviours with cohesive service delivery meeting expectations. Retention of empowered and satisfied

employees is more likely as employee loyalty increases as a result, and employees are more prolific over and above their daily tasks which ensures that apparent delivery value to customers results (Heskett et al., 2008). Within this environment, employees will also be able to detect new issues customers may experience, help customers in solving the issue knowledgeably and effectively with/without support from colleagues in other business units/departments, and then find the source of this problem - fixing it at the root with management's assistance, thus, making provision for implementing recovery processes that are ready and allow better handling of the situation should it occur again, if at all.

The following internal marketing components have also been identified as change management strategies and critical success factors in an Internal Customer Focus implementation and adoption: Top management support, employee involvement, education and training and inter-functional coordination (Joseph, 1996; Stefanou, 1999; Sumner, 1999; Rafiq & Ahmed, 2000; Aladwani, 2001; I. J. Chen, 2001; Conduit & Mavondo, 2001; Fui-Hoon Nah, Lee-Shang Lau, & Kuang, 2001; Xu et al., 2002; I. J. Chen & Popovich, 2003; Q. Chen & Chen, 2004; Dibb & Meadows, 2004; Richard et al., 2007; O'Reilly & Paper, 2009; A. Stein & Smith, 2009; Finnegan & Currie, 2010; Rapp et al., 2010; Iriana et al., 2013; A. D. Stein et al., 2013).

While these are not the only success factors identified, the latter three are the ones chosen to be the focus of this study as it involves changing employees' attitudes towards overcoming their resistance to being changed and adopting new ways of performing tasks and using technologies at their disposal to improve their performance and increase customer satisfaction with service performance and delivery. Processes and performances constitute service provision and marketing. Internal marketing recognises the vital link between technology, service provision and people, as employees represent the "service trinity" through which operations, marketing and human resources are intimately united: "they help run the service operation; market the service; and are equated by customers with the service itself" (Lovelock, 1981; Lovelock & Lovelock, 1991; D. E. Bowen, 2016, p. 4).

Transformational leadership, structure/culture changes and internal marketing are important factors that should be instigated at the very beginning of the adoption phase while EAI, business-IT strategy alignment and knowledge management can be executed during the adaptation phase (Q. Chen & Chen, 2004).

2.1.9.1 Top management support

In a study conducted by Willis Towers Watson (2015), leadership was found to be either the first or second driver of employee engagement as leaders can influence the change-related consequences on their employees' engagement. Great leaders do four things during times of organisational change:

"First, they inform, meaning that they define a vision of what the future looks like and they share that vision, repeatedly, with employees in highly engaging ways, often through storytelling. And they communicate as many specifics as possible, transparently acknowledging what is not yet known.

Second, they engage, meaning that they find opportunities to involve employees, generate energy around the change by personally modelling the future state, stay visible and accessible, and encourage dialogue, responding proactively to feedback received.

Third, they enable, meaning they identify and address barriers to change, create opportunities to learn new skills that will be needed in the future state, and work to build an organisational culture that sustains change over time.

Finally, they build trust and influence others through their own behaviour. By that we mean they are authentic with employees, which inspires confidence and respect." (Willis Towers Watson, 2015, p.1).

In various studies: Aladwani (2001), Awasthi and Sangle (2012), Bradley (2008), Bharadwaj et al. (2013), Boulding et al. (2005), I. J. Chen and Popovich (2003), Q. Chen and Chen (2004), Conduit and Mavondo (2001), Da Xu (2011), Dibb and Meadows (2004), Eid et al. (2002), Finnegan and Currie (2010), Fitzgerald et al. (2014), Fui-Hoon Nah et al. (2001), Grönroos (1990), Iriana et al. (2013), Jaworski and Kohli (1993), Joseph (1996), Ko et al. (2008), H. Liang, Saraf, Hu, and Xue (2007), Lukas and Maignan (1996), Nemati et al. (2003), Neu and Brown (2005), Neu and Brown (2008), O'Reilly and Paper (2009), Pan and Lee (2003), Rafiq and Ahmed (2000), Rapp et al. (2010), Richard et al. (2007), Shah et al. (2006), Shortell et al. (1995), Stefanou (1999), A. Stein and Smith (2009), A. D. Stein et al. (2013), Sumner (1999), Xu et al. (2002) and Zeithaml et al. (1988), it is found that the most crucial prerequisite and determining success factor is top management's support and commitment to the implementation and adoption of a market orientation and enterprise system technologies (e-CRM). A top-down driven approach is required to implement any cultural or technological change for it to take effect across an organisation as transformational leadership has a direct impact on employee behaviour. It is top management's responsibility:

- To develop a holistic, customer-focused, business and technological-driven vision and strategy aligned to organisational goals and effectively communicate this throughout, to all employees at every level and function – recognising that corporate needs take precedence;
- To shift the culture towards information and knowledge sharing, while developing a market orientation that supports adoption of an integrated e-CRM;
- To effectively align and blend their culture, people, technologies and processes to produce a strategic mixture for success – they are should all be integrally linked elements and not viewed or treated as separate entities;
- To communicate and demonstrate their buy-in to the change, and enforce accountability through their motivation for collaboration and transformation;
- To increase employee buy-in across functions and departments, and ensure the strategic change initiatives have high visibility through management's continuous sponsorship;
- To involve, encourage and motivate employees to provide feedback, reactions and approvals while communicating any changes, what these changes will entail and benefits of these changes to employees;
- To be responsive to employee suggestions and include them in planning processes;
- To maintain momentum - management needs to continuously be involved in promoting and reinforcing behaviours through visible commitment and support of internal diffusion, not just 'hearsay';
- To commit to ongoing training and education of employees, as no matter how highly educated an employee is, frequent training enforces know-how, understanding and follow-through;
- To foster departmental integration, developing interfirm coordination and collaboration that results in increased intelligence generation and dissemination between cross-functional teams – proactively mediating and reducing any conflict that can inhibit progress towards organisational goals and;
- Most importantly, to lead the change by example.

2.1.10 Attitude change theories

To encourage employees to accept the simultaneous change and deployment of a market orientation, and e-CRM technology adoption, the following attitude change theories are applied to the identified CSFs:

- Employee Involvement due to cognitive dissonance and requiring balance to process and accept information and technology;
- Education and Training involving high-involvement cognitive processes to elicit understanding and acceptance of change and technology;
- Inter-functional Coordination that is based on processing information based on levels of ambiguity/clarity and following (social) cues to prompt leading by example in provoking change and knowledge sharing.

2.1.10.1 Cognitive Dissonance

Cognitive dissonance occurs when an individual experiences an unpleasant and uncomfortable state of cognition due to possessing two or more components of knowledge that are relevant yet inconsistent with each other, motivating them to psychologically attempt at reducing the inconsistency which generally results in favour of the most change-resistant cognition (Festinger, 1962; Frey et al., 1982). Motivation to reduce the negative affect of dissonance spurs attitude change, and proves more likely with individuals who possess a high self-esteem due to the threat posed to one's positive self-image by dissonance (Zanna & Cooper, 1974; Steele, 1988; Aronson, 1999). One way of reducing dissonance is attitude change which is followed by a sequential behavioural change. Behaviour has been found to be the centre-most cognition in relation to both consonant and dissonant cognitions (Beauvois & Joule, 1999; Mills, 1999). Cognitions can also be defined as 'action tendencies', thus dissonance can result when an individual behaves in a manner that is inconsistent with their past attitude which ultimately enforces the alignment of conflicting cognitions (change in attitude and beliefs) so as to facilitate executing the chosen action/behaviour in an uncomplicated and effective manner (Harmon-Jones, 1999, 2000). As stated by the action-based model of Cognitive Dissonance, this mode of dissonance reduction is performed by individuals who are action-oriented and willing to administer an action plan that will reduce the discrepancy between the 'future state' and 'present state', thereby leading to decision making succeeded by an 'action-orientated state' similar to that brought on by reducing dissonance through motivation, resulting in enhanced decision execution (Harmon-Jones & Harmon-Jones, 2002, 2007; Harmon-Jones, Amodio, & Harmon-Jones, 2009). A motivational function, the ego-defensive function, applies here where a user attempts to defend and preserve their

self-image from internal or external threats so as to feel confident and secure (Daugherty, Eastin, & Bright, 2008).

2.1.10.2 The Balance Theory

The Balance Theory suggests that people want the relationship between their beliefs, attitudes and behaviours to be consistent in terms of creating an equilibrium within their thought processes (Hennig-Thurau, Gwinner, Walsh, & Gremler, 2004). They require harmony between thought and attitude processes to facilitate the acceptance and understanding of new information and new ways of cognitive functioning.

2.1.10.3 Elaboration Likelihood Model (ELM)

As claimed by the Elaboration Likelihood Model Theory (R. E. Petty & Cacioppo, 1986; R. E. Petty & Briñol, 2011), there are dual processes involved in information processing, subsequently leading to attitude changes, namely: high involvement processes, a.k.a. the Central Route, which involves the individual undertaking cognitive thought processes and effort to carefully assimilate the presented information relative to a subject(s) before forming an opinion or making a decision (Schulze, Schöler, & Skiera, 2014), and; low involvement processing, a.k.a. the Peripheral Route, in which the individual relies more heavily on "heuristics, social cues and simple inferences" (Schulze et al, 2014: p.4) in forming an attitude towards a subject, thus involving very little effort in processing the presented information. With reference to the Central Route, attitude change is typically the result of the following steps of information processing: "attention, comprehension, learning, acceptance, and retention of the message and its conclusion" (Hovland, Janis, & Kelley, 1953; R. E. Petty & Brinol, 2010, p. 10). In keeping with this theory, motivation plays an objective role when an individual holds no previous judgements in searching for information, however, a subjective role is played by motivation when the individual holds a bias against certain judgements (R. E. Petty & Brinol, 2010). A message that is persuasive in nature but contains information that is too equivocal or mixed as opposed to being either strong or weak will lead to biased processing of said information (Chaiken & Maheswaran, 1994). These biases can then impact both how the information is processed and integrated with current thought processes and judgements (R. E. Petty & Brinol, 2010). In order to elicit a cognitive response from the target audience, the message and presentation thereof needs to result in an unpremeditated thought production and reaction, and conduciveness of these will indicate the audience's attitudes and beliefs thereafter (R. Petty; Chaiken & Eagly, 1983). Along with the knowledge function – a user wanting to learn and know more; having available information at their disposal – another

motivational function can be used: the utility function which refers to a user's positive past experience with a particular brand (Daugherty et al., 2008).

Social Judgement Theory is based on users incorporating and comparing new information with their existing attitude, leading to either the acceptance or rejection of the information depending on the fit. For new information to fall within the latitude of acceptance, attitudes and behaviours need to be changed to fit the new information. A shift in behaviour and attitude needs to occur in order to change employees' existing beliefs and attitudes towards cultural orientation change - involving knowledge sharing and teamwork - and e-CRM adoption, so information generated by top management and colleagues is accepted (Cooksey, 1996; Doherty & Kurz, 1996).

2.1.10.4 Heuristic-Systematic Model

The Heuristic-Systematic model, similar to the Elaboration likelihood model as it differentiates the two different modes of processing, Systematic processing (or Central Route) and Heuristic processing (or Peripheral Route), states that these modes of processing occur individually depending on the current state of capacity and motivation for cognitive effort experienced by an individual (Chaiken, 1980, 1987; Chaiken & Eagly, 1989). Simply put, systematic processing relies on an analytical process of the available judgement-relevant information and heuristic processing is a snap judgment based on peripheral cues. However, the Heuristic-Systematic Model suggests that these two modes can occur concurrently, implying the exertion of either an independent or interdependent judgemental influence as a result of the related changeable factors (Chaiken & Eagly, 1989). This can be defined as heuristic processing and can indirectly influence systematic processing by providing an expectation or speculation about a persuasive message's proposed legitimacy or an attitude object's likely nature, provided that the information digested through systematic processing does not overwhelm or undermine the information produced by heuristic cues (Chaiken & Eagly, 1989; Maheswaran & Chaiken, 1991). Heuristically, people would expect that a message's argument is more legitimate if it comes from an expert source, or an attitude object or position is likely to be more accepted if it is promoted by more people as opposed to a small group (Chaiken & Maheswaran, 1994). A study was conducted using the following variables: an unambiguous message condition with contrasting source credibility (strong message-low credibility, weak message-high credibility); an unambiguous message condition with supporting source credibility (strong message-high credibility, weak message-low credibility); an ambiguous message condition with high source credibility; an ambiguous message condition with low source credibility (Chaiken & Maheswaran, 1994). Based on results for high-task-importance (high-level information processing) individuals, the following deductions were made: heuristic

processing had no impact when credibility was in contrast to the unambiguous message but heuristic processing occurred independently of systematic processing when there was no contradictory cue-message relationship (strong message-high credibility, weak message-low credibility); however, under ambiguous message settings, heuristic processing exerted an indirect persuasive influence by influencing systematic processing positively when source credibility was high and exerted a negative influence when source credibility was low, with source credibility influencing attitude directly (Chaiken & Maheswaran, 1994). The results yielded from varying degrees of source credibility under ambiguous (and unambiguous) conditions can be generalised and applied to other heuristic cues such as message length or social cues like “consensus information” (Chaiken & Maheswaran, 1994: p. 471).

When applied to digital technology, additional cues have an indirect impact on systematic processing: interactivity due to passive or active participation via a community-like environment - with active participation which implies a profound perception of dialogue; reputable credibility of the source inducing trust; surface-level interface features; content quality that is uniform; cognitive heuristics like visual aesthetics; an identity-based heuristic which allows a user to celebrate the sense of self-empowerment through the mode of understanding the benefits, and being able to control and enhance interactions (easy access to information); and easy navigation and navigational aids provided on the platform (Sundar, 2008). The value-expressive function can be incorporated here in reflecting the values and work-ethic of the user in relation to their self-concept and image (Daugherty et al., 2008).

2.1.10.5 The Cue Theory

The Cue Theory of Consumption (Laibson, 2001) suggests that cues within our environment can provoke behavioural and preferential changes, and thus escalate the marginal utility of consumption, deducing that there exists a complementary relationship between cues and consumption (Laibson, 2001). Social cues regarding digital technologies can also raise decision quality through the clarity of the message (Kahai & Cooper, 2003).

2.2 Empirical Literature Review

The following empirical review of the research constructs for this study was conducted.

2.2.1 Employee involvement to reduce cognitive dissonance

Employees are the main users and data generators/capturers of any given organisational technology system, and they are the key facilitators of customer relationships. If an organisation's culture and orientation has always been product-focused and short-term target driven with no emphasis on how to deliver quality service to build customer loyalty and how to understand the benefits and usage of implemented systems – employees' attitudes will not change. By top management simply stating that employees need to focus on the customer and need to use the system applications to capture one-way flows of information solely for reporting purposes – employees' attitudes will not change. Without the required motivation and communication as to how and why they should change their embedded daily activities, management's commands will be perceived as a forceful "because I said so". With no explanation, employees may resist being changed because they do not understand the "why" and it can result in reluctant compliance.

Involving employees early during the design and implementation phases of new organisational strategies and processes is almost a pre-education phase (Fui-Hoon Nah et al., 2001). This should be coordinated and supplemented with top management's effective communication of the plans and their increased interactions with their employees (Conduit & Mavondo, 2001). A strategy that is well-articulated affords employees with an unequivocal way forward. This facilitates employee understanding of the upcoming changes, what they entail, what will be expected of them and what their purpose is (Gronroos, 1985; Conduit & Mavondo, 2001). Reducing employee confusion regarding the organisations' vision and objectives will result in them not counteracting the organisation's aim at increasing an Integrated Customer Focus adoption through their internal and external behaviours (Grönroos, 1990). The practice of "management walking around" reduces any perceived barriers between management and employees while enabling a two-way communication stream, encouraging an open and collaborative work environment. This communication enhances visible management support while allowing employees to provide valuable input and feedback relative to implemented changes thus impacting and improving their performance (Gronroos, 1990). This communication and involvement also enables management to interact closely with employees responsible for service provision, thus enhancing management's customer knowledge pertaining to service expectations (Parasuraman et al., 1991; Shah et al., 2006). The active involvement of the sales force will assist in overcoming their aversion to accept

recommendations that differ from traditional, embedded customer touch-points, and enable them to better understand the customer-and-data driven campaign efforts (Bohling et al., 2006).

Minimising resistance is essential to assuring employee buy-in of the implementation and adoption in organisational change. Employees play a central role in the successful deployment of organisational strategies (Eid et al., 2002). This early employee involvement has the capability to ignite a "grass-roots effect" and breed acceptance. With the top-down support movement encouraging employees to provide their honest feedback, comments and opinions regarding the orientation change and integrated technology adoption, the key resource who will be executing the work can evolve into change-evangelists (Xu et al., 2002; Da Xu, 2011). Management at all levels can improve their position and communication through their assistance and support of others in implementing and adopting new cultures, processes and technologies (Bondra & Davis, 1996; Guynes & Vanecek, 1996; Zairi, 2001; Idris & Zairi, 2006). Downward and horizontal communication of the benefits of the change assists employees' understanding on how their roles will be simplified and add value to the organisation and its customers. It is vital that they receive information on their organisation, its objectives and planned changes, its customers and how their individual and collective contribution is vital in achieving these goals (Conduit & Mavondo, 2001; H. Liang et al., 2007). In order to design the required workflow and define the change strategy requirements, it is important to obtain employee opinions and involve aficionados throughout the development and implementation phases to include their suggestions (Xu et al., 2002). The key to acceptance is managing employee expectations. Their involvement will enhance their sense of importance to the organisation, intensifying their commitment and co-optation to the organisation, its change initiatives and goals (Joseph, 1996; H. Liang et al., 2007). Since employees have first-hand experience with customers and application systems, their cooperation and feedback strengthens their sense of involvement and commitment in organisational change and ensures that they remain focused on the customer (Grönroos, 1990; Cronin et al., 2000; Bradley, 2008). Consistently encouraging involvement and feedback can lead to the question-behaviour effect, which is defined as asking people about their future behaviours repetitively that actually induces the consequent performance of those behaviours (Sherman, 1980; Sprott et al., 2006).

Timing the introduction of the planned implementation is also important and should only be executed once employees have developed and maintained a positive attitude (intention to adopt) towards the communicated changes (Aladwani, 2001). Any issues should be ironed out beforehand to ensure success as employees should be convinced of the prescribed benefits, way forward and their roles, and not feel forced.

An alternative is mobilising the “opinion-leaders” among groups to support and endorse the orientation and technology change. By convincing them to participate assures them that they are key players making decisions which will solidify their commitment (Aladwani, 2001; Bohling et al., 2006). This will result in them, by “invoking group pressure”, convincing their colleagues that the change is to their benefit to build their intention to adopt and accept the changes (Williams, 1984; Cunningham, Preacher, & Banaji, 2001; Sprott et al., 2006).

