

IDENTIFICATION OF FACTORS THAT AFFECTS THE CAR SALES IN BUSINESS AND E- BUSINESS

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***Abstract---**The goal of current study is to explore the factors that effects car sale and E-business and the he analysis shows that companies have a need for CRM functionality to support the Marketing, Sales, Order, Production, and Service Process. CRM functionality can be divided into three main categories, which are Marketing Automation, Sales Force Automation, and Customer Service & Support. Which each category comprises a number of different functional groups. The fact is that companies are operating within the service or production industry doesn't seem to imply that the need for CRM functionality differ noticeably. However, there are several other aspects that seem to have an influence on the needs, such as the stage in the CRM development process, and the process-orientation of the organizations. In order to describe how companies can use a CRM system, this thesis includes a description of how CRM functionality can be used at different steps in the sales process. Certain functionality is generally applicable and can be used at many different steps in the sales process, while some functions can be connected to a specific step. The analysis shows that the functionality included in the three main functional categories are used in all phases in the sales process. For example, Customer Service & Support functionality is not only needed for service activities, the results from measuring customer satisfaction can also be useful when deciding who to target in a campaign. Consequently, the connection between CRM functionality and the sales process gives a complete view on how a CRM system can be used.*

***Keywords---**Car Business, E-Business, Customer Relationship Management*

I. Introduction

This diverse and uncertain environment has forced companies to restructure themselves in order to increase their chances to survive and grow. This has led to that new approaches in the marketing research. One approach is relationship marketing, which has attracted considerable interest from both marketing academics and practitioners.

II. Relationship Marketing

The concept of relationship marketing has emerged within the fields of service marketing and industrial marketing. From the beginning service companies base their marketing on the marketing mix paradigm. The marketing mix, which consists of the 4Ps (product, price, place and promotion), has dominated the marketing research since Neil Borden introduced it in the 1950s. The concept emerge from the idea of the marketer as a "mixer of ingredients", who mixes the four Ps in a way that makes the offers competitive (Amit & Zott, 2001). However, within the field of services, the marketing mix had several disadvantages. This was made clear since the characteristics of services differ noticeably from the characteristics of

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commodities. Often services are intangible and consequently hard to demonstrate and it's therefore difficult to estimate their value. In addition, they normally require some kind of interaction between the seller and the customer during the production of the service. These new conditions implied that the four Ps were too limited and primarily suitable for situations involving consumer packed goods aimed at huge mass markets. Thereby, new theories and ways of thinking concerning marketing has evolved. According to past studies, a paradigm shift is clearly under way, where the marketing mix paradigm will loose its position.

III. Fundamental Values of Relationship Marketing

According to past studies there are four fundamental values of Relationship Marketing. Firstly, marketing management should be broadened into marketing-oriented company management. This means that there must be a marketing orientation of the whole company; marketing should not be an activity of a specialized department. Secondly, Relationship Marketing emphasizes on long-term collaboration and win-win attitude. A company should view their suppliers, customers and other parties as partners, where the goal is to create a mutual value. The relationship must be meaningful for all those involved, with the purpose of retaining long-term relationships with existing parties. Another fundamental value of Relationship Marketing is that all parties should be active and take responsibility (Bohnsack, Pinkse, & Kolk, 2014). The relationship should be interactive, where e.g. the customer can initiate innovation or improvements of the product or service. Finally, past studies states that the customers should be viewed as individuals rather than masses; a source of revenue rather than a cost, and the supplier's task is to create value for the customer, not to win over the customer.

IT affects business activities in many different ways. Primarily, it can facilitate communication, information sharing and collaboration processes with customers and within a company or network. This is an important factor since, independent of marketing approach; companies cannot operate effectively unless they have the capability to communicate rapidly, accurately and over a great distance. The communication also needs to be two-way, integrated, recorded, and manage.

