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<input type="checkbox"/>	Doctor's thesis

Subject	Information Systems Science	Date	20.2.2008
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		Number of pages	60 + 6
Title	Electronic Customer Relationship Management: Business Needs Analysis For Concept Development In A Telecommunications Company		
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Abstract

The target of the study is to collect and analyze the business needs for developing an electronic customer relationship management concept in a telecommunications company.

The study problems include defining the business needs for E-CRM, describing the overall architecture needed to support E-CRM, and evaluating the major success factors for E-CRM implementation.

The empirical part is based on qualitative methods. A case study is made about the after market services organization of a telecommunications company. Data was collected by interviewing seven key persons in the organization's China and Asia-Pacific units. The theory part is based on literature, scientific journals and Internet sources.

General observation is that the CRM development is only taking the first steps in the target organization. Vision is to broaden the services from basic services to diversified services covering all the customers' needs. Web-enabled contact center would be needed for supporting especially e-commerce. Various Web sites should be integrated to customer and partner Web portals. E-mail channel is not regarded being important for customers, but it could be used with partners. In the longer term, also SMS and WAP channels could be developed. Consolidated customer, partner, product and transaction data storages are needed in order to enable a seamless customer experience across the interaction channels.

Main conclusion is that bringing together all the development areas and creating a robust E-CRM strategy and platform will take a lot of effort. Having a top management owner for such initiative is crucial in order to steer different organizations and geographical areas towards a common goal. Suitable set of services should be defined for each user group and relevant technologies should be implemented when users are ready to adopt them. Overall architecture planning should be paid a lot of attention.

Based on the results of this study, it can be assumed that CRM industry should develop towards providing comprehensive services covering multiple channels and functions.

In the future it could be studied how the E-CRM strategies and implementations have succeeded, to what extent the technologies have actually been taken into use and what are the user groups, related volumes, and costs. Expectations towards the services and effects to customer satisfaction could also be studied.

Key words	Customer relationship management, CRM, E-CRM
Further information	