Employee involvement contributes to employee satisfaction in the service-profit chain (Bohling et al., 2006). Through their inclusion in the process of change, they are made to feel valuable to the organisation. Involvement can also manifest with those individuals who excel at executing the required change, educating and training their colleagues. When employee suggestions are adopted, they should be rewarded or recognised for their input. Providing them with well-communicated information, improving their understanding and allowing them the latitude and flexibility to make decisions and act independently empowers employees towards the shared goals (Cole et al., 1993; Carlos Martins Rodrigues Pinho & Soares, 2011). Employees’ understanding of what the change requires of them, how they will be contributing value towards the attainment of goals and understanding their roles in the change and the accompanying benefits (to them) in accomplishing their tasks leads to a feeling of empowerment (Bowman & Narayandas, 2004; Heskett et al., 2008). Employees who feel empowered in their roles are more likely to be satisfied and add value throughout their daily obligations, enhancing the delivery of service at every point in the value chain. Their orientation to the customer, sense of accountability and responsiveness will increase via an enhanced self-image and morale (Joseph, 1996). Once they are interested in the benefits the change provides, they will be more accommodating and eager to learn about new processes, technological functions, etc.

2.2.2 Inducing inter-functional coordination with heuristic-systematism

A market orientation requires organisational culture to undergo a substantial paradigm one-eighty to encourage knowledge and information sharing more freely (Finnegan & Currie, 2010). Many B2B organisations operate under a functional illusion where business units traditionally operate in silos, working towards separate sets of goals on which their rewards and performance measurement are functionally based (I. J. Chen, 2001; I. J. Chen & Popovich, 2003). There are many disparate systems upon which information is spread – systems for different departmental needs – and very few people possess an all-encompassing view of the organisation. Customer data is seen as a source of ownership and power, the release of which means ‘relinquishing this power’ (Frow & Payne, 2009; A. D. Stein et al., 2013). A consequence of interdepartmental and functional tension and conflict is the unwilling

behaviour to share customer-related information and to work cohesively in achieving customer requirements (Jaworski & Kohli, 1993; Payne & Frow, 2005). This promotes a sequential negative effect on limiting intelligence dissemination and inhibiting the growth towards a market orientation along the co-ordinational hindrance of resources required to provide superior value (Diamantopoulos & Hart, 1993; Jaworski & Kohli, 1993; Payne & Frow, 2005). These organisations are not well-positioned for integration regarding their fragmented resources (people, processes or technology) and they fail to reap the full benefits of their people, enabled by their systems (I. J. Chen, 2001; A. Stein & Smith, 2009).

There exists a positive connection between interdepartmental integration and market orientation (Kohli & Jaworski, 1990). This integration actualises a market orientation by ensuring that intelligence generation and dissemination occurs between cross-functional teams hence easing interaction (Kohli & Jaworski, 1990; Davenport et al., 2001). Inter-functional coordination is stimulated along this formal and informal interactivity which provides the opportunity to integrate and coordinate departmental resources effectively, promoting collaborative teamwork and a market orientation (Conduit & Mavondo, 2001; Rapp et al., 2010). Intelligence generation and dissemination facilitates an organisation actualising a market orientation as both activities involve various departments participating in cross-functional efforts. Generation involves various departments undertaking a host of activities to gather customer (and competitor) related information to afford an understanding to present and future requirements (Kohli & Jaworski, 1990; Slater & Narver, 1996, 2000). This intelligence should be freely accessible by all employees for dissemination to occur across departments to add value to it, harness it in decision-making processes while creatively and proactively responding to customer needs (Ryals & Knox, 2001; Rindfleisch & Moorman, 2003). Employees who participate in these knowledge-based activities exhibit greater levels of inter-functional coordination and a market orientation. These activities enable this coordination by ensuring department activities are well-orchestrated to satisfy customer requirements (E. W. Anderson & Sullivan, 1993; Balakrishnan, 1996; Rindfleisch & Moorman, 2003; J. C. Anderson, Narus, & Van Rossum, 2006).

e-CRM does not only improve communication between the customer and organisation, it also increases communication between departments. This means that the information-flow needs to shift from quantitative to qualitative to encourage competing silos to participate in effective communication, intelligence sharing and improving the customer experience at every touchpoint (Xu et al., 2002; H. Liang et al., 2007). Integrated, dynamic e-CRM systems provide a unified customer view while integrating various departmental functions with valuable outside-in data (Pan & Lee, 2003; Rapp et al., 2010). This integrated application assimilates integrated information (from other systems) and organisational activities, allowing employees to focus on

the creation of customer-value thus improving overall organisational efficiency and productivity (G. S. Day, 1994, 2006; Rapp et al., 2010). e-CRM incorporates knowledge sharing by subsidising the ability to gather and disseminate customer-based intelligence gained through repeat interactions, thereby improving effectiveness and speed of organisational responsiveness and ensuring consistent service delivery occurs throughout the value chain (Mithas, Krishnan, & Fornell, 2005; Rapp et al., 2010). Key system applications are a requisite to assimilate, communicate, analyse and access a range of customer-related information to drive key aspects like sales performance and "relationship-forging" behaviours (Mithas et al., 2005; Hunter & Perreault Jr, 2007). Information sharing results in harmonising the data by obtaining cross-functional input, empowering employees with knowledge about the entire organisation and market as opposed to a "niche" (Stefanou, 1999). Integrating the e-CRM application with other Enterprise Systems provides employees with a unified customer interface (e-CRM). This provides e-CRM users with an abundance of customer-related information, from basic e-CRM segmentation and contact details to delivery times and dates, product and pricing information, customer account status, etc. Those employees with access to the ERP or SCM system will also have access to customer-related information through EAI, assisting with processes like orders placed, stock availability, logistics, distribution, inventory, finance, etc. This form of technologically enabled information sharing will facilitate an increased adoption of the e-CRM and foster inter-functional coordination.

e-CRM and cultural orientation change initiatives require a shared vision and understanding of the causal purpose and changes to come which necessitates active employee participation (I. J. Chen & Popovich, 2003). Conduit and Mavondo (2001) found that top management support, commitment and preconceived role-model status has a direct and positive impact on interdepartmental integration and inter-functional coordination, reducing conflict and encouraging intelligence generation and dissemination among employees. Top management needs to step away from a passive role and consistently communicate and lead all the required changes throughout the organisation with a proactive mediatory approach. They are organisational role models and have to lead by example. They must have an established credibility among employees to effectively communicate and foster requirements at all levels throughout the change implementation and more. Management needs to resolve the departmental silo-based myopia and the underlying departmental competition and conflict, and encourage cross-functional integration and collaboration (Lukas & Maignan, 1996; Conduit & Mavondo, 2001; Q. Chen & Chen, 2004). Their fundamental support is a socially perceived cue that indicates the importance of the proposed change initiatives hence facilitating coordination and collaboration that contributes to successful organisational change (Parasuraman et al., 1991; Rafiq & Ahmed, 2000). By coordinating individual and

organisational requirements and objectives, top management can reduce and manage resistance to new work relationships and technology (Stefanou, 1999). Top management and employees develop a collaborative attitude through the appropriate use of resources at their disposal, permitting the organisation to succeed with real-time, dynamic teamwork and responsiveness (Gupta & Govindarajan, 1986; Deshpandé et al., 1993; Eid et al., 2002; Coltman & Dolnicar, 2007). Operative knowledge management depends on the accuracy and timeliness of knowledge communication to the appropriate people and the effective application of it in strategic decision-making (Bowditch, Buono, & Stewart, 2007; A. D. Stein et al., 2013).

Additionally, word-of-mouth (WOM) communication and support by management can be complemented by the same behaviour exhibited by fellow employees (i.e. opinion leaders and groups who have conformed) and training programmes. Interactivity can be demonstrated through WOM in expressing and sharing with others, their "positive emotions and venting negative feelings" and associations (Hennig-Thurau et al., 2004: p.44). Persuasive WOM can be either negative or positive and represents a social cue of mass opinions. Accompanied by astute systematic processing, employees can decipher between low and high credibility sources (T.-P. Liang, Ho, Li, & Turban, 2011). Due to the quick information sharing and convenience WOM provides, it is seen to have an influential effect on behaviour (T. Sun, Youn, Wu, & Kuntaraporn, 2006). There are eight motivations for using WOM, namely: 'personal', 'functional', 'social benefit', 'social concern', 'helping the organisation', 'quality assurance', 'economically rewarding' and 'entertainment' (Hennig-Thurau et al., 2004; Bronner & de Hoog, 2010). Respectively these motivations for WOM provide users with the ability to be self-expressive and self-enhancing; passive participation by accessing readily available digital information; identification with a "community" who share knowledge, experiences and objectives; concern for others; giving back to the organisation in return for employee satisfaction; influencing individuals by reinforcing excellent service in the form of convenience, problem solving and support; influencing the behaviour of other users; and interacting with others while accessing, deconstructing and analysing information (Van Cleef). Systematic processing occurs when the user digests and interprets the message content and reasoning, whereas heuristic cues are indirectly present in the user's perception of the message crux and related social cues. Inter-functional integration and coordination provides employees with informational and emotional social support which positively affects internal relationship quality leading to a continuous intention to participate (T.-P. Liang et al., 2011).

Teamwork and the willingness to share information also includes elements of trust, job security, feelings of prestige and control, and resolving departmental conflicts. Interacting with fellow employees during training fosters collaboration as role and functional understanding come into play, and trust is implicitly built. Collaboration and teamwork is essential as not

everyone is an expert on everything, and employees need to be able to successfully address a range of issues when providing quality service delivery and playing in a complex market (Neu & Brown, 2005, 2008). Effective teamwork is crucial to improving service performance and excelling at closing the Service-Performance Gap, i.e. shifting performance closer towards accepted service standards, and countering any negative associations of role stress (conflict and ambiguity) (Parasuraman et al., 1991). Lateral communication, collaboration and resource flows support service development across the organisation, irrespective of business unit, function or location.

2.2.3 Education and training to induce high-involvement processing, understanding and acceptance

When quality declines or when processes fail, one of the attributable reasons can be inadequately trained employees (Joseph, 1996). In accordance with agenda-setting effects, which refers to the ability of mass media communications to alter people's perceptions of which issues hold a greater level of importance in comparison to others – by pure selection and dedicated concentration thereof – general employees are impacted at a higher rate than management. For employees to increase their level of understanding and willingly comply in adopting a cultural change, market orientation and increased e-CRM usage and induce a change in attitude, they will rely on the presentation of factual information. A well-orchestrated training programme is a solution for reducing resistance, changing attitudes and increasing acceptance (Aladwani, 2001; Xu et al., 2002; Boulding et al., 2005). It can be deduced that high levels of information pertaining to a subject is valued, to incorporate into their cognitive processes (V. Shah, 2001). When processing information in decision making processes that are likely to lead to a sequential behavioural intention, it can be assumed that employees will tend more towards the Central Route, implying that management take this into consideration when designing training programmes. Management's dedication to their employees should be enhanced through their commitment to a continuous organisation-wide training and education campaign – and it should begin with top management (Joseph, 1996; Achrol & Kotler, 1999; Sumner, 1999; I. J. Chen, 2001; I. J. Chen & Popovich, 2003). Ongoing employee education, training and professional development refers to all employees in every departmental function, including managers. Possessing the necessary political skills is of supreme importance in those who will be training employees, to ensure that employee awareness and understanding follows through without ambiguity and conflict (Aladwani, 2001).

According to Aladwani (2001), Eid, et al. (2002) and Neu and Brown (2005), to develop employee expertise and dispel any reluctance, personal insecurities or fears they may harbour towards new processes and technologies, training should be provided as follows:

1. Extensive awareness development in the form of formal classroom-like training to ensure employees have the foundational expertise to cope with their initial encounters - Increasing awareness among employees through teaching reduces their reluctance to welcome change: clarifying the inputs and outputs of new and existing processes, determining which functions are responsible for data provision, defining the required knowledge to operate systems and interact with internal and external customers is of paramount significance;
2. Continuous training as per above to increase the scope of proficiency required, especially if new knowledge is available;
3. Collaborative training, both formal and informal, provided by the employees themselves to encourage knowledge sharing and learning from each other – these can occur through either informal and formal mentoring, on-the-job training, internal seminars and/or collaborative customer and technical support;
4. Hands-on approach, essentially pertinent to e-CRM adoption and usage.

A hands-on approach provides a hands-on experience that helps employees adjust to the change and realise its ease of use (Russo, Kremer, & Brandt, 1999). Additionally, this approach promotes the development of a positive attitude towards the e-CRM application by understanding the functional benefits and appreciating the quality characteristics (Russo et al., 1999; Eid et al., 2002; Q. Chen & Chen, 2004; A. D. Stein et al., 2013). Increasing awareness through continual training provision heightens employees' understanding of system applications and technologies that positively influences the magnitude of acceptance (Eid et al., 2002). According to the Innovation Diffusion Theory and Technology Acceptance Model, this adoption rate can be attributed to the proposed technology's ease of use, perceived usefulness and social influence (Davis, Bagozzi, & Warshaw, 1989). Perceived usefulness can be defined as the relative effectiveness and efficiency of using a technology in improving how the user completes a task; Ease of use relates to the ability of the user to easily navigate and use the technology with minimal effort required of them; Social Influence can be defined as the external factor of others either approving or disapproving the adoption of new products or services, especially within a community setting (online or offline) (Davis et al., 1989; Bhattacherjee & Sanford, 2006). Another factor leading to increased adoption and usage is enjoyment and occurs as employees are more prone to adopt and use that which they perceive as easy-to-use and beneficial over traditional methods of performing tasks (Wolfinbarger & Gilly, 2001; Koufaris, 2002; Curran & Meuter, 2007; Dellaert & Dabholkar, 2009; H. Sun, 2010). The technology should be ebcompassed within the job function and used habitually to obtain results (i.e. using customer-related information regularly to complete tasks)

relates to user acceptance (J. W. Kim, Choi, Qualls, & Park, 2004; H.-S. Kim & Kim, 2009; Kımıloğlu & Zaralı, 2009).

Linear forms of information processing may occur during initial training and development to gather all, or as much information as possible, without having to conduct a wide search (Gaston, 2006). For employees to be willing to adopt culture, orientation and technological change, informative and persuasive training messages need to insert relevant arguments within, in order for them to carefully consider and process the available information (Bhattacherjee & Sanford, 2006). Although, for this acceptance to occur, the Peripheral Route and the Central Route may not be mutually exclusive as both relevant arguments as well as cues such as source credibility play a part, however, those who tend to go the Central Route display greater attitude stability and are more likely to develop an acceptance that is long-term and demonstrates 'loyalty' than those who think peripherally (Bhattacherjee & Sanford, 2006). A significant role is played by cognitive effort in how information-gathering occurs to change a preconceived attitude and accept change (Bradshaw & Nichols, 2004; Sweeney, 2005; Djamasbi, 2007; Djamasbi, Siegel, Skorinko, & Tullis, 2011).

Increasing the prospect of a customer-focused culture and orientation is entrenched within the organisation means establishing positive, accepting attitudes (Grönroos, 1990). It also increases employee understanding of their roles, the roles of fellow employees in different functions and the concept of a market-oriented organisation – creating a holistic understanding of the shared vision and service strategy (Grönroos, 1990; Ruekert, 1992). Training programmes help educate employees on the nature of adopting an Integrated Customer Focus and its importance in obtaining objectives (Grönroos, 1990; Conduit & Mavondo, 2001). Employees should be trained appropriately against criteria specified by management, human resources and marketing (Walker Jr, Churchill Jr, & Ford, 1975; Churchill Jr, Ford, Hartley, & Walker Jr, 1985). Education improves knowledge and existing skills, supplies new specialised skills and heightened awareness to customer requirements with the ability to meet them more effectively (Ruekert, 1992; McDougall & Levesque, 2000; I. J. Chen & Popovich, 2003). It also rallies employee commitment and motivation while reducing resistance and eliminating negative attitudes (Piercy, 1995; Conduit & Mavondo, 2001; Homburg & Stock, 2004; Finnegan & Currie, 2010). Additional benefits to regular training and professional development are: unswerving service performances resulting in improved "moments of truth"; reduced role ambiguity, conflict and job-related stress; reduced inter-functional conflict and increased collaboration; work experiences that are more satisfying and a better work environment (Grönroos, 1981; Joseph, 1996; Rafiq & Ahmed, 2000).

Education, training and professional development provides a platform for organisational culture to be transmitted and greatly influences employee commitment to the organisation and indirectly impacts an increase in intelligence generation and cross-functional collaboration (Conduit & Mavondo, 2001). Throughout the training, emphasis should be made that a market orientation and an integrated e-CRM (ICF) enhance, supplement and complement one another. A market orientation is necessary to increase the usage of e-CRM through improved, quick service delivery and a customer focus and e-CRM supports the necessary customer-related processes and service provision, stores an abundance of customer intelligence and provides each user with a unified, integrated interface. Inter-functional collaboration and coordination can be encouraged by training groups of randomly selected individuals from various departments. During training, they can be assigned tasks, activities and scenario-acting which fosters teamwork and learning from each other, building internal relationships as well. Scenario-acting places employees in a customer-related or employee-related situation, during which they must improvise. This will enable quick-thinking and empower employees to feel confident enough to handle any situation in which they may find themselves. Other employees can provide feedback after the improvisation, thereby learning from one another.

The crucial importance that organisations invest heavily in ongoing training cannot be emphasised enough, as concluded by Sumner (1999) during the various organisational case studies conducted. This investment should not be based on affordability or what can be covered after basic organisational expenses have been met; it should be driven by the ever-changing business environment, paradoxical corporate realities and the strategical organisational goals (Paulin et al., 1999; I. J. Chen, 2001; Agrawal, 2003; Dibb & Meadows, 2004; Gotteland et al., 2007; Peelen et al., 2009).

2.3 Conclusion of Literature Review

For an organisation's overall strategy to be a success depends upon ensuring the continuous alignment between their strategy, adopted technologies, business processes and any environmental uncertainties that may arise (Henderson & Venkatraman, 1993; Luftman, Lewis, & Oldach, 1993). This means that the organisation needs to be flexible to their internal and external environments to enable any necessary adaptations to change. "…it is service plus IT that transforms service" (Rust & Huang, 2014, p. 3). Superior knowledge of and relationships with customers can improve competitive standing through reduced service costs, quicker sales cycles, accelerated cash flows and increased shareholder value. The key resource available to an organisation is their employees thus ensuring that they are on board and able to adapt with the organisation as and when needed, is fundamental to success. "What

remains to create a differentiating strategy is that is must be elevated to a ‘uniquely human approach’” (N. Bolton, Gustafsson, McColl-Kennedy, J. Sirianni, & K. Tse, 2014, p. 264).