IV. Definitions of CRM

Several researchers have made attempts to define CRM. Here are some of the definitions, which will hopefully give better understanding of what CRM is all about. Bose (2002) states that, "*at the core, CRM involves the integration of technology and business processes used to satisfy the needs of a customer*". Mr Bose continues by giving an explanation in IT terms, where CRM is defined as "*an enterprise wide integration of technologies and functions such as data warehouse, Web sites, intranet/extranet, telephone support system, accounting, sales, marketing and production*" (Delhi, 2016).

Past studies also gives several definitions of CRM; where the definition both focuses at CRM as an all-embracing approach and CRM as an IT term. He states that, "*basically, CRM is an idea regarding how a company can keep their most profitable customers by increasing the value of interaction. The value is maximized through differentiation of the management of customer relationships*". Another definition provided by Mr. Xu is formulated as follows, "*basically, CRM is a notion regarding how an organization can keep their most important customers and at the same time reduce costs, increase the values of interaction to consequently maximize the profits*". According to Xu, CRM can also be defined as "*an information industry term for methodologies, software, and usually Internet capabilities that help an enterprise manage customer relationships in an organized way*" or be defined as "*an all-embracing approach, which seamlessly integrates sales, customer service, marketing, field support and other functions that touch customers*"

According to Swift (2001), CRM can be defined as "*an enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer*

loyalty, and customer profitability” (Devaraj, Krajewski, & Wei, 2007). The word “enterprise” in the definition above is of great importance since CRM is an approach that must be integrated into everything a company does and must involve the entire company.

The fact that our world is rapidly changing and the competition for each customer is intense is one thing that is for certain. Companies are becoming frustrated by competing with only minor advantages that are easily copied by the competitors. CRM is an opportunity to rise above minor advantages by developing actual relationships with the customers. According to past studies companies that are the most successful at delivering what each customer wants are the most likely to be the leaders of tomorrow. However, the reasoning in the section above show that CRM implementations often fail. Approximately, only one third of implemented systems are seen to have met expectations (Corner, 2002). The reason too many failures is that the companies are not adapted to the CRM approach. They are going through motions they call “CRM”, when it is obvious that they don’t even know what a relationship is and without realizing that careful considerations are necessary. In order to avoid that companies continues failing there is a need to increase the knowledge about what CRM is all about. Management needs a clear picture of what the strategy involve and the success requirements (Drew, 2003).

It is also apparent that there is a need for IT, a CRM system, to support the realization of CRM. It is certain that company success is the result of the symbiosis of technology and marketing. Marketers and managers must be aware that making inappropriate decisions about the technological dimension may affect their ability to compete in the market. Implementing a CRM system that does not meet the business goals or is not accepted by the users may cause great problems for companies and simply cause escalating costs, instead of leading to improvements in customer management. There are companies that install complex CRM systems just because it is the most advanced technology and because they think they have got to have it since their competitors. Consequently, the problem on how to integrate IT in building marketing relationships has yet not been solved in a comprehensive and satisfactory way (Garicano & Kaplan, 2001). Therefore it is of great significance, both for academic research and for practitioners to develop a better understanding of CRM and how companies can use a CRM system when applying CRM. The real value to a company lies in the value they create for their customers and in the value the customers deliver back to the company. Accordingly, it is important to mark that the value does not lie in more information and in more advanced technology. The value lies in the customer knowledge and in how the company uses that knowledge to manage their customer relationships.

Unfortunately, few companies are transforming the information to customer knowledge and therefore they miss the opportunity to provide value to their customer. However, applied in the right way, CRM is the tool that contributes to profit (Garicano & Kaplan, 2001). If companies are transforming the customer data into knowledge and then uses that knowledge to build relationships it will create loyalty, followed by profit. According to past studies companies can gain many benefits from CRM. He states that the benefits are commonly found in one of these areas:

1. Lower cost of recruiting customers:

The cost for recruiting customers will decrease since there are savings to be made on marketing, mailing, contact, follow-up, fulfillment, services, and so on.

2. No need to recruit so many customers to preserve a steady volume of business:

The number of long-term customers will increase and consequently the need for recruiting many new customers decreases.

3. Reduced costs of sales:

The costs regarding selling are reduced owing to that existing customers are usually more responsive. In addition, with better knowledge of channels and distributors the relationships become more effective, as well as that costs for marketing campaigns is reduced.

4. Higher customer profitability:

The customer profitability increase since the customer wallet-share increases. There are increases in up-selling, cross-selling and follow-up sales, and more referrals comes with higher customer satisfaction among existing customers.

5. Increased customer retention and loyalty:

The customer retention increases since customers stay longer, buy more and buy more frequently. The customer does also more often take initiatives, which increase the bounding relationship, and as a result the customer loyalty increases as well (Hussain, Mosa, & Omran, 2017).

6. Evaluation of customer profitability:

The company will get to know which customer are profitable, the ones who never might become profitable, and which ones that might be profitable in the future. This is very important since the key to success in any business is to focus on acquiring customers who generate profit. All customers are not valuable; some may even be of danger to the business. This occurs when the customers use the company's time, energy and resources without generating enough business to make them worth the effort. Hence, a company should perform CRM efforts where they will get the best possible return, which means focusing on customers who already are or will become the company's most profitable customers. According to past studies most companies can apply for CRM. However there are some companies that are more likely to benefit from CRM than others. Those are companies that accumulate a lot of customer data when doing business and whose customers' needs are highly differentiated (Hussain, Mosa, & Omran, 2018).

Business-to-Business CRM

A business-to-business customer can be defined as "the customer who purchase your product or service and adds it to its products for sale to another customer or a business using your product within its own organization to increase profitability or services". According to past studies, managing of business-to-business relationships is practically the same as managing consumer customer relationships. However, a significant difference is that relationships with businesses are much more complex than with consumers since the relationship involves both an individual and a business. Furthermore, the relationship often also involves interaction with several people since commonly there is more than one person involved in making purchasing decisions. Thus, when targeting businesses the constitution of the buying groups must be identified, as well as the individual players included, what they value and what role they play. Consequently, applying CRM is even more important for companies targeting other businesses than for companies targeting consumers. The importance of applying CRM has also increased since today no company can survive if they only focus on the products or on the price. It is not enough since buyer's decisions are also based on the value of the relationship with the supplier. The more value your company can add through the relationship, the more loyal the customers.

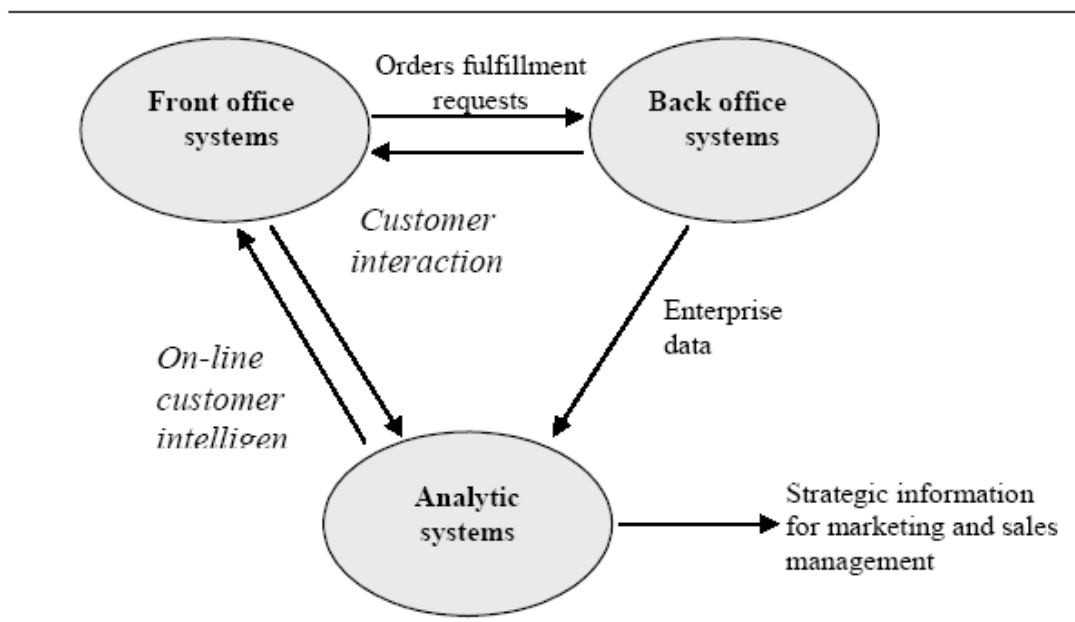
In order to deal with the challenges of customer relationships in the fast-evolving Internet world, even the most customer-focused companies have to understand the three essential insights to getting customer relationships right:

1. Building CRM in the front office is just the start, and that it must involve the back office functions like manufacturing, fulfillment, and billing as well as the analytical functions like data warehousing and pushing customer insights back up to the front office.

2. Conducting relationships across multiple media requires the correct technical infrastructure, allowing companies to deal with their customers in a consistent way across multiple media, and even add new media as required without the need to develop every interface separately.

3. Building the correct strategy for directing customers to different media. For a few organizations the strategy “we will deal with customers on whatever medium they prefer” is right; but for the vast majority of organizations it is a recipe for disaster (Hussain, Musa, & Omran, 2019).

The purpose of this is to ensure that organizations know their customers fully, and then act according to their needs and the organization’s interest. Important information is generated and used in other areas. Any company that is doing CRM properly must integrate the front office, the back office, and analytical systems.



Source: Bradshaw & Brash (2001), pp. 525

Figure 1: The “virtuous triangle” of CRM

According to past studies CRM is a business strategy, which requires planning, commitment and change, and any employee that has any point of contact with a customer at any time should be considered a “CRM user”. Excellence in CRM is not achieved with a software product or a marketing campaign. However, technology such as telephone systems and Web sites can be used wherever it aids a CRM strategy. Below, ten ways to improve or initiate a CRM program is stated: The heart of CRM is about knowing your customers and the way they want to interact. CRM is about marketing and customer knowledge, not about great software. CRM can have a wide scope, but it can also be as simple as managing your activities and keeping your promises.

CRM defines what is happening in an organization so CEOs can move in several areas with more business intelligence. CEO and board commitment is also a critical factor that influences the impact of CRM initiatives and diminishes resistant to change. To state it simply, if a CRM strategy is simple and sanctioned by the CEO, it will probably work. The biggest problem with CRM is that it requires staff to capture more data to do more things. Some employees dislike the way that it slows them down and if they have not been shown the value, they reject it. Organizations must get CRM users excited and start with a couple of key supporters. The employees need to be assured that if they put information into CRM systems they will get value out of it.

Different people in an organization have different views of the same customer. The marketer might think, “He keeps buying, we need to keep selling to him” while the financial manager thinks, “he is not paying his bills, we will have to stop selling to him”. This is why you need to identify customers and why CRM systems need to be integrated. Furthermore, if customer data does not easily reveal which customers bring in value, it can be too late to adapt marketing practices once the information is realized. Successful CRM is about having real time access to the right information (Hussain, Musa, & Omeran, 2018).