Modifying job evaluations, promotions, incentives, reward systems and compensation programmes specifically to measure both management and employee performance while remaining consistent with organisational transactions should be tied to the length and level of customer service provided, group/departmental service achievements and collaboration efforts. This will monitor and influence behaviour, and ease apprehensions surrounding cultural orientation and digital transformation (I. J. Chen, 2001; I. J. Chen & Popovich, 2003; Sprott et al., 2006; Finnegan & Currie, 2010; Fitzgerald et al., 2014).

Successful adoption of a market technology requires an associated culture supported and driven continuously throughout the organisation and encompassed within its daily operations at every point of the value chain. To accomplish this, all employees from top management to those at lower levels, need to have the right attitude and be open to change. Once the basics are executed and stuck to, CRM becomes Customer Knowledge Management and Customer Relationship Improvement and Evolution, showering an organisation’s long-term initiatives with awaited returns.

2.4 List of constructs and literature

Before presenting the conceptual model and its relating hypotheses, the following is a table that presents the chosen Internal Marketing/change management strategies. Each construct is listed with its past literature and research pertaining to these previously identified critical success factors (CSFs) in a change of organisational culture and in the adoption of technology (e-CRM).

Table 4: List of constructs and references

CONSTRUCT 1	*Employee Involvement* has a direct & positive influence in adopting a **market orientation**.	Gronroos (1985); Gronroos (1990); Grönroos (1990); Parasuraman et al. (1991); Cole et al. (1993); Bondra & Davis (1996); Joseph (1996); Cronin et al (2000); Conduit & Mavondo (2001); Idris & Zairi (2006); Shah et al. (2006); Wilson et al. (2012).
	Employee Involvement has a direct & positive influence in adopting an **e-CRM**.	Guynes & Vanecek (1996); Aladwani (2001); Wilson et al. (2002); Xu et al. (2002); Bohling et al. (2006); Liang et al. (2007); Bradley (2008); Da Xu (2011); Liew et al. (2014).
CONSTRUCT 2	*Inter-Functional Coordination* has a direct & positive influence in adopting a **market orientation**.	Gupta & Govindarajan (1986); Kohli & Jaworski (1990); Narver & Slater (1990); Christopher et al. (1991); Parasuraman et al. (1991); Anderson & Sullivan (1993); Deshpandé et al. (1993); Diamantopoulos & Hart (1993); Jaworski & Kohli (1993); Day (1994); Balakrishnan (1996); Slater & Narver (1996); Conduit & Mavondo (2001); Davenport et al. (2001); Rindfleisch & Moorman (2003); Neu & Brown (2005); Anderson et al. (2006); Neu & Brown (2008); Rapp et al. (2010); Wilson (2012).
	Inter-Functional Coordination has a direct	Stefanou (1999); Chen (2001); Davenport et al. (2001); Ryals & Knox (2001); Bose (2002); Starkey & Woodcock (2002); Wilson et al. (2002); Xu et al.

	& positive influence in adopting an **e-CRM**.	(2002); Chen & Popovich (2003); Pan & Lee (2003); Chen & Chen (2004); Mithas et al (2005); Payne & Frow (2005); Coltman & Dolnicar (2007); Hunter & Perreault Jr (2007); Liang et al. (2007); Frow & Payne (2009); Stein % Smith (2009); Finnegan & Currie (2010); Rapp et al. (2010); AStein et al. (2013).
CONSTRUCT 3	*Education, Training & Development* has a direct & positive influence in adopting a **market orientation**.	Gronroos (1990); Grönroos (1990); Ruekert (1992); Joseph (1996); Achrol & Kotler (1999); Paulin et al. (1999(; McDougall & Levesque (2000); Conduit & Mavondo (2001); Eid et al. (2002); Neu & Brown (2005); Shah et al. (2006); Gotteland et al. (2007); Wilson et al. (2012).
	Education, Training & Development has a direct & positive influence in adopting an **e-CRM**.	Davis et al. (1989); Russo et al. (1999); Aladwani (2001); Wolfinbarger & Gilly (2001); Eid et al. (2002); Koufaris (2002); Wilson et al. (2002); Xu et al. (2002); Agrawal (2003); Chen & Popovich (2003); Chen & Chen (2004); Dibb & Meadows (2004); Kim et al. (2004); Boulding et al. (2005); Bhattacherjee & Sanford (2006); Curran & Meuter (2007); Dellaert & Dabholkar (2009); Kim & Kim (2009); Peelen et al. (2009); Sun (2010); Stein et al. (2013).

2.5 Conceptual model and Hypothesis statements

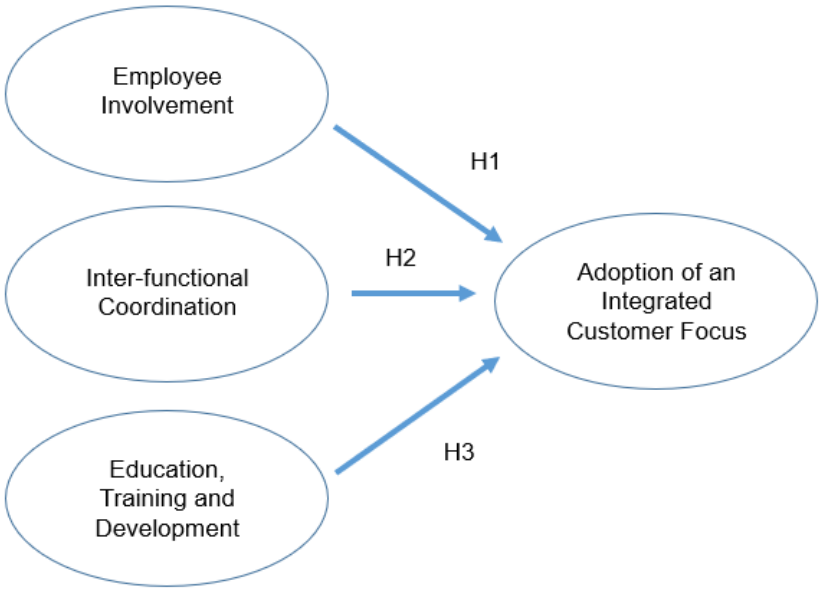


Figure 2: Conceptual Model

Based on the Conceptual Model above, the subsequent hypotheses are stated below:

Hypothesis 1:

Employee involvement positively influences attitude change in adoption of an Integrated Customer Focus application.

Hypothesis 2:

Inter-functional coordination positively influences attitude change in adoption of an Integrated Customer Focus application.

Hypothesis 3:

Training and development positively influences attitude change in adoption of an Integrated Customer Focus application.

3 CHAPTER THREE: RESEARCH METHODOLOGY

This chapter provides an overview of the research methodology undertaken for this study. Firstly, quantitative research methodology and its surrounding literature is discoursed, followed by the research design and instruments that were used. Data collection methods and data analysis relative to the study are provided, and lastly, a discussion on the validity and reliability of the study ensues.

As mentioned in Chapter 1: Definition of Terms, Integrated Customer Focus replaces the combined use of “market orientation and integrated e-CRM” as and when applicable, to avoid confusion.

3.1 Research Philosophy

A positivist approach was undertaken to ensure that the appropriate data would be collected and assimilated in order to answer the research questions and to investigate the stated hypotheses. A positivist approach uses science to discover the facts in order to reach the truth, thereby searching for the causal relationships and consistencies between its fundamental variables in an attempt to predict and explain occurrences in human behaviour in the social world through social facts (Burrell & Morgan, 1979; Krauss, 2005). Therefore a quantitative research method and design was applied to carry out the study as the researcher needed to investigate the relationships between the proposed variables, and what could cause the expected outcomes, based on hard facts generated through carefully constructed measurement instruments, so as to test the objective theories and measure the variables (Creswell, 2002, 2013). The resultant data was then statistically analysed, in order to deduce the nature of the investigated relationships through notable regularities and the impact on the stated variables (Creswell, 2013). In quantitative research, a significant amount of trust is placed in numbers which are representative of the underlying concepts and through testing the hypotheses, the researcher was able to disprove or justify and verify the objective theories through the factual data acquired (Amaratunga, Baldry, Sarshar, & Newton, 2002). The aim of the chosen research method is prediction of the social behaviour outlined in the above review, through maximisation of the generalisability, replication and observation of the findings (Harwell, 2011).

An assumption of quantitative methodology is being able to predict the degree of attitude change (human behaviour) and thus the consequential level of adoption and utilisation of an Integrated Customer Focus, based on outcomes of testing the interdependent causal

relationships between various attitude change strategies on the cognitive states of employees in large corporate organisations (Krauss, 2005).

3.2 Research Design

The research design for the study undertakes an explanatory nature in order to explain how the variables interact. Explanatory research uses theory-based ideas and expectations as the basis of possible outcomes of a social phenomenon, then the researcher investigates the causal relationships between variables and a study is planned to produce systematic evidence that will either support or disprove the theories and expectations of the cause, as well as a systematic description through data collected (Malhotra & Grover, 1998). In other words, explanatory research is description-oriented and the objective is to provide a collective understanding (Van Aken, 2005). The commonly used design is a cross-sectional design where data is collected at a specific point in time from the chosen sample representing the target population (Malhotra & Grover, 1998).

The target population relevant to the study was identified with further identification of the sample frame and size and selected using the appropriate chosen sample method. To ensure a successful response rate, influential contacts employed at large B2B corporations in South Africa acted as research assistants and administered the survey on behalf of the researcher. A database containing the contact emails of CMOs, Marketing Managers and Sales Managers at large B2B corporations was also used to distribute the online survey. The emails of these specific people were used in order for them to encourage participation within their teams and/or organisations. This was done to encourage a large response rate

To collect the data necessary, a highly structured online survey was conducted in which respondents were emailed. The email contained an introduction to the researcher, a brief explanation of the research purpose and objectives of the survey, a confidentiality clause and the survey link. The researcher's contact email was included in the communication to ensure availability to any respondents who might have had questions. This communication was directed through the research assistants at various B2B organisations. The communication directed to individuals from the database were sent out by the researcher, together with a letter that their contact information would be kept confidential (and would be deleted) and was for the sole purpose of this study, in line with the POPI Act. They were briefed by the researcher as to what the study entails and the purpose of the survey, so they would be able to answer any questions that might have been directed at them - allowing for more surveys to be conducted in a shorter time period. The questionnaires were self-administered by the respondents. This design facilitated a degree of interaction between the researcher/research

assistant and the respondents if necessary, making the researcher/assistant available to clarify any misunderstandings the respondents might have had regarding the questionnaire and also reducing the researcher-bias commonly induced in researcher-administered questionnaires (Simonson, 1995). Advantages to the former approach were the respondents received the survey from a trusted and known source, facilitating a willingness to participate in the study, resulting in a higher response rate, with the interview structure allowing for a level of interaction and the opportunity to provide clarity as and when needed, as well as feedback (Simonson, 1995; Noor, 2008). Another advantage was the simultaneous distribution and ease of data collection, and greater control of the environment (Simonson, 1995). Respondents' concern for confidentiality was an advantage due to the fact that they did not have to supply their personal details – it can also be disadvantageous since the survey is being directed by an influential individual within their organisation which may cause biased responses. An advantage of the latter approach (database) was being able to reach out to corporations from a variety of industries and ensure that more data was collected to be a sufficient representation. Other disadvantages include ethnographies and the ability of the respondents to understand and interpret the questions pertaining to their observations, and the capability of them being influenced by the opinions of others within their department/organisation (G. Morgan & Smircich, 1980; R. M. Morgan & Hunt, 1994; Noor, 2008). Another disadvantage is respondents either not completing the survey or selecting generic answers to allocate speed of completion. Implementation of this design is not easy but it results in higher confidence regarding the causality (Malhotra & Grover, 1998).

Once data was collected and analysed statistically, the results produced validated whether the proposed theories were either right or wrong, and to what extent.

3.2.1 Sampling Design

3.2.1.1 Target population

The population was large corporations operating in various industries in the B2B market within South Africa.

3.2.1.2 Sampling frame

This sample frame was established by employees, at all levels and in various departments, who constitute these corporations. Since the survey was administered online, it simplifies obtaining data across the country depending on where an organisation's employees are based. No effort was made beyond identifying the industry, department and level of the employee, in an attempt to keep selection as neutral as possible. Their participation was requested via email and referrals in order to select the appropriate respondents.

3.2.1.3 Sample size

Due to time and resource constraints, the study aimed to obtain a sample limited to a minimum of 200 - 300 respondents. This was a limitation of the study due to feasibility and it was beyond the scope of the researcher, however the study was conducted. It shall remain as a recommendation that in further studies, a larger sample of the target population be used. Table 5 below is an encapsulation of the proposed respondents for this study.

Table 5: Proposed respondents for the study

Department/Professional Level	***Location***	***Minimum number of respondents required for sample***
All departments / All levels, from top management through to low-level employees	Across South Africa	200 - 300
TOTAL		**200 - 300**

The researcher was able to collect 296 responses. However, only 181 were valid for analysis as the rest were either incomplete or the respondents worked for a corporation that does not have an implemented e-CRM.

3.2.1.4 Sampling method

It would have been ideal to use probability stratified sampling in order to construct strata by age, job title/description, qualification level and geographic residence - thereby dividing the target population into approximately homogenous groups that fit the stratification attributes required for the sample frame and permitting an even distribution of sampling effort (Stehman & Czaplewski, 1998; Cochran, 2007). This sampling method provides for a more representative sample of the population targeted, based on the estimated characteristics (Cochran, 2007).

Given the data availability constraints, it was not possible to use this method. Convenience and snowball sampling was used instead for the study. Convenience sampling was easier to use during the pilot study as well, and snowball sampling resulted in the initial groups the researcher contacted introducing others within their network. Snowball sampling suited the time constraints of the given research as organisations were selected on the basis that they

are well-known large corporations in South Africa operating within the B2B space (partially or wholly). The expectation behind the selection was that they have implemented e-CRM systems, along with other Enterprise Systems.

3.2.1.5 The research instrument

Measuring attitudes requires specific measurement, and the use of questionnaires and rating scales allows a possible summation so as to produce a single score for each attitude change strategy, hence allowing for a comparison to be made between them, depicting the resultant orientation and technology adoption (Simonson, 1995). An advantage of this technique was the simultaneous and easy direct distribution of the questionnaire, relative anonymity, data interpretation was easier and there was relative uniformity among the measurements (Simonson, 1995). Questionnaires that are self/participant administered are cheaper and avoid interviewer/researcher bias and can be distributed to large numbers of respondents. They also result in coding and analysis that is easier and quicker (Malhotra & Grover, 1998). Disadvantages of this technique are reduced flexibility and insufficient data (Simonson, 1995; Noor, 2008). A structured questionnaire incorporating rating scales was issued by the researcher/assistants via email. The research questions were adopted from past literature and adapted to suit the study accordingly: Conduit & Mavondo (2001), Milliman, Czaplewski, & Ferguson (2003), Dibb & Meadows (2004), Amoako-Gyampah & Salam (2004), Richard et al. (2007), A. Stein & Smith (2009) and A. D. Stein et al. (2013).

Table 6: Research Instrument Layout

Section A	Respondents were required to complete their organisational demographics (industry, department and employee level).
Section B	Questionnaire linked to the research objective regarding the influence of employee involvement on increased adoption of an Integrated Customer Focus and sought to answer the research question.
Section C	Questionnaire linked to the research objective regarding the influence of inter-functional coordination on increased adoption of an Integrated Customer Focus and sought to answer the research question.
Section D	Questionnaire linked to the research objective regarding the influence of education, training and professional development on increased adoption of an Integrated Customer Focus and sought to answer the research question.
Section E	Questionnaire linked to the outcome variable regarding a positive attitude towards an increase in the adoption of an Integrated Customer Focus.
Section F	General questions that as a whole, act as a control variable to screen respondents and provide further insight to the answers provided to the previous sections.

Based on the thorough, yet extensive theory review in Chapter 2, that is necessary to explain and justify the many factors behind the research purpose, the questions pertaining to each section (excluding Section A) were extensive. However, the questions were thorough in attempting to measure the combined construct/outcome of the research. They were necessary to the measurement of the research objectives in answering the research question as the purpose is not a straightforward study – i.e. the research is attempting to combine measurements for a combined construct. The questions for each section were grouped

accordingly and split into 2 – 3 separate sections with a maximum of 5 – 6 questions. This was done in an effort to not overwhelm the respondents and reduce/avoid respondent fatigue. The questions themselves were short enough to be answered quickly. A 5-point Likert scale was used for Sections B - E of the questionnaire. This was used instead of a 7-point Likert scale to further reduce overwhelming respondents with too many options, ensuring a quicker response-time between sectional questions. A nominal scale, consisting of simple Yes or No responses was used to measure Section F (control variable). A pilot study was conducted to test the measurement instrument and its reliability, understanding of the questions and to decrease the number of questions, if necessary.

3.3 Procedure for data collection

The initial online structure of the survey was the strategy to collect the data and was an action that was implemented by the researcher. Surveys involve collecting information by requesting this information from respondents in a structured format, the information needs to be standardised so as to study the relationship between the relative variables and the survey results in gathered information through the sample selected from the target population in order for findings to be generalised by inference to the target population (Malhotra & Grover, 1998).

An email requesting participation was sent out with the survey link in the email body. A confidentiality clause was included in the email, signed by the researcher to maintain confidentiality and to dispose of the questionnaires/contact details once the study had been completed.

The collection method, like the distribution method, was uncomplicated and straight-forward. Data collection occurred online via the software application used to construct the survey (Qualtrics). Once data was collected, completed questionnaires were immediately coded and consolidated through the software, in order to proceed with analysis and interpretation.

3.4 Data analysis and interpretation

The procedure for data analysis involved the collation and capturing of data in Excel software and statistically analysed using IBM social package for social scientist (SPSS) analysis of moment structures (AMOS) version 22 software. The software was used to perform multiple regression analysis, also known as path analysis. This was applied to determine the size of direct effects on the increase in adoption of an Integrated Customer Focus. It can also be used to identify the size of any present indirect effects. By applying multiple regression analysis, indirect effects are detected – which does not occur when applying simple regression analysis (Hayes, 2013). Based on past research, this type of analysis can be used to eliminate non-

causal (false) effects and decompose causal effects (direct and indirect effects) (Prescott, Kohli, & Venkatraman, 1984; Reger, Duhaime, & Stimpert, 1992; Conduit & Mavondo, 2001). Based on the decomposing effects, the view provided of the underlying relationships is more holistic than remotely analysing individual pairings (Woodside, 2013).

Multiple regression analysis is applied in marketing research to: (i) predict the relationship between the predictors (independent variables) and dependent variable across a set of observations and; (ii) withdraw deductions about each independent variable, depending on the complete prediction (Topliss & Costello, 1972).

3.5 Limitations of the study

- Respondents were likely to submit incomplete surveys or select generic responses just to complete the survey in a shorter time frame.
- This study focused only on large B2B organisations operating within South Africa.
- This study tested only the relationship between attitude and just three of the identified critical success factors in implementing and adopting an Integrated Customer Focus. The other factors were not being tested due to the researcher selecting the variables thought to having the most impact on employee attitude.
- Attitudes, while generally objective in nature, are subject to temporal circumstances, settings, surroundings and situations, and may influence the outcome of the study.
- The sample selected was done through convenience and snowball type methods, hence by implication, may not be an accurate representation of the population.

3.6 Validity and Reliability

Validity looks at whether the instrument was testing/measuring what it was supposed to measure (Is the construct and content valid?) (Stenbacka, 2001; Golafshani, 2003).

3.6.1 Convergent validity

Convergent validity is the degree to which relationships between variables/constructs are measured in order to show the constructs that should be related, are related in reality (i.e. employee attitude and the adoption and usage of an Integrated Customer Focus) (Hair, Black, Babin, Anderson, & Tatham, 2006). Therefore, if the research instrument was measuring the data it was meant to measure, it should positively relate to various other measures of the same paradigm provided that these items correlate with the same influence. This was to measure

consistency with regard to the variables that should be related according to the theory. The researcher utilised the correlation co-efficient and chi-square to measure if these significant relationships are observed/calculated and thus test convergent validity.

3.6.2 Discriminant validity

This is in contrast to convergent validity. Discriminant validity measures if the constructs stated in theory to have no relationship, are in fact observed to have no relationship. Thus, items that should measure different paradigms/constructs correlate with different influences/factors. The correlation between the measures needs to be low in order to display that the constructs are distinct – indicative of high discriminant validity (Hair et al., 2006; Field, 2009). The researcher also used the correlation co-efficient and chi-square to measure discriminant validity.

3.6.3 External validity

Post analysis and evaluation of the data should provide confirmation of the dependability and credibility of the findings, and these results will enable an adaptation to the organisations/employees operating under different market settings, of different sizes or geographic setting (country, continent etc.) and for organisations to apply to other types of digital platforms and/or integrations and firm-related orientations in order to determine employee buy-in regarding other factors that may affect their business, thus making the study and its findings transferable in nature (Morse, Barrett, Mayan, Olson, & Spiers, 2002).

3.6.4 Internal validity

Internal validity in a study implies that the study concept needs to result in producing a level of understanding through the ‘dependability’, consistency and trustworthy flow of data collected, summarised, analysed and evaluated leading up to the formation of noteworthy and consistent results which verify key factors throughout the study (Stenbacka, 2001; Golafshani, 2003). In order to ensure a data flow that was consistent and reliable, the research instrument was used in a pilot study on a few test subjects, so that it could be fine-tuned for the final survey process and collection of data. The researcher also engaged with experts relative to the fields presented in the study, and the measuring instrument was also subjected to the opinions of experts to confirm validity to degree. These steps were to reduce the influence of any external factors noted during the pilot study, to ensure understanding and that appropriate and relevant information and interpretation was induced.

3.6.5 Reliability

The denotation of reliability is degree to which the same results can be obtained through repeated measures (Kelly, Guba, & Lincoln, 1983; Morse et al., 2002). This relates to the internal consistency of the measurement procedure due to its focused precision and accuracy (Field, 2009; Slavec & Drnovsek, 2012). Cronbach's Alpha was used during reliability tests to verify the consistent interpretation of the instrument across various settings: where the benchmark score is 0.7, anything below 0.7 – 0 means that the instrument is unreliable and needs to be revised, and a score from 0.7 - 1 indicates acceptable to perfect reliability (Cooper, Schindler, & Sun, 2006; Slavec & Drnovsek, 2012).

4 CHAPTER FOUR: PRESENTATION OF RESULTS

4.1 Introduction

Primarily, the results pertaining to the scale validity, reliability and demographic profiling of the respondents is presented below in tabular and graphical formats. Then the results pertaining to general questions, Integrated Customer Focus questions, and hypotheses is presented in a tabular format followed by a short description of the results. IBM social package for social scientist (SPSS) analysis of moment structures (AMOS) version 22 software was employed for the analysis of results.

As mentioned in Chapter 1: Definition of Terms, Integrated Customer Focus replaces the combined use of “market orientation and integrated e-CRM” as and when applicable, to avoid confusion.

4.2 Scale Validity

Exploratory factor analysis (EFA) was conducted to assess the validity of the constructs. According to Hair, Ringle and Sarstedt (2011), an ‘average variance extracted’ (AVE) value that is below 0.5 is considered unsatisfactory. While a value that is greater than or equal to 0.5 is an appropriate indication of a satisfactory degree of construct validity. Certain items were removed from the relevant constructs as a result, and are referred to below.

For the Employee Involvement construct, the items ‘Q6_2 Employee Involvement - I believe in organisational change for the better in terms of our culture and technology usage’ and ‘Q6_5 Employee Involvement - I believe that integrating SCM, ERP and e-CRM with each other will improve business efficiencies and customer service’ were removed from the construct because they had commonalities values less than 0.3.

The items ‘Q14_2 Integrated Customer Focus - Inappropriate orientation and e-CRM adoption may hinder customer relationships over time and detract from one-to-one contact between suppliers and customers’ and ‘Q14_1 Integrated Customer Focus - Our e-CRM system is isolated from other Enterprise Systems like SCM and ERP systems’ were removed from the Integrated Customer Focus construct because they had factor loading less than 0.4.

Table 7 displays the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity. All the KMO values were larger than the required minimum value of 0.5. This infers that the sample was satisfactory for factor analysis to be conducted. The Bartlett's Test of Sphericity had significant p-values (less than 0.05) which is required for factor analysis to be appropriate.

Table 7: KMO and Bartlett's Test

Employee Involvement		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.914
Bartlett's Test of Sphericity	Approx. Chi-Square	1215.502
	df	55
	Sig.	.000
Inter-functional Coordination		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.920
Bartlett's Test of Sphericity	Approx. Chi-Square	1873.927
	df	136
	Sig.	.000
Education, Training & Professional Development		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	1984.597
	df	120
	Sig.	0.000
Integrated Customer Focus		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.918
Bartlett's Test of Sphericity	Approx. Chi-Square	1886.124
	df	105
	Sig.	0.000

The final construct composition, factor loadings and total variance explained by the retained factor (s) within each construct are shown in Tables 8 – 11.

Table 8: Employee Involvement Validity

Construct	Item	Factor loading	Total Variance Explained
Employee Involvement	Q5_5 Management encourages and values my feedback and input.	.846	56%
	Q7_2 My organisation recognises me for my active involvement and contributions towards any organisational change.	.829	
	Q7_1 My continuous involvement and feedback is encouraged and used even after the organisational change occurs.	.823	
	Q5_3 Management encourages open communication and active participation.	.807	
	Q5_4 Management engages regularly with lower level employees.	.800	
	Q7_3 I receive periodic, useful feedback from management related to my performance and cooperation.	.779	
	Q5_1 Company goals and objectives are clearly communicated to all employees.	.734	
	Q5_2 I am well-informed about important organisational changes from top management via regular communication.	.723	
	Q6_3 I am involved in the decision-making process when implementing significant structures and/or systems.	.653	
	Q6_1 Management clearly shows support and involvement in customer and technology initiatives.	.644	
	Q6_4 I am comfortable using technology to assist in decision-making.	.577	

The Employee Involvement construct retained one factor after removing items Q6_2 and Q6_5. The retained factor explained 56% of variation within the original items. All the items loaded highly onto the retained factor with factor loadings ranging from 0.577 to 0.846. The factor loadings were higher than the minimum acceptable value of 0.4. This implies that the items were really measuring the same construct.

Table 9: Inter-functional Coordination Validity

Construct	Item	Factor loading	Total Variance Explained
Inter-functional Coordination	Q10_2 Integrated technologies and coordination between departments/functions ensures customer needs are understood and satisfied.	.786	52%
	Q9_2 All departments understand how everyone can contribute to superior value creation in servicing customers.	.782	
	Q10_3 Attention to customer service (pre- & post-sales) is enhanced by information shared across integrated technologies and collaboration.	.767	
	Q10_5 Collaborative successes related to customer satisfaction and service delivery are recognised/rewarded.	.767	
	Q9_1 The goals of different departments are harmonised towards achieving shared organisational goals.	.761	
	Q10_6 Individual contributions are recognised within the collaboration efforts.	.757	
	Q10_1 Customer-related information (including satisfaction) is circulated between departments, at all levels.	.755	
	Q10_4 Integrated technologies and teamwork ensures customer relationships are maintained and enhanced via tracking consolidated and accurate customer information.	.737	
	Q8_6 Any interdepartmental/functional conflict is handled appropriately.	.729	
	Q8_3 Quarterly interdepartmental meetings are held to discuss industry/market trends and developments.	.710	
	Q9_3 Departments are quick to share resources, information and ideas freely.	.700	
	Q9_5 Collaboration efforts are driven by customer satisfaction.	.697	
	Q8_5 Employees are comfortable asking anyone from any department/function for assistance.	.696	
	Q9_4 Whether servicing a customer or distributing information, employees take responsibility and accountability for roles played in collaboration/teamwork.	.692	
	Q8_1 My organisation stresses the importance of internal service quality and information sharing through interdepartmental collaboration.	.676	
	Q8_2 My organisation implements procedures to improve collaboration and cross-functional teamwork.	.638	
	Q8_4 There is ample opportunity for informal discussions to occur between departments/functions.	.583	

The Inter-Functional Coordination construct also retained one factor, which explained 52% of variation within the original items. All the items loaded highly onto the retained factor with factor loadings ranging from 0.638 to 0.786.

Table 10: Education, Training & Professional Development Validity

Construct	Item	Factor loading	Total Variance Explained
Education, Training & Professional Development	Q12_5 Hands-on training with the integrated e-CRM will increase navigational ease.	.794	50%
	Q12_3 Training sessions help me understand system functions beyond my role requirements.	.792	
	Q11_5 Training provides me with the opportunity to learn from my colleagues and vice versa.	.781	
	Q12_4 Learning new service quality processes and integrated-technology uses will simplify and be useful in my job.	.774	
	Q11_6 Training helps me understand the role of my colleagues and what we require of each other to meet organisational goals.	.773	
	Q12_6 Hands-on training and support with the integrated e-CRM will increase understanding of system processes that support my job.	.756	
	Q12_2 Training sessions help me understand current and future customer needs (internal and external).	.749	
	Q13_1 On-going training and professional development will enhance and increase my expertise and knowledge on customers, service quality and e-CRM (and other organisational systems).	.747	
	Q13_2 On-going training will help me understand my role and purpose in the organisation via increased adoption of customer-focused strategies and technology to support the business.	.742	
	Q13_3 Post-training, my understanding of my organisation, culture, implemented technologies and customers will increase and add value to my role.	.675	
	Q11_4 Management actively participates in training and implements their learnings daily while encouraging employees to do the same.	.649	
	Q11_1 Education and training are valued integral parts of my organisation's culture.	.637	
	Q11_3 Management supports continuous formal and informal training of all employees.	.619	
	Q11_2 My participation in continuous training opportunities is encouraged.	.613	
	Q12_1 Management believes that all employees should be trained in customer awareness, service quality and technology usage.	.609	

	Q13_4 My organisation provides reimbursements/career development opportunities for efforts to obtain training and new skills that are practiced and improved upon.	.565	

The Education, Training and Professional Development construct also retained one factor, which explained 50% of variation within the retained items. All the items loaded highly onto the retained factor with factor loadings ranging from 0.565 to 0.794.

Table 11: Integrated Customer Focus Construct Validity

Construct	**Item**	**Factor loading**	**Total Variance Explained**
Integrated Customer Focus	Q16_5 A market orientation and integrated e-CRM allows employees to add substance to customer relationships.	.860	59%
	Q16_4 A market orientation and integrated e-CRM will provide improved tools and methods of tracking shared organisational objectives and goals across departments, regions and countries.	.846	
	Q15_3 Collaboration and an integrated e-CRM will help me understand how I can build and manage customer relationships regarding past interactions and what is happening across the business.	.830	
	Q15_4 Integrated customer information that can be tracked will support business strategies to increase customer value.	.825	
	Q15_6 Via a unified system interface, an integrated e-CRM reduces friction and communication barriers between departments via enhanced data that's shared, timely and accurate	.824	
	Q16_3 Integrated e-CRM will provide strategic decision makers with access to integrated customer and market information that supports improved business planning and direction.	.820	
	Q15_5 Integrated e-CRM will provide front-office and support employees with access to integrated customer information that supports planning.	.803	
	Q16_6 A market orientation and integrated e-CRM will noticeably improve our ability to service our customers.	.798	
	Q14_5 I believe e-CRM is a key enabler that can improve customer relationships by centralising information and data thus providing more timely and relevant communications.	.786	
	Q15_2 The integrated systems and simplified processes will improve my productivity via increased access to integrated, timely and reliable data.	.774	
	Q16_2 Continuous training imparts understanding of the integrated e-CRM/systems and the related benefits to employees in our daily activities.	.768	
	Q16_1 Continuous training imparts knowledge and understanding of the customer-focused culture.	.727	

	Q14_4 It is vital that customer information is to be retained over time to provide improved levels of service.	.627	
	Q15_1 Customer information is leveraged by an integrated e-CRM, adding value from a single point of contact.	.618	
	Q14_3 I think that my organisation can dedicate significant time and effort to alter and integrate processes to align with the organisational change and ensure employee understanding and buy-in.	.462	

After removing items Q14_1 and Q14_2, the Integrated Customer Focus construct retained one factor. The retained factor explained 59% of variance in the retained items. All the items within the retained factor had high factor loadings.

4.3 Scale Reliability

The reliability of the scale for the four constructs was assessed using Cronbach's Alpha. The results are shown in Table 12.

Table 12: Reliability

Construct	Number of items	Cronbach's Alpha	Reliability level
Employee Involvement	11	.920	Excellent
Inter-functional Coordination	17	.942	Excellent
Education, Training & Professional Development	16	.928	Excellent
Integrated Customer Focus	15	.947	Excellent

All the four constructs had excellent level or reliability since the Cronbach's Alpha values were all greater than 0.9. Since all the constructs had Cronbach's Alpha values greater that the minim required level of at least 0.7, it means that the items within each of the constructs could be combined to form a summated scale.

The summated scale was computed by calculating the average of the items retained within each construct to create a new variable representing the construct. Table 13 shows the descriptive statistics and Pearson's Correlation for the constructs.

Table 13: Descriptive Statistics and Pearson's Correlation

	Descriptive Statistics		Pearson's Correlations			
	Mean	**Std. Deviation**	**1.**	**2.**	**3.**	**4.**
1. Employee Involvement	3.74	0.73	1			
2. Inter-functional Coordination	3.46	0.72	.765**	1		
3. Education, Training & Professional Development	4.02	0.54	.633**	.595**	1	
4. Integrated Customer Focus	4.14	0.53	.463**	.420**	.693**	1

Results in Table 13 show that Integrated Customer Focus (Mean = 4.14) was the highest rated construct followed by Education, Training & Professional Development (mean = 4.02). Inter-functional Coordination was the lowest rated construct with a mean rating of 3.46.

It can be noted from the correlation coefficients that Employee Involvement ($r = 0.463$, p-value < 0.01), Inter-functional Coordination ($r = 0.420$, p-value < 0.01) and Education, Training & Professional Development ($r = 0.693$, p-value < 0.01) were positive and significantly related to an Integrated Customer Focus.

4.4 Demographic profile of respondents

From the 634 contact emails sent out to potential respondents, 312 respondents participated in the survey.

The final sample was made up of 181 respondents who indicated that their companies had implemented the e-CRM system. The respondents were asked to indicate the industry in which they operate, and the results are presented in Table 14.

Table 14: Industry of respondents

Industry	Frequency	Percent
Electrical/Electronic Manufacturing	101	55.8%
Financial Services	12	6.6%
Industrial Automation	10	5.5%
Logistics/Procurement	8	4.4%
Information Services/Data Processing	7	3.9%
Marketing/Advertising/Sales	5	2.8%
Mechanical or Industrial Engineering	5	2.8%
Automotive	3	1.7%
Computer Manufacturing (Hardware, Software, Networking)	2	1.1%
Hospitality	2	1.1%
Mining/Metals	2	1.1%
Oil/Energy/Solar/Green tech	2	1.1%
Research Industry	2	1.1%
Telecommunications	2	1.1%
Health Care	1	0.6%
Machinery	1	0.6%
Utilities	1	0.6%
Warehousing	1	0.6%
Other Industry	12	6.6%
Not indicated	2	1.1%
Total	181	100.0%

The results in Table 14 shows that 55.8%% of the respondents were from the Electrical/ Electronic Manufacturing industry, 6.6% from Financial Services and 5.5% from Industrial Automation.

Each respondent indicated their department. The results in Figure 3 summarise the departments represented in the sample.

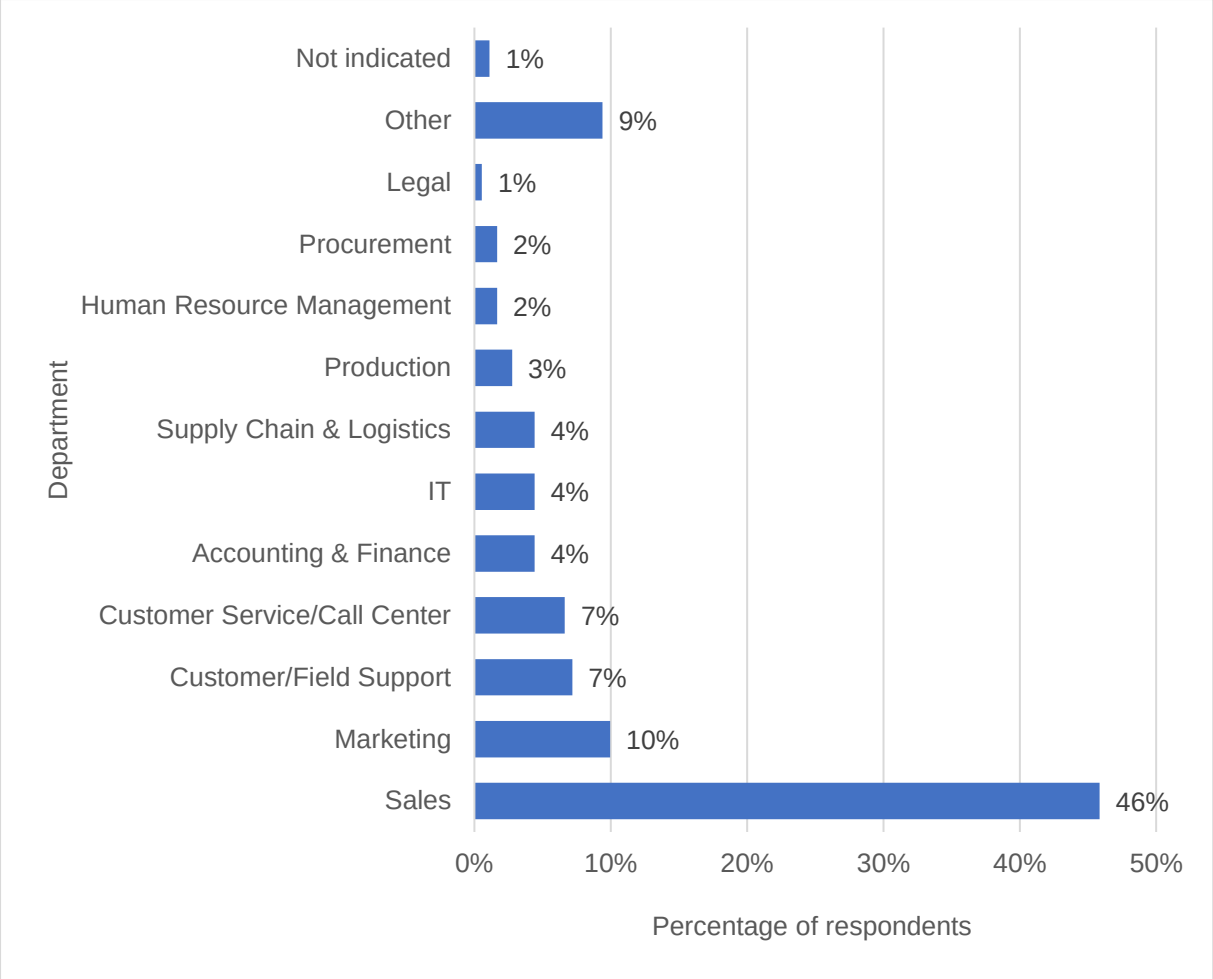


Figure 3: Department of respondents

The respondents were mainly from the sales department (46%), followed by those from the marketing department (10%), then Customer / Field support (7%) and customer service / call centre department (7%).

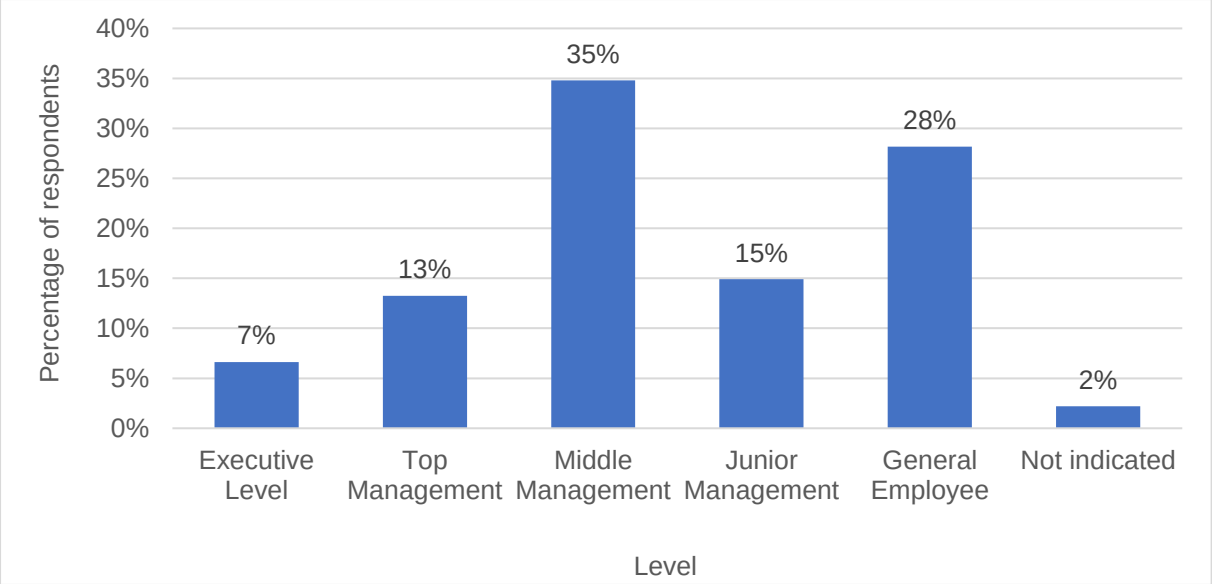


Figure 4: Organisational Level of respondents

The respondents were mainly in middle management (35%) or were general employees (28%). There were also 7% at Executive level, and 13% top management in the sample.

As can be seen from the demographic profile above, respondents were from a relatively diverse range of industries. There may be a slight degree of bias since the majority of the respondents were from a sales function, however, they are the people who use the e-CRM the most within an organisation.

4.5 Results pertaining to general questions

Several variables on Technology and Organisational Change were asked and the respondents indicated either with a yes or a no.

Table 15: Technology and Organisational Change

Variable	Yes	No
My company has openly embraced new technology.	93%	7%
We've had few issues fitting information technologies within our company culture.	71%	29%
In general, employees accept change readily.	50%	50%
Employees' attitudes toward change is highly influenced by top management's example.	91%	9%
Managers encourage employees to adjust to changing situations through innovation and creativity.	80%	20%

A proportion of 93% of the respondents indicated that their company has openly embraced new technology, 71% indicated that they have had a few issues fitting information technologies within the company culture.

Most of the respondents (91%) indicated that employees' attitudes towards change is highly influenced by top management's example and four in every five respondents indicated that managers encourage employees to adjust to changing situations through innovation and creativity. It was however, found out that employees do not accept change readily, as alluded to by 50% of the respondents.

The respondents were also asked to indicate whether they agree or disagree with statements on Management Support and Organisational Culture.

Table 16: Management Support and Organisational Culture

Variable	Yes	No
My co-workers and I understand our job roles and functions.	90%	10%
My co-workers and I understand how we contribute to the organisation's success.	90%	10%
Management offers guidance in solving job-related issues.	79%	21%
With the appropriate support, I can meet any work-related challenges.	98%	2%
Working cooperatively to create a competitive advantage is valued across the organisation.	82%	18%

Almost all respondents (98%) were of the view that with the appropriate support, they can meet any work-related challenges. A proportion of 90% indicated that they and their co-workers understand their job roles and functions and how to contribute to the organisation's success. There was agreement by 82% of the sample that working cooperatively to create a competitive advantage is valued across the organisation.

4.6 Results pertaining to questions on an Integrated Customer Focus

Table 17: Integrated Customer Focus - % responses

Integrated Customer Focus	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Our e-CRM system is isolated from other Enterprise Systems like SCM and ERP systems.	2.8%	11.1%	33.9%	44.4%	7.8%
Inappropriate orientation and e-CRM adoption may hinder customer relationships over time and detract from one-to-one contact between suppliers and customers.	0.6%	6.1%	24.6%	53.1%	15.6%
I think that my organisation can dedicate significant time and effort to alter and integrate processes to align with the organisational change and ensure employee understanding and buy-in.	1.1%	2.2%	15.0%	60.0%	21.7%
It is vital that customer information is to be retained over time to provide improved levels of service.	0.0%	0.0%	6.1%	51.7%	42.2%
I believe e-CRM is a key enabler that can improve customer relationships by centralising information and data thus providing more timely and relevant communications.	1.7%	0.0%	7.2%	51.7%	39.4%
Customer information is leveraged by an integrated e-CRM, adding value from a single point of contact.	0.0%	4.4%	17.1%	60.2%	18.2%
The integrated systems and simplified processes will improve my productivity via increased access to integrated, timely and reliable data.	0.6%	1.1%	9.9%	64.1%	24.3%
Collaboration and an integrated e-CRM will help me understand how I can build and manage customer relationships regarding past interactions and what is happening across the business.	0.6%	1.1%	12.2%	58.0%	28.2%
Integrated customer information that can be tracked will support business strategies to increase customer value.	0.0%	1.7%	6.1%	59.1%	33.1%
Integrated e-CRM will provide front-office and support employees with access to integrated customer information that supports planning.	0.0%	1.1%	11.6%	56.4%	30.9%
Via a unified system interface, an integrated e-CRM reduces friction and communication barriers between departments via enhanced data that's shared, timely and accurate	0.6%	4.5%	8.5%	60.5%	26.0%
Continuous training imparts knowledge and understanding of the customer-focused culture.	0.6%	2.2%	5.5%	65.2%	26.5%
Continuous training imparts understanding of the integrated e-CRM/systems and the related benefits to employees in our daily activities.	0.0%	2.2%	7.8%	64.4%	25.6%
Integrated e-CRM will provide strategic decision makers with access to integrated customer and market information that supports improved business planning and direction.	0.6%	2.4%	8.5%	58.2%	30.3%

An Integrated Customer Focus will provide improved tools and methods of tracking shared organisational objectives and goals across departments, regions and countries.	0.6%	2.8%	10.5%	57.5%	28.7%
An Integrated Customer Focus allows employees to add substance to customer relationships.	1.1%	2.2%	9.4%	56.9%	30.4%
An Integrated Customer Focus will noticeably improve our ability to service our customers.	0.6%	2.2%	11.7%	51.7%	33.9%

Table 17 presents the responses to questions posed against employees' opinions of both a market orientation and integrated e-CRM. Respondents were asked to select their answer from a 5-point Likert Scale ranging from "Strongly Disagree" to "Strongly Agree" for each statement. Most respondents "Agree" with the above statements. For most of the statements, the second highest response was "Strongly Agree" followed by "Neither agree nor disagree". Both "Strongly Disagree" and "Disagree" have the lowest responses.

4.7 Results pertaining to Hypothesis 1

Table 18: Regression Weights

			Estimate	*Standardised Estimate*	*S.E.*	*C.R.*	*P*
Integrated Customer Focus	**<---**	**Employee Involvement**	**,039**	**,053**	**,065**	**,602**	**,547**
Integrated Customer Focus	<---	Inter-functional Coordination	-,014	-,020	,063	-,230	,818
Integrated Customer Focus	<---	Education, Training & Professional Development	,660	,671	,070	9,444	***

The results show that the relationship between Employee involvement influences attitude change in the adoption of an Integrated Customer Focus is not significant (B = 0.039, β = 0.053, t-value = 0.602, P-value = 0.547). The relationship is insignificant since the p-value was greater than 0.05.

4.8 Results pertaining to Hypothesis 2

Table 19: Regression Weights

			Estimate	Standardised Estimate	S.E.	C.R.	P
Integrated Customer Focus	<---	Employee Involvement	,039	,053	,065	,602	,547
Integrated Customer Focus	**<---**	**Inter-functional Coordination**	**-,014**	**-,020**	**,063**	**-,230**	**,818**
Integrated Customer Focus	<---	Education, Training & Professional Development	,660	,671	,070	9,444	***

The results show that the relationship between Inter-functional coordination influences attitude change in the adoption of an Integrated Customer Focus is not significant (B = -0.014, β = 0.020, t-value = -0.230, P-value = 0.818). The relationship is insignificant since the p-value was greater than 0.05.

4.9 Results pertaining to Hypothesis 3

Table 20: Regression Weights

			Estimate	Standardised Estimate	S.E.	C.R.	P
Integrated Customer Focus	<---	Employee Involvement	,039	,053	,065	,602	,547
Integrated Customer Focus	<---	Inter-functional Coordination	-,014	-,020	,063	-,230	,818
Integrated Customer Focus	**<---**	**Education, Training & Professional Development**	**,660**	**,671**	**,070**	**9,444**	***

The results show that the relationship between Training and development influences attitude change in the adoption of an Integrated Customer Focus is significant and positive (B = 0.660, β = 0.671, t-value = 9.444, P-value < 0.001). The relationship is significant since the p-value was less than 0.05 and is positive because the coefficient of Education, Training and Professional Development was positive. It is thus concluded that Training and development influences attitude change in the adoption of an Integrated Customer Focus.

4.10 Revised results pertaining to Hypotheses 1 and 2

A revised model was fitted which sought to assess if there was an indirect relationship between each of Employee involvement and inter-functional Coordination and an Integrated Customer Focus through Education, Training and Professional Development.

Table 21: Regression Weights of the Model with indirect effect

			Estimate	Standardised Estimates	S.E.	C.R.	P
Education Training and Development	<---	Employee Involvement	,318	,429	,065	4,916	***
Education Training and Development	<---	Inter-functional Coordination	,199	,266	,065	3,049	,002
Integrated Customer Focus	<---	Employee Involvement	,039	,053	,065	,602	,547
Integrated Customer Focus	<---	Inter functional Coordination	-,014	-,020	,063	-,230	,818
Integrated Customer Focus	<---	Education Training and Development	,660	,671	,070	9,444	***

The results show that Employee Involvement (B = 0.318, β= 0.429, p-value < 0.001) significantly impacts Education Training and Development and so does Inter-Functional Coordination (B = 0.199, β= 0.266, p-value = 0.002).

Education Training and Development (B = 0.660, β= 0.671, p-value < 0.001) in turn, had a significant impact on an Integrated Customer Focus.

Table 22 shows that direct, indirect and total effect of each of the three dependent variables on an Integrated Customer Focus.

Table 22: Standardised Direct, Indirect and Total Effects

		Inter-functional Coordination	Employee Involvement	Education Training and Development
Education Training and Development	Direct Effect	,266	,429	,000
	Indirect Effect	,000	,000	,000
	Total Effect	**,266**	**,429**	**,000**
Integrated Customer Focus	Direct Effect	-,020	,053	,671
	Indirect Effect	,179	,288	,000
	Total Effect	**,159**	**,342**	**,671**

It can be noted from Table 22 that of the total effect of 0.159 of Inter-Functional Coordination on an Integrated Customer Focus, 0.179 is indirectly through Education Training and Development.

It can also be noted that of the total effect of 0.342 of Employee Involvement on an Integrated Customer Focus, 0.288 is indirectly through Education Training and Development and only 0.053 direct effect.

Thus, it is concluded that although Inter-Functional Coordination and Employee Involvement do not have a direct relationship with an Integrated Customer Focus, they influence the dependent variable through Education, Training and Development.

4.11 Summary of results

Based on the above results, both Hypotheses 1 and 2 do not prove to be true as they have an insignificant impact on the increased adoption of an Integrated Customer Focus. Hypothesis 3 has a positive, direct and significant impact on the increased adoption an Integrated Customer Focus, thus Hypothesis 3 is proved to be true.

Hypothesis 1:

Employee involvement positively influences attitude change in adoption of an Integrated Customer Focus.

Hypothesis 2:

Inter-functional coordination positively influences attitude change in adoption of an Integrated Customer Focus.

Hypothesis 3:

Training and development positively influences attitude change in adoption of an Integrated Customer Focus.

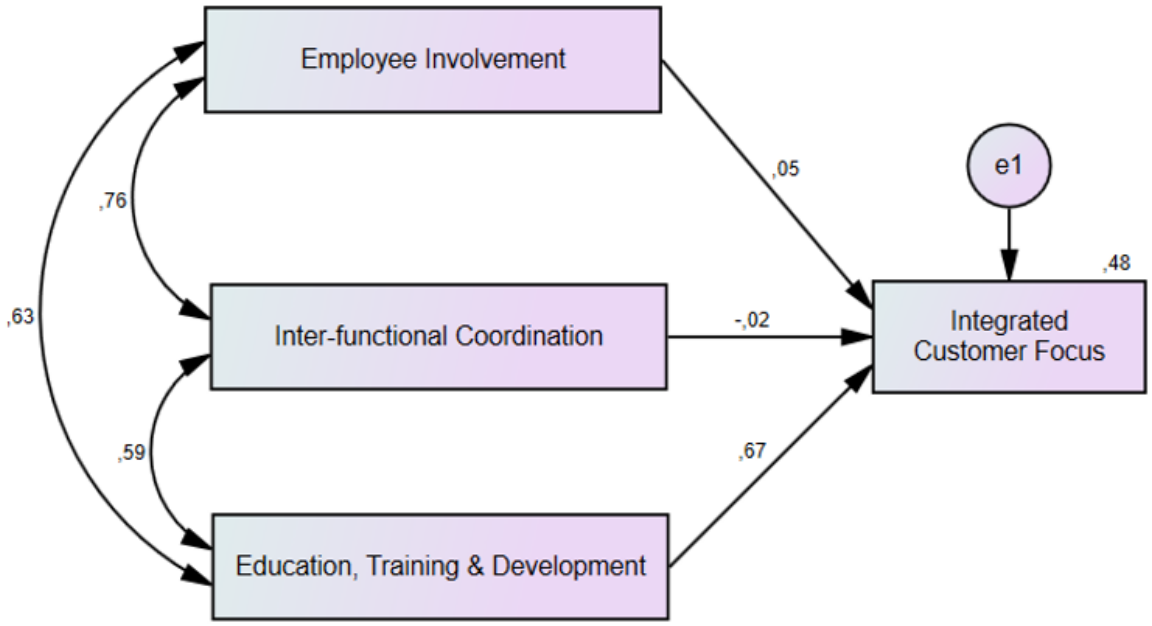


Figure 5: Model of Hypotheses Results

Figure 5 above was the conceptualised model of this study. However, both Employee Involvement and Inter-Functional Coordination have a significant and indirect impact on the increased adoption of Integrated Customer Focus via their positive, direct and significant effect on Education, Training and Development. Figure 6 below represents the revised model indicating the direct and indirect relationships found.

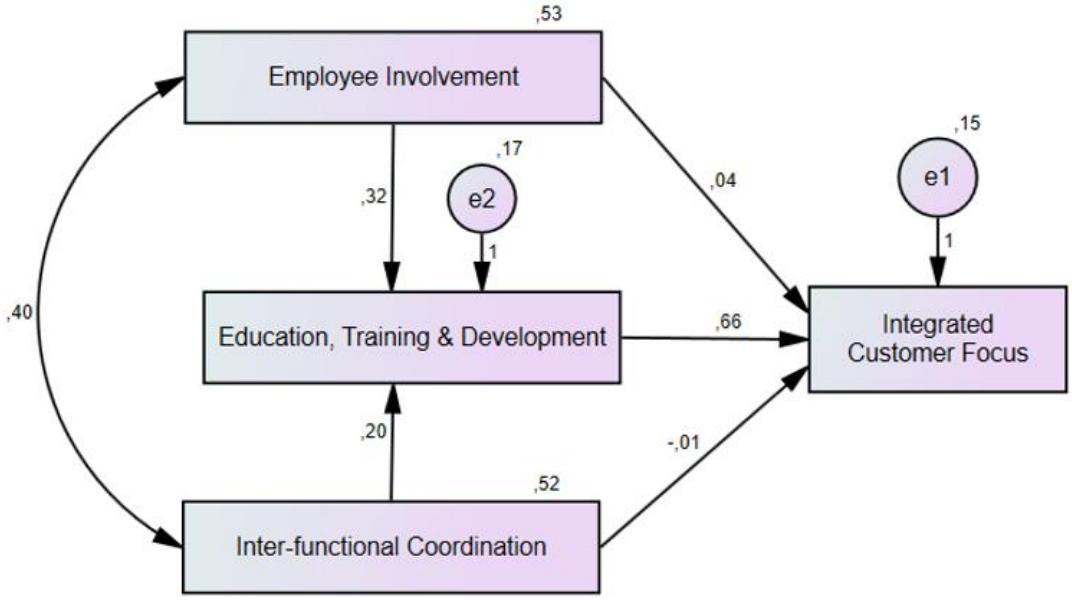


Figure 6: Model with indirect effect

5 CHAPTER FIVE: DISCUSSION OF THE RESULTS

5.1 Introduction

This chapter involves the interpretation and discussion of the results, based on the past literature reviewed in Chapter 2 – namely Employee Involvement, Inter-Functional Coordination and Education, Training and Professional Development. In chapter 2, literature was reviewed based on using specific elements of internal marketing as change management strategies to alter employees' attitudes, that is, to reduce their resistance to being changed in the event of significant organisational changes that involved changing the way employees perform their roles, tasks and functions via improving their understanding and increasing their acceptance of the proposed changes.

Primarily the discussion focuses on the results pertaining to the general questions and Integrated Customer Focus questions, before moving onto the discussion pertaining to the hypotheses.

5.2 Restating the Main Problem and Research Question

In Chapter 1, it was stated under the main problem:

"To identify how these B2B organisations can change their employees' change-averse attitudes to increase the adoption of a market orientation and an integrated e-CRM system."

The identified problem was based on Business-to-Business corporates who, in keeping up with digital transformation, have implemented various Enterprise Systems, i.e. ERP, SCM, e-CRM etc. This technological implementation was conducted under the anticipation of achieving improved internal processes and operations, business performance and customer experiences. These organisations fail to harness the benefits provided by these technologies through increased internal adoption due to a lack of proper culture-fit and aligned strategies to support adoption.

This was followed shortly after by the research question:

"What can be done to improve the likelihood of a B2B organisation increasing the adoption rate of a market-orientated focus and an integrated e-CRM?"

5.3 Discussion pertaining to general questions

In accordance with Table 15 (Chapter 4), 71% of respondents stated that their organisations had trouble when implementing Information Technologies within their existing cultures. This could be due to the IT function not being an inclusive and integral part of the business strategy. For Enterprise Application Integration and other digital transformations to occur smoothly, an organisation should include IT as part of the business strategy along with Marketing, as these two functions both support one another as well as the business strategy in terms of managing change and how technology can be used to enhance the organisations' competitive position and corporate functions.

In Table 15, "In general, employees accept change readily" received a 'Yes' response of 50%, while half the respondents indicated 'No'. And the question, "Employees' attitudes toward change is highly influenced by top management's example" received a 'Yes' from 91% of respondents. While in Table 16, "Management offers guidance in solving job-related issues" received 79% (Yes); "With the appropriate support, I can meet any work-related challenges" received 98% (Yes); and "Working cooperatively to create a competitive advantage is valued across the organisation" received 82% (Yes). This indicates that throughout the implementation and execution of the proposed organisational changes, Executive and Top Management need to consistently lead by example and drive the change initiatives if employees are expected to follow through. Even though working cooperatively is valued, this does not mean that it is understood or stimulating enough to be put to practice daily. Without managements' continuous motivation and daily practice of accepting these changes, employees may either comply reluctantly and minimally, lose momentum or refuse to accept change. It is up to those at more senior levels to visibly act out, encourage, participate and guarantee that these changes are accepted and to be accountable for their employees' future behaviour.

5.4 Discussion pertaining to Integrated Customer Focus questions

In Table 17 (Chapter 4), most respondents agreed with the statements made relative to organisational changes, i.e. towards an Integrated Customer Focus. Based on these responses, it can be concluded that a B2B organisation should dedicate the necessary resources towards adopting a market orientated culture and integrating their disparate business systems and processes. In doing so, it will be possible to harness the benefits provided from a customer-focused culture, the effectiveness provided by integrated Enterprise Systems and collaborative information sharing. Benefits in terms of economic and financial gains due to a corporate culture and synchronised systems and processes that support one

another, empower employees to perform beyond expectations and customers who are happy to maintain their business relationship.

It is noted that statements, “Continuous training imparts knowledge and understanding of the customer-focused culture” and “Continuous training imparts understanding of the integrated e-CRM/systems and the related benefits to employees in our daily activities” received 65.2% and 64.4% agreement from respondents. It is of vital importance that organisations invest seriously in continuous training (Sumner, 1999). This investment should be driven by the constantly evolving business environment, incongruent corporate truths and the strategical organisational goals (Paulin et al., 1999; Chen, 2001; Agrawal, 2003; Dibb & Meadows, 2004; Gotteland et al., 2007; Peelen et al., 2009).

5.5 Discussion pertaining to Hypothesis 1

In Chapter 2, employee involvement was identified as one of the proposed change management strategies to increase the adoption of an Integrated Customer Focus within an organisation. Based on past literature and research conducted by various academics, employee involvement was found to be a critical success factor (CSF) in the adoption of a market orientation within an organisation to enhance quality service delivery (Gronroos, 1985, 1990; Grönroos, 1990; Parasuraman et al., 1991; Cole et al., 1993; Bondra & Davis, 1996; Joseph, 1996; Cronin et al., 2000; Conduit & Mavondo, 2001; Idris & Zairi, 2006; Shah et al., 2006; A. Wilson et al., 2012). Employee involvement was also found to be a CSF in the adoption of an Enterprise System Software (e-CRM) system within an organisation (Guynes & Vanecek, 1996; Aladwani, 2001; H. Wilson et al., 2002; Xu et al., 2002; Bohling et al., 2006; H. Liang et al., 2007; Bradley, 2008; Da Xu, 2011; Liew et al., 2014).

However, the results produced in reference to this study indicate that employee involvement has no significant influence in employees adopting an Integrated Customer Focus (simultaneously adoption of both a market orientation *and* integrated e-CRM system). Thus, while employee involvement positively influences the increased adoption of a market orientation OR an e-CRM system, it does not influence both in conjunction. A possible explanation to this finding could be the lack of education based on both separate aspects respectively, therefore in combination, employees may not fully understand what each change requires and how they impact one another/are linked. This could result in confusion of what is actually expected from them in terms of what is meant to be achieved.

5.5.1 Discussion pertaining to the indirect effect of Employee Involvement

Presented in the results above is the indirect effect employee involvement has on the increased adoption of an Integrated Customer Focus through its impact on education and training. Employee involvement and feedback is important to understand an organisation's employees' perspective, issues and input regarding organisational change. These results indicate that involving employees through the activities of education and training, of both a market orientation and integrated e-CRM system, is vital in achieving the desired simultaneous adoption technique. During education and training, employees will improve their understanding and learnings of what an Integrated Customer Focus is, what it entails, the requirements, and so forth. Based on the knowledge to which they are exposed and their increased understanding, employees will participate more readily, provide their input more willingly and iron out any perceived issues comfortably. By actively involving employees during these activities and utilising their feedback, they will be more likely to adopt both the cultural and technological changes required of them. Through professional development, employees will become aware of how their adoption of the proposed changes will impact their career, thus incentivising them to be actively involved and to understand the required expectations.

5.5.2 Summary pertaining to Hypothesis 1 discussion

It can be concluded that while employee involvement does significantly influence the adoption of a market orientation and e-CRM system when tackled as separate entities, it does not directly result in the adoption of an Integrated Customer Focus. Yet, employee involvement does indirectly lead to the increased adoption of an Integrated Customer Focus (both organisational changes) through education, training and development.

5.6 Discussion pertaining to Hypothesis 2

Inter-functional coordination was identified as the second internal marketing strategy to be used as a change management strategy in Chapter 2. Inter-functional coordination involves teamwork and the sharing of information between organisational departments and functions. According to previous research conducted, inter-functional coordination was found to positively influence an organisation's adoption of a market orientation as it resulted in increased collaboration and information sharing throughout, hence facilitating internal and external customer service delivery (Gupta & Govindarajan, 1986; Kohli & Jaworski, 1990; Narver & Slater, 1990; Christopher et al., 1991; Parasuraman et al., 1991; E. W. Anderson & Sullivan, 1993; Deshpandé et al., 1993; Diamantopoulos & Hart, 1993; Jaworski & Kohli, 1993;

G. S. Day, 1994; Balakrishnan, 1996; Slater & Narver, 1996; Conduit & Mavondo, 2001; Davenport et al., 2001; Rindfleisch & Moorman, 2003; Neu & Brown, 2005; J. C. Anderson et al., 2006; Neu & Brown, 2008; Rapp et al., 2010; A. Wilson et al., 2012). Teamwork and information sharing was also found to be a CSF in the adoption of an e-CRM system within an organisation as it facilitated data generation and dissemination within teams and across the organisation, leading to effective and efficient service delivery (Stefanou, 1999; I. J. Chen, 2001; Davenport et al., 2001; Ryals & Knox, 2001; Bose, 2002; Starkey & Woodcock, 2002; H. Wilson et al., 2002; Xu et al., 2002; I. J. Chen & Popovich, 2003; Pan & Lee, 2003; Q. Chen & Chen, 2004; Mithas et al., 2005; Payne & Frow, 2005; Coltman & Dolnicar, 2007; Hunter & Perreault Jr, 2007; H. Liang et al., 2007; Frow & Payne, 2009; A. Stein & Smith, 2009; Finnegan & Currie, 2010; Rapp et al., 2010; A. D. Stein et al., 2013).

The results stated above contrast with what was proposed, and inter-functional coordination has no significant influence on the adoption of an Integrated Customer Focus. While inter-functional coordination does have a positive and significant impact on the adoption of a market orientation OR an e-CRM, it does not lead to the increased adoption of both together. This may not be due the lack of any teamwork or information sharing, which might occur at certain intervals to accomplish specific tasks that need to be seen to – i.e. collaboration necessitated due to situational context. So, teamwork may be present yet ineffective. This may be based on employees not being encouraged sufficiently to collaborate effectively and their lack of knowledge on how effective collaboration can facilitate quicker and better-quality service delivery internally and externally. They may not also understand fully what an integrated e-CRM entails and how it will assist in information sharing and efficient service delivery. The low comprehension can lead to “teamwork” and knowledge sharing only to complete specific points in a task as and when they are required, yet this collaboration may not be effective or efficient, and continuous.

5.6.1 Discussion pertaining to the indirect effect of Inter-Functional Coordination

Like employee involvement, inter-functional coordination was found to have an indirect effect on the increased adoption of an Integrated Customer Focus through its direct impact on education, training and development. This could mean that for effective coordination and collaboration to occur, employees need to be exposed to the knowledge of what a market orientation and integrated e-CRM is and what is required of them to achieve the shared goals enabled by this culture and technology. During education and training, employees need to understand what effective collaboration and coordination is and how it can be achieved. They also need to understand how the integrated technologies will work in simplifying processes

and information sharing that will make their daily tasks easier. During education and training sessions, employees can be given tasks to complete that require them to work in teams – these teams can consist of different individuals (from various departments and functions) for different tasks. During these sessions, employees should also be exposed to what their colleagues' roles and responsibilities encompass and how others can impact (positively or negatively) on their jobs. While an employee may understand their own role and functions, they may not fully grasp the roles of others – so sharing information openly and readily during training sessions will help educate them about their colleagues' functions and vice versa. This can create a greater understanding among an organisation's employees of what can be expected from them regarding internal service delivery and information sharing when working to achieve the shared organisational goal of exceptional customer service delivery. By improving their understanding of what teamwork demands in terms of an Integrated Customer Focus via education, training, practiced teamwork etc., they will be able to focus on what is required to achieve effective collaboration efforts, to accomplish not just their own tasks but in helping their colleagues achieve their own.

Additionally, should professional development and/or incentives include measures that take collaboration efforts and so forth into account in delivering excellent service, employees may participate more readily in these efforts.

5.6.2 Summary pertaining to Hypothesis 2 discussion

It can be concluded that while inter-functional coordination does positively impact the adoption of a market orientation and e-CRM system when undertaken as two unrelated changes, it does not directly result in the adoption of an Integrated Customer Focus, although, inter-functional coordination does indirectly lead to the increased adoption of both organisational changes (ICF) through education, training and development.

5.7 Discussion pertaining to Hypothesis 3

Education and training was the third and final change management strategy identified to induce attitude change among employees in adopting an Integrated Customer Focus. Past studies focused on either acceptance of a market orientation and services-based culture or e-CRM adoption (and technology acceptance) dictate that education and training of employees (and top management) results in the increased adoption of either the cultural change or technology like an e-CRM (Davis et al., 1989; Gronroos, 1990; Grönroos, 1990; Ruekert, 1992; Joseph, 1996; Achrol & Kotler, 1999; Paulin et al., 1999; Russo et al., 1999; Sumner, 1999; McDougall & Levesque, 2000; Aladwani, 2001; I. J. Chen, 2001; Conduit & Mavondo, 2001;

V. Shah, 2001; Wolfinbarger & Gilly, 2001; Eid et al., 2002; Koufaris, 2002; H. Wilson et al., 2002; Xu et al., 2002; Agrawal, 2003; I. J. Chen & Popovich, 2003; Venkatesh et al., 2003; Q. Chen & Chen, 2004; Dibb & Meadows, 2004; J. W. Kim et al., 2004; Boulding et al., 2005; Neu & Brown, 2005; Bhattacherjee & Sanford, 2006; Shah et al., 2006; Curran & Meuter, 2007; Gotteland et al., 2007; Dellaert & Dabholkar, 2009; H.-S. Kim & Kim, 2009; Kımıloğlu & Zaralı, 2009; Peelen et al., 2009; H. Sun, 2010; A. Wilson et al., 2012; A. D. Stein et al., 2013).

Based on the results pertaining to this study, education and training has a positive and significant impact on the increased adoption of an Integrated Customer Focus. This can be attributed to employees engaging cognitively to the extensive information that is passed onto them during training, helping them understand the concept of both proposed changes and the benefits behind each change (orientation/culture and technology) (Conduit & Mavondo, 2001; I. J. Chen & Popovich, 2003). This confirms that high levels of linear processing are necessary to increase their understanding (cognitive), hence their willingness to comply (affective and behavioural intent), via the receipt of high-level information (V. Shah, 2001).

Employees need to first be made aware of the changes, what they will require, how they may impact their performance (positively under adoption or negatively under resistance) and any other pertinent information related to the proposed changes (Aladwani, 2001; Eid et al., 2002). Employees need an environment that not only imparts knowledge but also encourages their involvement – to assist their understanding – and collaborative participation (Neu & Brown, 2005, 2008). Including a hands-on approach relative to the integrated e-CRM will increase user acceptance to the technology through perceived usefulness, ease of use and social influence, especially when the technology proposed will benefit them over traditional ways of performing tasks effectively (Davis et al., 1989; Russo et al., 1999; Bhattacherjee & Sanford, 2006).

Education and training helps employees not only comprehend and accept what their roles and responsibilities are regarding the organisational changes, but also those of their colleagues (Grönroos, 1990; Ruekert, 1992; Conduit & Mavondo, 2001). This platform to transmit a cultural and technological change influences employee commitment and motivation levels while also enhancing collaboration efforts (Joseph, 1996; Rafiq & Ahmed, 2000; Bradley, 2008; Finnegan & Currie, 2010). In turn, employees will buy into the shared vision of the service strategy due to their heightened level of comprehension.

5.7.1 Summary pertaining to Hypothesis 3 discussion

It can be concluded that education and training does positively and directly influence the increased adoption of an Integrated Customer Focus.

5.8 Conclusion

Founded on the above discussion, we can conclude that, in contrast to past research, Employee Involvement and Inter-Functional Coordination do not have a positive and direct influence on increasing the acceptance of an Integrated Customer Focus, although these two variables do have a direct influence on education and training and thereby have a positive and indirect influence on the increased adoption. Education and Training does have a direct and positive influence on the increased adoption of an Integrated Customer Focus - meaning that this variable does result in inducing an attitude change among an organisation's employees relative to the proposed cultural and technological changes.

6 CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

In this final chapter of the research report, the study is concluded based on the findings and discussion in Chapters 4 and 5 above. The main problem and research question stated in Chapter 1 is also referred to and answered in the conclusion below. The conclusion is followed by recommendations, to stakeholders identified in Chapter 1, in future, grounded on the findings of this study. The last section of this chapter contains suggestions for future research within this field and related to the subject of this study.

6.2 Conclusion

In Chapter 2, it was found that a market orientation is vital to the increased adoption of an e-CRM system (Brynjolfsson & Hitt, 2000; Ryals & Knox, 2001; Srinivasan et al., 2002; Agarwal et al., 2004; Dibb & Meadows, 2004; Payne & Frow, 2005; Van Bentum & Stone, 2005; Richard et al., 2007; Frow & Payne, 2009; O'Reilly & Paper, 2009; Peelen et al., 2009; Goldenberg, 2011; Chui et al., 2012; Iriana et al., 2013; Liew et al., 2014). Many business-to-business (B2B) organisations already have an e-CRM implemented without the accompanying cultural orientation to facilitate and increase acceptance of the technology. The focus is on short-term sales/financial targets breeding silo business units, lack of collaboration and information sharing in general, which all leads to customer service delivery that falls below par. This business myopia does not guarantee long-term growth or profitability for an organisation that forgets that their customers are also people who require satisfactory service as a prerequisite for their long-term loyalty. For an organisation operating within this context, achieving the necessary changes starts primarily with their people. Reducing their employees' resistance to change is critical to their acceptance of a new culture, technology usage and way of doing business to reach a new and shared focussed vision. Many e-CRM systems, along with other Enterprise Application Systems employed by an organisation, are isolated islands of data that are not connected and integrated. This results in disparate and one-way flows of information that disrupt the possibility of harmonising huge amounts of data and processes via a unified interface. An integrated e-CRM system - when adopted, managed and used correctly - supported by the right organisational culture, has a profound impact on the ease of accomplishing daily tasks, information sharing and effective and efficient service delivery to internal and external customers alike. Improving an organisation's market orientation to increase financial, economic and competitive gains includes employee involvement, coordination and collaboration and technology acceptance (Campbell, 2003; W. Reinartz &

Chugh, 2003; Curry & Kkolou, 2004; Kristoffersen & Singh, 2004; Van Bentum & Stone, 2005; Chang et al., 2010; Rapp et al., 2010).

The extensive literature reviewed in Chapter 2 states that internal marketing can be used as a change management strategy relative to either an organisation's orientation and culture or an organisation's acceptance and utilisation of technologies like an e-CRM. Internal marketing is based on the same principles as marketing to external customers except the focus is on an organisation's internal customers – its employees. In order to find out which internal marketing strategies would be best at changing people's attitudes to adopt an Integrated Customer Focus, three were identified as they focus largely on the people aspect: Employee Involvement, Inter-Functional Coordination and Education and Training. These three were chosen and tested to find out if the results would coincide with past research, in changing averse-attitudes via cognitive, affective and thus behavioural elements in adopting a change in cultural orientation together with an integrated and unified Enterprise System.

In accordance with the results pertaining to this study and relative to the identified change management strategies, neither Employee Involvement nor Inter-Functional Coordination have a positive and direct influence on increasing the adoption of an Integrated Customer Focus. They therefore do not directly result in reducing resistance to the combined change directly. In contrast, Education and Training, the third identified strategy, does have a direct and positive influence on increasing the simultaneous adoption of both proposed organisational changes. However, the first two strategies do have a direct and significant impact on education and training, thus posing an indirect influence on the increased adoption of the cultural and technological change.

6.3 Recommendations

For B2B executives/top management teams, the main focus to change employees' attitudes and reduce their reluctance to change is through education and training (with a focus on professional development as a post-event). During education and training, their active engagement, involvement and collaborative efforts should be encouraged and recognised. These inclusive aspects should also be reinforced during training in such a way that they are continued external to the training environment. For a continuous and well-orchestrated education and training programme to be implemented, top management, Human Resources and Marketing should work together to align the various elements that will need to be covered and how they should be attended to appropriately. From this view, recognition, rewards and professional development should include the daily practice of this knowledge in the form of Key Performance Indicators. This will further ensure that the culture of service delivery,

collaboration (intelligence generation and dissemination and knowledge sharing), technology usage and customer satisfaction become embedded in the way employees carry out their functions. Education and training of a cultural change towards one that is more market orientated, as well as that relating to an integrated e-CRM, should be organised so employees understand the impact these two vital changes have on each other, the organisation and on the employees, themselves. The education and training aspect should ensure that the teaching around technology and culture are complementary and supplementary, as a market orientation necessitates teamwork, the disbandment of departmental silos, knowledge sharing and a focus on a shared organisational goal of excellent service delivery to ensure customer satisfaction and loyalty.

Education and training will impart a comprehensive understanding of the organisation's shared goal and service strategy by improving not just employees' understanding of the market orientation concept and their roles and responsibilities, but also that of their colleagues throughout the organisation and how they each impact and support each other (Grönroos, 1990; Ruekert, 1992). Top management's continuous motivation, commitment and support towards these initiatives cannot be emphasised enough and should coincide with all activities undertaken by the organisation and its employees, as well as aligning various business functions, like IT and Marketing, with the business strategy to seamlessly hone in on and reap the benefits of operating within a digitally enhanced and customer-focused business environment.

An established and practiced orientation of this nature supports the usage of technology like an integrated e-CRM through its fundamentals of knowledge sharing, simplified processes and service delivery that is quick and effective. An integrated e-CRM (including other Enterprise Systems) and unified systems interface in turn enable an improved ability to smooth business processes, ease information sharing and help the completion of one's job tasks proficiently. The combination leads to an improved focus of the organisation's shared long-term vision of customer satisfaction and loyalty which results in long-term business growth, economic and financial returns and motivated and loyal employees who understand the greater goal towards which they are working.

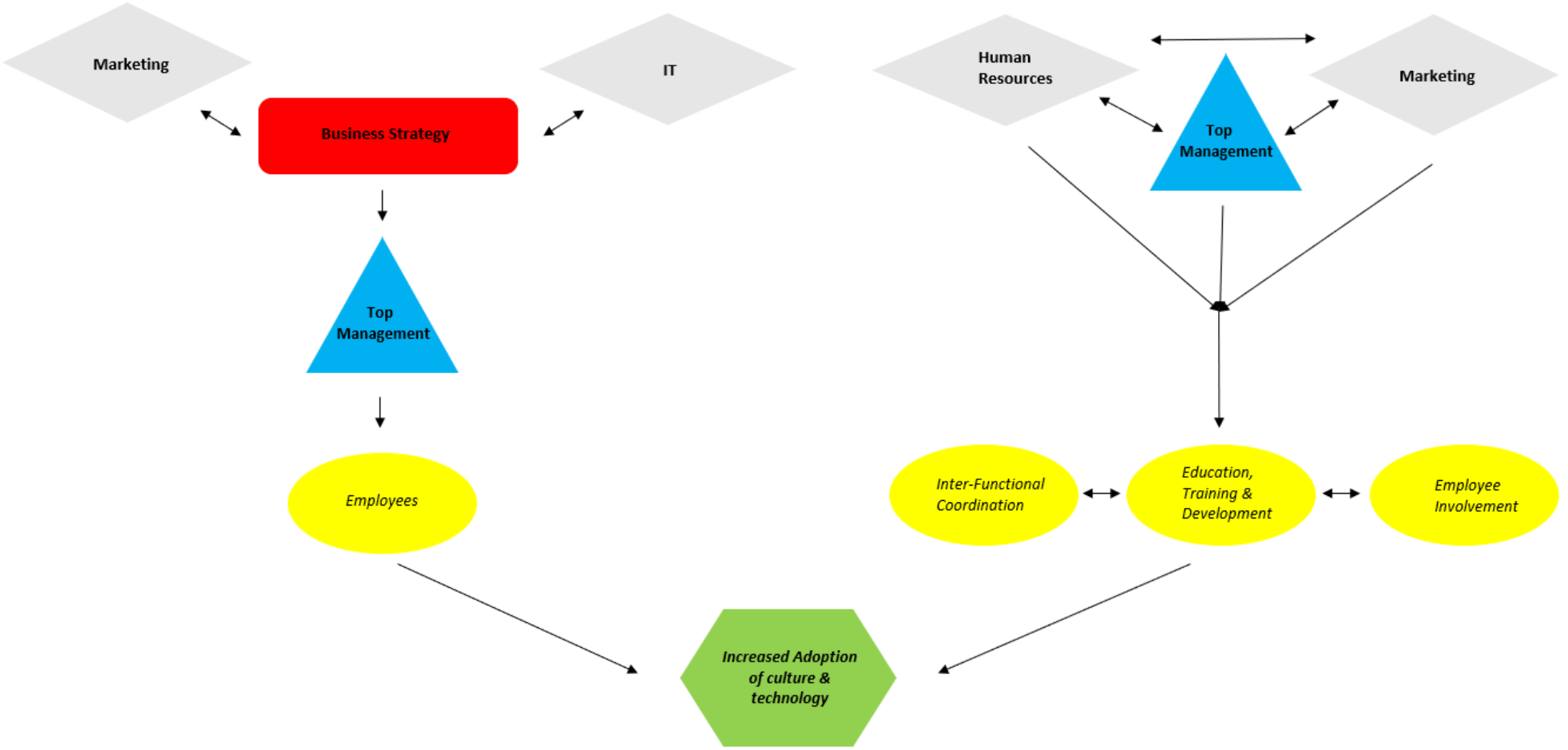


Figure 7: Visual representation of recommendations

6.4 Suggestions for further research

This study aimed to discover which selected Internal Marketing strategies could be used as change management strategies to increase the simultaneous adoption of an Integrated Customer Focus in a B2B corporation. Three people-focused strategies were chosen in terms of changing attitudes relative to the cognitive, affective and behavioural functions to change the motivation for action. These three were: (i) Employee Involvement; (ii) Inter-Functional Coordination; and (iii) Education and Training. It was found that Education and Training should be the main strategy executed to achieve the desired outcome, meanwhile incorporating the other two strategies within it to facilitate and improve overall understanding, acceptance, collaboration, and employee motivation and morale. Aligning different business functions regarding strategy is critical to success (consistent alignment of IT and Marketing with business strategy). Top management's commitment, motivation and drive towards achieving and maintaining adoption of these cultural and technological changes should remain a constant. They are the driving influence behind employees' attitudes towards change and commitment thereafter.

The study contributes towards various areas of academic interest, namely: Relationship Marketing, Database Marketing & Customer Strategy Management, Customer Relationship Management, Interactive Marketing, Industrial Marketing Management, Marketing Science, Marketing Research, Services Industry Management and Services Marketing.

This study has many limitations, such as the constrained time to carry out the research. Future research investigating these theories with longitudinal data can offer an in-depth understanding of the associations between them. In conjunction, integrating both quantitative and qualitative research methods (triangulation research) will lead to a comprehension of the relationships that is more insightful. A second limitation results from the responses being mostly from sales employees and obtaining more responses from different departments will provide a more holistic picture for the organisation. A third limitation arises from the fact that most survey responses were obtained mainly from middle management followed by general employees. A concern that is raised by this, questions the impact of "method bias" in the results. "Interaction effects are not subject to common method bias since informants are unable to determine the complex relationships involved." (Rapp et al., 2010, p. 1235). While this provides credibility, further research that incorporates secondary data can provide more understanding into the associations of this study – future research should aim at focusing on multiple members of a corporation's management teams together with general employees.

In future, further research can be done to find out if other Internal Marketing strategies, i.e. Internal Communications, Reward Systems, Personnel Management, Organisational Commitment, etc., will influence the simultaneous adoption. Research can also be conducted to find out if the adoption of both an Integrated Customer Focus positively influences Employee Involvement and Inter-Functional Coordination. This study obtained the majority of responses from respondents within the Electronic/Manufacturing/Engineering industry- it can be replicated and used to focus on specific B2B industries to discover what differences there are between industries or whether other industries produce the same results. A study can also focus on a B2B (or B2C) that has changed to a customer-focused culture and integrated e-CRM and Enterprise Systems and the impact it has on the organisation's financial and competitive positions and growth.

It will also be interesting to uncover how organisational resources impact each other and, once integrated, how they impact the relationships to resultant constructs, further identifying other enabling/moderating mechanisms that coordinate existing capabilities to establish value for organisations, or when defining capabilities, whether other areas (external to technology or customer related) will create the grounds for successful strategy formulation by detecting key core proficiencies.

In keeping with digital transformation, businesses should consider EAI incorporating not just business systems and e-commerce platforms, but social media as well. Social media has taken the world by storm and is an ever-expanding domain. Social media marketing and an integrated e-CRM go hand-in-hand in terms of digital business strategy and consumer gratification – although social media has not been a major component within the B2B world, so this provides new research grounds. How to encourage employees and business customers alike to participate fully in a technological revolution within the B2B environment could be investigated.

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APPENDIX A

Table 23: Causes of system failures

Failure	Cause	Result
1. Resource failures	Conflicts of people, time and project scope due to insufficient personnel.	Incorrect systems with poor reliability, difficulty with maintenance, and dissatisfied users.
2. Requirement failures	Poor specification of requirements.	Leads to developing the wrong system with many changes in requirements downstream.
3. Goal failures	Inadequate statement of system goals by management.	Leads to developing the wrong system by leading to requirement failures.
4. Technique failures	Failure to use effective software development approaches, such as structured analysis/design.	Causes inadequate requirements specification, poor reliability, high maintenance costs, scheduling and budget problems.
5. User contact failures	Inability to communicate with the system user.	Causes inadequate requirements specification, and poor preparation for accepting and using the information system.
6. Organizational failures	Poor organizational structure, lack of leadership, or excessive span of control.	Leads to poor coordination of tasks, schedule delays, and inconsistent quality.
7. Technology failures	Failure of hardware/software to meet specifications; failure of the vendor to deliver on time, or unreliable products.	Cause schedule delays, poor reliability, maintenance problems, and dissatisfied system users.
8. Size failures	When projects are too large, their complexity pushes the organization's systems development capabilities beyond reasonable limits.	Caused by insufficient resources, inadequate requirements specifications, simplistic project control, poor use of methodology, and poor organizational structure.
9. People management failures	Lack of effort, stifled creativity, and antagonistic attitudes cause failures.	Time delays and budget overruns occur, project specifications are poor, and the system is difficult to maintain.
10. Methodology failures	Failure to perform the activities needed, while unnecessary activities are performed.	This type of failure can lead to any of the consequences of system failure.
11. Planning and control failures	Caused by vague assignments, inadequate project management and tracking tools.	Work assignments may overlap, deliverables may be poorly defined, and poor communication may result.
12. Personality failures	These are caused by people clashes.	Passive cooperation and covert resistance, with possible acts of vengeance.

(Sumner, 1999)

APPENDIX B

Table 24: Characteristics of a low and high relationship marketing focus

Low Market Orientation	High Market Orientation
Company:	**Company:**
• *More likely to use traditional distribution channels*	• More likely to use new distribution channels
• *No stated desire for RM*	• Stated desire for RM
• *Not convinced about one-to-one future*	• Believe in one-to-one future
• *Focus on customer groups rather than the individual*	• Develop high relationship products
• *Transaction driven marketing*	• Believe better relationships lead to competitive advantage
	• Customer-driven and event-led marketing
Staff:	**Staff:**
• *Rewards for new accounts*	• Emphasis is on excellent communication with customers to 'connect' and spot opportunities
• *Most decision-making authority does not rest with front-line staff*	• Empowered, self-managed staff who can make quick decisions for customers
• *Pay structures may lack incentives or be transaction based*	• Reward customer retention, not just new accounts
Technology:	**Technology:**
• *Primary role of information is to record transactions*	• Information is powerful and vital to strategy
• *Systems often not very well integrated*	• Highly integrated systems and processes
• *Account driven rather than customer driven systems*	• Computer screens shared with customers
• *Front-line staff only have access to simple profile of customers with little attitudinal data*	• Full access to customer information when dealing with enquiries
• *Some are starting to think about customer emphasis in their systems*	• Focus on rich attitudinal/buying behaviour data used to identify 'life events'
• *Systems may not have ability to identify 'life events'*	• Databases used for contact management purposes
• *Information used to mail customers with literature*	• All dealings with customer logged allowing continuity between each transaction
• *Direct mail often handled remotely from front-line staff with little co-ordination*	• Customer contacts used as market research opportunity
Customers:	**Customers:**
• *Emphasis on the value to be achieved from customers today through the sale of an additional product*	• Emphasis on current and potential value of customers, with lifetime value focus
• *Contact with company instigated by the customer*	• Relationship achieved through integrating technology and the human face
• *Use contact to conduct transactions and sell additional products*	• Focus on easy, regular contacts with customers
• *Collection of customer information often carried out remotely*	• Use contact to regularly update systems
	• Anticipate needs through events-based marketing

(Dibb & Meadows, 2004)

APPENDIX C

Gap Model

Gap 1: Difference between customer expectations and management perceptions of customer expectations.

Gap 2: Difference between management perceptions of customer expectations and service quality specifications.

Gap 3: Difference between service quality specifications and the service actually delivered.

Gap 4: Difference between service delivery and what is communicated about the service to customers.

Gap 5: Difference between customer expectations and perceptions of service, i.e. perceived service delivery.

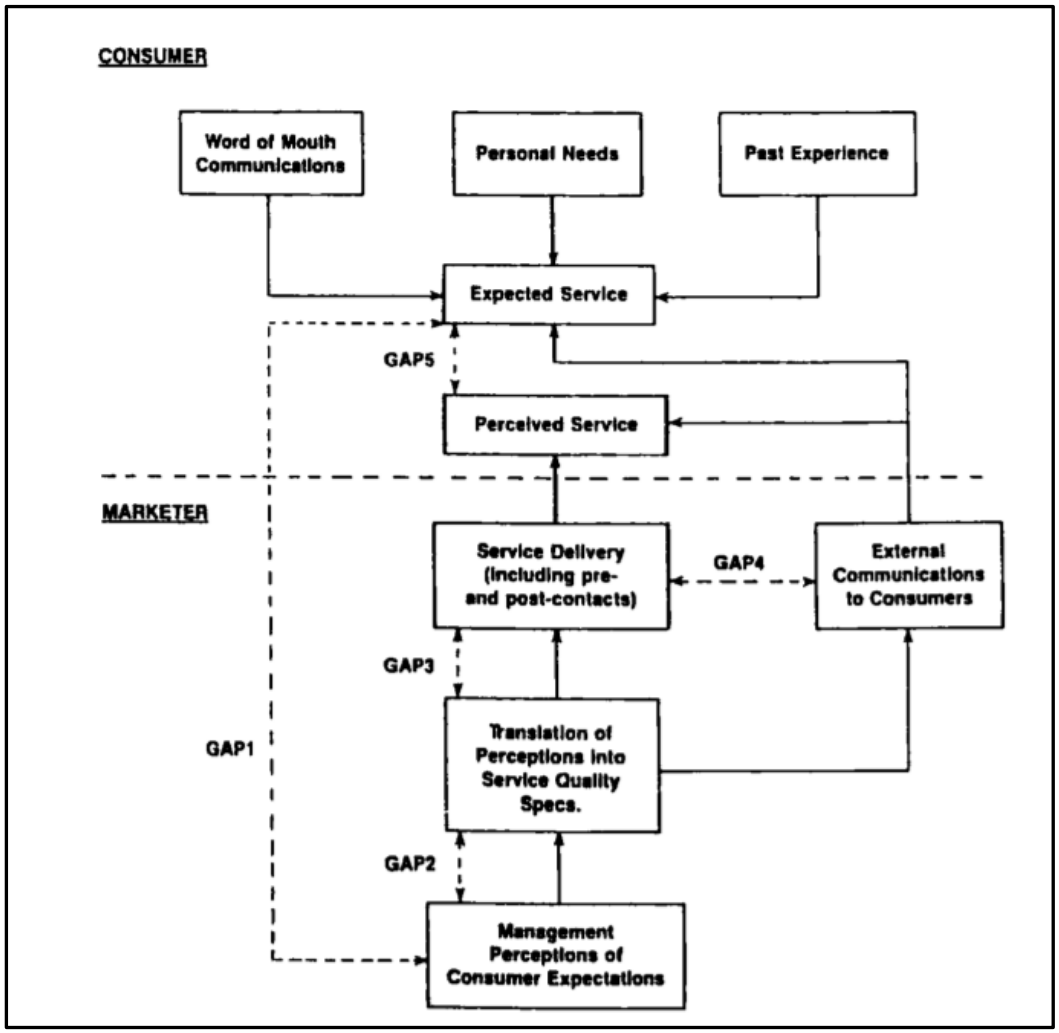


Figure 8: Conceptual model of service quality

(Parasuraman et al., 1985)

Five dimensions of SERVQUAL

Tangibles: appearance of physical facilities, equipment, personnel and communication materials.

Reliability: ability to perform the promised service dependably and accurately.

Responsiveness: willingness to help customers and provide prompt service.

Assurance: knowledge and courtesy of employees and their ability to inspire trust and confidence.

Empathy: caring, individualised attention the firm provides its customers.

Table 25: Constructs influencing service quality gaps within service provider's organisation

Constructs Influencing Gap 1

- **Marketing Research Orientation (MRO):** Extent to which managers make an effort to understand customers' needs and expectations through formal and informal information-gathering activities.
- **Upward Communication (UC):** Extent to which top management seeks, stimulates, and facilitates the flow of information from employees at lower levels.
- **Level of Management (LOM):** Number of managerial levels between the top most and bottom most levels.

Constructs Influencing Gap 2

- **Management Commitment to Service Quality (MCSQ):** Extent to which management views service quality as a key strategic goal and allocates adequate resources to it.
- **Goal-Setting (GS):** Existence of a formal process for setting quality of service goals.
- **Task Standardization (TS):** Extent to which technology and training programs are used to standardize service tasks.
- **Perception of Feasibility (POF):** Extent to which managers believe that customers' expectations can be met.

Constructs Influencing Gap 3

- **Teamwork (TEAM):** Extent to which all employees pull together for a common goal.
- **Employee–Job Fit (EFIT):** Match between the skills of employees and their jobs.
- **Technology–Job Fit (TFIT):** The appropriateness of the tools and technology that employees use to perform their jobs.
- **Perceived Control (PC):** Extent to which employees perceive that they are in control of their jobs and that they can act flexibly.
- **Supervisory Control Systems (SCS):** The extent to which employees are evaluated/compensated on what they do (behavior) rather than solely on output quantity.
- **Role Conflict (RC):** Extent to which employees perceive that they cannot satisfy all the demands of all the individuals (internal and external customers) they must serve.
- **Role Ambiguity (RA):** Extent to which employees are uncertain about what managers and supervisors expect from them and how to satisfy those expectations.

Constructs Influencing Gap 4

- **Horizontal Communication (HC):** Extent to which communication and coordination occur between different departments that have contact with and/or serve customers.
- **Propensity to Overpromise (PTO):** Extent to which the firm feels pressure to promise more to customers than can be delivered.

(Zeithaml et al., 1988)

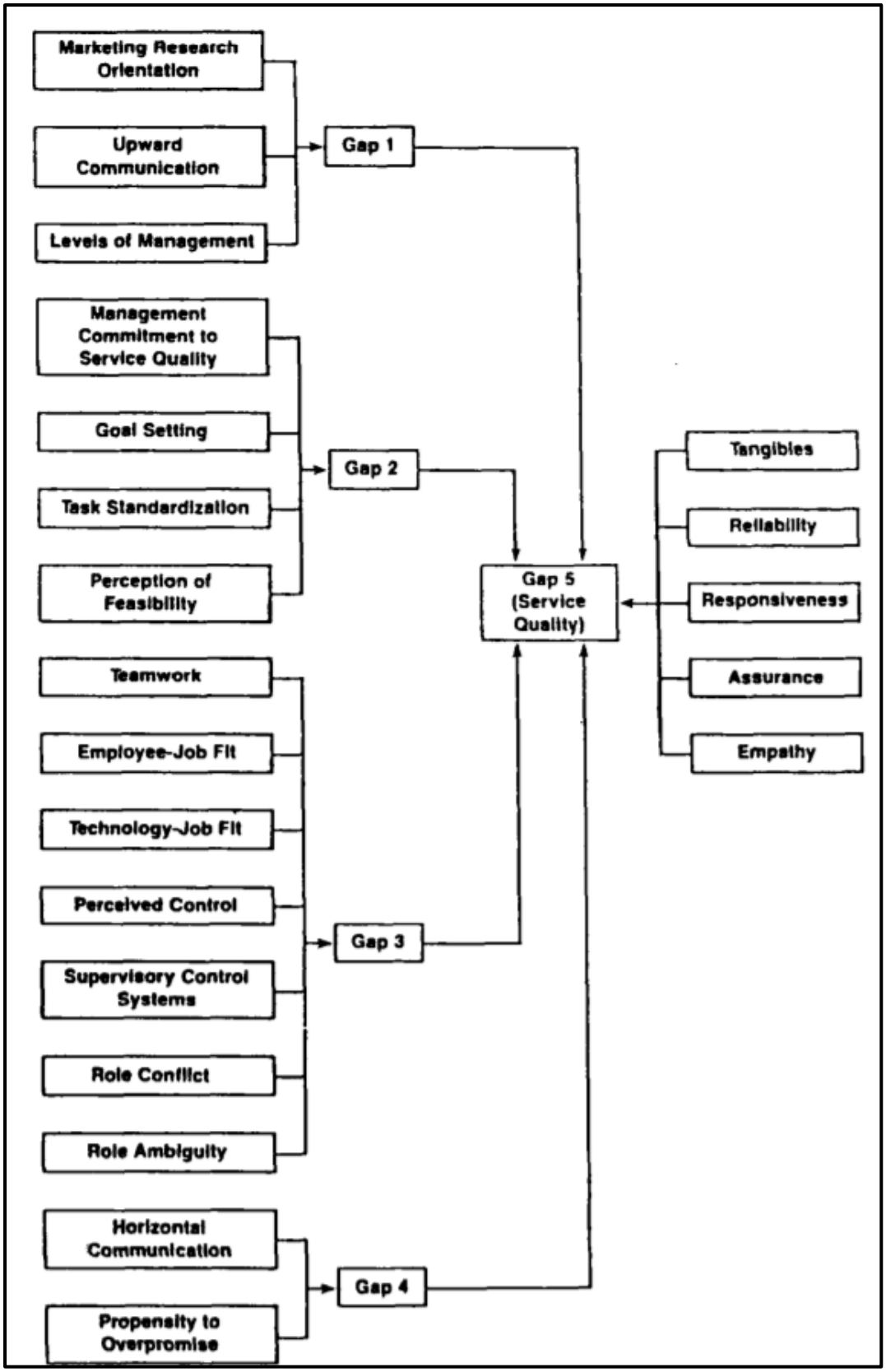


Figure 9: Extended model of service quality

(Parasuraman et al., 1991)

APPENDIX D

Appreciative Inquiry 4D Cycle

Appreciative Inquiry taken from Cooperrider and Whitney (2001, p. 3)

Appreciative Inquiry is about the co-evolutionary search for the best in people, their organisations, and the relevant world around them. In its broadest focus, it involves systematic discovery of what gives "life" to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms. AI involves, in a central way, the art and practice of asking questions that strengthen a system's capacity to apprehend, anticipate, and heighten positive potential. It centrally involves the mobilisation of enquiry through the crafting of the "unconditional positive question" often-involving hundreds or sometimes thousands of people. In AI, the arduous task of intervention gives way to the speed of imagination and innovation; instead of negation, criticism, and spiraling diagnosis, there is discovery, dream, and design. AI seeks, fundamentally, to build a constructive union between a whole people and the massive entirety of what people talk about as past and present capacities: achievements, assets, unexplored potentials, innovations, strengths, elevated thoughts, opportunities, benchmarks, high point moments, lived values, traditions, strategic competencies, stories, expressions of wisdom, insights into the deeper corporate spirit or soul, and visions of valued and possible futures. Taking all of these together as a gestalt, AI deliberately, in everything it does, seeks to work from accounts of this "positive change core"—and it assumes that every living system has many untapped and rich and inspiring accounts of the positive. Link the energy of this core directly to any change agenda and changes never thought possible are suddenly and democratically mobilised.

Four key stages in AI from Cooperrider and Whitney (2001, p. 5)

Discovery— mobilising a whole system inquiry into the positive change core;

Dream—creating a clear results-oriented vision in relation to discovered potential and in relation to questions of higher purpose, i.e., "What is the world calling us to become?";

Design—creating possibility propositions of the ideal organisation, an organisation design which people feel is capable of magnifying or eclipsing the positive core and realizing the articulated new dream; and

Destiny—strengthening the affirmative capability of the whole system enabling it to build hope and momentum around a deep purpose and creating processes for learning, adjustment, and improvisation.

APPENDIX E

Email to Respondents

Dear Madam/Sir

Thank you for your attention to this academic questionnaire. I am a post-graduate student at the University of the Witwatersrand – Graduate School of Business Administration, undertaking a Master of Management degree in the field of Strategic Marketing.

I am currently conducting research for my dissertation entitled: Employee attitude change in adopting a market orientation & integrated e-CRM in large corporations in SA.

A market orientation involves a customer-focused organisational culture.

Integrated technologies are Enterprise Systems that are connected – customer-related information (contact details, account and order status/history), pricing, product availability, delivery information etc. is shared across.

Enterprise Systems - Supply Chain Management (SCM), Enterprise Resource Planning (ERP) and electronic Customer Relationship Management (e-CRM) systems.

I kindly request you to complete the attached survey, which should take a maximum of 10 minutes.

Your response will be greatly appreciated and of great value to my research.

Your participation is voluntary, and you will not be asked to provide any identification information; your identity and responses will remain anonymous. This research is for academic purposes only and the information obtained will be kept strictly confidential.

Your views are very important to me.

Thank you in advance for your most valuable time and assistance.

Sincerely,

Keana Ganesan

Email: keanaganesan@gmail.com

Study Supervisor

Dr Neale Penman

Email: npenman@mweb.co.za

APPENDIX F

Research Instrument (Survey)

SECTION A: Organisational Demographics: Will be drop down menus for each, so respondent can select most appropriate option.

1. **Industry: drop down list of industries and if other: specify**
2. **Department: drop down list of departments and if other: specify**
3. **Level: Executive (CEO, CFO, CMO etc); Top Management; Middle Management; Junior Management; General Employee**

SECTION B: Employee Involvement

SECTION B.1. Employee Involvement – Organisational Dynamics

1. Company goals and objectives are clearly communicated to all employees.	**1**	**2**	**3**	**4**	**5**
2. I am well-informed about important organisational changes from top management via regular communication.	**1**	**2**	**3**	**4**	**5**
3. Management encourages open communication and active participation.	**1**	**2**	**3**	**4**	**5**
4. Management engages regularly with lower level employees.	**1**	**2**	**3**	**4**	**5**
5. Management encourages and values my feedback and input.	**1**	**2**	**3**	**4**	**5**

SECTION B.2. Employee Involvement – Organisational Culture and Technology

1. Management clearly shows support and involvement in customer and technology initiatives.	**1**	**2**	**3**	**4**	**5**
2. I believe in organisational change for the better in terms of our culture and technology usage.	**1**	**2**	**3**	**4**	**5**
3. I am involved in the decision-making process when implementing significant structures and/or systems.	**1**	**2**	**3**	**4**	**5**
4. I am comfortable using technology to assist in decision-making.	**1**	**2**	**3**	**4**	**5**

5. I believe that integrating SCM, ERP and e-CRM with each other will improve business efficiencies and customer service.	**1**	**2**	**3**	**4**	**5**

SECTION B.3. Employee Involvement – Continuity and Recognition

1. My continuous involvement and feedback is encouraged and used even after the organisational change occurs.	**1**	**2**	**3**	**4**	**5**
2. My organisation recognises me for my active involvement and contributions towards any organisational change.	**1**	**2**	**3**	**4**	**5**
3. I receive periodic, useful feedback from management related to my performance and cooperation.	**1**	**2**	**3**	**4**	**5**

SECTION C: Inter-functional coordination

SECTION C.1. Inter-functional coordination - Organisational Dynamics

1. My organisation stresses the importance of internal service quality and information sharing through interdepartmental collaboration.	**1**	**2**	**3**	**4**	**5**
2. My organisation implements procedures to improve collaboration and cross-functional teamwork.	**1**	**2**	**3**	**4**	**5**
3. Quarterly interdepartmental meetings are held to discuss industry/market trends and developments.	**1**	**2**	**3**	**4**	**5**
4. There is ample opportunity for informal discussions to occur between departments/functions.	**1**	**2**	**3**	**4**	**5**
5. Employees are comfortable asking anyone from any department/function for assistance.	**1**	**2**	**3**	**4**	**5**
6. Any interdepartmental/functional conflict is handled appropriately.	**1**	**2**	**3**	**4**	**5**

SECTION C.2. Inter-functional coordination – Organisational Culture

1. The goals of different departments are harmonised towards achieving shared organisational goals.	**1**	**2**	**3**	**4**	**5**
2. All departments understand how everyone can contribute to superior value creation in servicing customers.	**1**	**2**	**3**	**4**	**5**
3. Departments are quick to share resources, information and ideas freely.	**1**	**2**	**3**	**4**	**5**
4. Whether servicing a customer or distributing information, employees take responsibility and accountability for roles played in collaboration/teamwork.	**1**	**2**	**3**	**4**	**5**
5. Collaboration efforts are driven by customer satisfaction.	**1**	**2**	**3**	**4**	**5**

SECTION C.3. Inter-functional coordination – Information sharing via technology and Recognition

1. Customer-related information (including satisfaction) is circulated between departments, at all levels.	**1**	**2**	**3**	**4**	**5**
2. Integrated technologies and coordination between departments/functions ensures customer needs are understood and satisfied.	**1**	**2**	**3**	**4**	**5**
3. Attention to customer service (pre- & post-sales) is enhanced by information shared across integrated technologies and collaboration.	**1**	**2**	**3**	**4**	**5**
4. Integrated technologies and teamwork ensures customer relationships are maintained and enhanced via tracking consolidated and accurate customer information.	**1**	**2**	**3**	**4**	**5**
5. Collaborative successes related to customer satisfaction and service delivery are recognised/rewarded.	**1**	**2**	**3**	**4**	**5**
6. Individual contributions are recognised within the collaboration efforts.	**1**	**2**	**3**	**4**	**5**

SECTION D: Education, training and professional development

SECTION D.1. Education, training and professional development - Organisational Dynamics

1. Education and training are valued integral parts of my organisation's culture.	**1**	**2**	**3**	**4**	**5**
2. My participation in continuous training opportunities is encouraged.	**1**	**2**	**3**	**4**	**5**
3. Management supports continuous formal and informal training of all employees.	**1**	**2**	**3**	**4**	**5**
4. Management actively participates in training and implements their learnings daily while encouraging employees to do the same.	**1**	**2**	**3**	**4**	**5**
5. Training provides me with the opportunity to learn from my colleagues and vice versa.	**1**	**2**	**3**	**4**	**5**
6. Training helps me understand the role of my colleagues and what we require of each other to meet organisational goals.	**1**	**2**	**3**	**4**	**5**

SECTION D.2. Education, training and professional development – Service Delivery and Technology

1. Management believes that all employees should be trained in customer awareness, service quality and technology usage.	**1**	**2**	**3**	**4**	**5**
2. Training sessions help me understand current and future customer needs (internal and external).	**1**	**2**	**3**	**4**	**5**
3. Training sessions help me understand system functions beyond my role requirements.	**1**	**2**	**3**	**4**	**5**
4. Learning new service quality processes and integrated-technology uses will simplify and be useful in my job.	**1**	**2**	**3**	**4**	**5**
5. Hands-on training with the integrated e-CRM will increase navigational ease.	**1**	**2**	**3**	**4**	**5**
6. Hands-on training and support with the integrated e-CRM will increase understanding of system processes that support my job.	**1**	**2**	**3**	**4**	**5**

SECTION D.3. Education, training and professional development – Continuous training: Service Delivery, Technology and Recognition

1. On-going training and professional development will enhance and increase my expertise and knowledge on customers, service quality and e-CRM (and other organisational systems).	**1**	**2**	**3**	**4**	**5**
2. On-going training will help me understand my role and purpose in the organisation via increased adoption of customer-focused strategies and technology to support the business.	**1**	**2**	**3**	**4**	**5**
3. Post-training, my understanding of my organisation, culture, implemented technologies and customers will increase and add value to my role.	**1**	**2**	**3**	**4**	**5**
4. My organisation provides reimbursements/career development opportunities for efforts to obtain training and new skills that are practiced and improved upon.	**1**	**2**	**3**	**4**	**5**

SECTION E: Integrated Customer Focus

SECTION E.1. Integrated Customer Focus – Organisational Dynamics

1. Our e-CRM system is isolated from other Enterprise Systems like SCM and ERP systems.	**1**	**2**	**3**	**4**	**5**
2. Inappropriate orientation and e-CRM adoption may hinder customer relationships over time and detract from one-to-one contact between suppliers and customers.	**1**	**2**	**3**	**4**	**5**
3. Significant time and effort can be dedicated to alter and integrate processes to align with the organisational change and ensure employee understanding and buy-in.	**1**	**2**	**3**	**4**	**5**
4. It is vital that customer information is to be retained over time to provide improved levels of service.	**1**	**2**	**3**	**4**	**5**
5. e-CRM is a key enabler that can improve customer relationships by centralising information and data thus providing more timely and relevant communications.	**1**	**2**	**3**	**4**	**5**

SECTION E.2. Integrated Customer Focus – Shared Information: impact on personal and collaborative performance

1. Customer information is leveraged by an integrated e-CRM, adding value from a single point of contact.	**1**	**2**	**3**	**4**	**5**
2. The integrated systems and simplified processes will improve my productivity via increased access to integrated, timely and reliable data.	**1**	**2**	**3**	**4**	**5**
3. Collaboration and an integrated e-CRM will help me understand how I can build and manage customer relationships regarding past interactions and what is happening across the business.	**1**	**2**	**3**	**4**	**5**
4. Integrated customer information that can be tracked will support business strategies to increase customer value.	**1**	**2**	**3**	**4**	**5**
5. Integrated e-CRM will provide front-office and support employees with access to integrated customer information that supports planning.	**1**	**2**	**3**	**4**	**5**
6. Via a unified system interface, an integrated e-CRM reduces friction and communication barriers by enhancing shared, timely and accurate data.	**1**	**2**	**3**	**4**	**5**

SECTION E.3. Integrated Customer Focus – Training and Organisational Impact

1. Continuous training imparts knowledge and understanding of the customer-focused culture.	**1**	**2**	**3**	**4**	**5**
2. Continuous training imparts understanding of the integrated e-CRM/systems and the related benefits to employees in our daily activities.	**1**	**2**	**3**	**4**	**5**
3. A market orientation and integrated e-CRM will provide clear direction in achieving shared organisational objectives and goals.	**1**	**2**	**3**	**4**	**5**
4. A market orientation and integrated e-CRM allows employees to add substance to customer relationships.	**1**	**2**	**3**	**4**	**5**
5. A market orientation and integrated e-CRM will noticeably improve our ability to service our customers.	**1**	**2**	**3**	**4**	**5**

SECTION F: General questions

Section F.1. General Questions – Technology and Organisational Change.

1. My company has implemented an e-CRM system.	**YES**	**NO**
2. My company has openly embraced new technology.	**YES**	**NO**
3. We've had few issues fitting information technologies within our company culture.	**YES**	**NO**
4. In general, employees accept change readily.	**YES**	**NO**
5. Employees' attitudes toward change is highly influenced by top management's example.	**YES**	**NO**
6. Managers encourage employees to adjust to changing situations through innovation and creativity.	**YES**	**NO**

Section F.2. General Questions – Management Support and Organisational Culture.

1. My co-workers and I understand our job roles and functions.	**YES**	**NO**
2. My co-workers and I understand how we contribute to the organisation's success.	**YES**	**NO**
3. Management offers guidance in solving job-related issues.	**YES**	**NO**
4. With the appropriate support, I can meet any work-related challenges.	**YES**	**NO**
5. Working cooperatively to create a competitive advantage is valued across the organisation.	**YES**	**NO**