It is important to spend time researching the IT market to find the tools and technologies appropriate for the organization. Customer relationship tools in the mid-90s did not include SMS messaging, the Internet, or digital phones. There was only mail and fax. However, now you have got interactive TV, interactive Web, digital telephony systems, and e-mail. It is a learning curve. Some organizations benefit from expensive and complex high-end CRM systems. Those systems can take a long time to roll out and require consultant input. In this case, management must be patient and look at the big picture in the long-term instead of just focus on short-term costs. It is all about what the organization needs, if you do not have a vision behind the sticker price, you are in trouble. Although consultant and vendor relationships can be fractious and expensive, these partners are often the only one that can see the “bigger picture”. It is therefore important for organizations to manage the relationships and develop mutually reasonable expectations. It may take time for a CRM strategy to show return. Often organizations will spend a lot of money in CRM, but not allocate a budget to change culture or establish training. So they regroup and sometimes there is a lot of trial and error. CRM is not a five-minute wonder. Sometimes it takes decades for return on investment to come in. While IT people need to help with technical CRM decisions, each investment should have a business requirement. Remove what the organization do not need and implement CRM systems where they add value for users before trying to add value to the organization. A big system might take two years to roll out and then suddenly the organization’s requirements and directions have changed. Also remember that CRM needs can differ between departments (Nawaz, Afzal, & Shehzadi, 2013).

If the organization does not feel up to the CRM learning curve, consider outsourcing. Outsourcers will often recruit, train, and manage contact centers on behalf of clients. The customer does not care about where the person they are talking to is sitting as long as their needs are met. Today, outsourcers that get customer information which they sell back to the organization or uses to manage CRM for the organization are becoming more and more common. According to past studies there seem to be three trends that will affect CRM in the near future. However, Bose emphasizes that “no one can predict the future with certainty”. The trends are presented below.

Companies are increasingly collaborating with other parties along the value-chain, consequently, there is a need for channel relationships (Nawaz, Azam, & Bhatti, 2019). Hence, the next step is to extend CRM to business partners within the product value-chain, this is called Partner Relationship Management. Managing partnering is a very complex process since each partner has its own goals, partners, customers, and very often a business model and corporate culture that is different from the other parties. Consequently, the way to handle each partner is different and it is required to have a channel strategy in order to perform effective PRM. Often Internet-based technology is a part of CRM since it facilitates the management of numerous partners in complex channels. More visual tools for analyzing customer data is available. These tools are better than traditional OLAP technologies. There is common with vendor consolidation within the CRM industry. To ensure a smooth integration of hardware and software, companies offering core technologies are acquiring or partnering with CRM specific vendors. Past studies also mentions virtualization, which is described below, as a trend that will affect the evolvement of CRM (Sanders, 2007).

There is no ideal way of designing a CRM system, since each company has its unique needs depending on what customers they are aiming at and in what market they compete. As a result the functionality of a CRM system differ significantly from industry to industry, even if they may follow the same basic principles when revised briefly. However, today most CRM vendors do not aim at any particular vertical industry niches, instead the adaptations are made during the implementation phase. Consequently, there is an increasing need of specialized solutions since it implies less tailoring of the system to fit to your business. In addition, it is valuable to engage a CRM vendor who really knows and understand your specific business. As you would expect, some analysts speculate that the underlying software of CRM will soon become a less important factor than the industry expertise of the vendor (Swaminathan & Tayur, 2003).

CRM technologies are rapidly evolving and are providing companies a collection of tools to use in order to enhance their customer relationships. According to past studies there are two main forces that influence the need for CRM technologies to support the completion of CRM, see below:

1. The need for higher quality in CRM in order to meet the needs of the customers CRM systems are increasingly being used to arrange companies' resources in a proper order.
2. The need for greater productivity in CRM. CRM systems are giving the possibility to automate work previously done by hand

According to past studies there are three crucial requirements that need to be fulfilled by a CRM system. These are:

1. Provide a consistent and unified view of each customer for every customer interaction.
2. Provide the customer with a complete view of the company, irrespective of how the customer contacts the company.
3. Enable the sales, marketing and service staff to perform their tasks more like a team, leading to reduced costs and increased efficiency.

V. Research Methodology

This chapter will describe the methodology used in this study, and will thereby clarify how the research problem has been solved. To start with, the research process will be presented, followed by a presentation of the research design, the sample selection and data collection process, the data collection tool, and furthermore a description of how the data was analyzed. Finally, the methodology problems faced in this study, as well as the validity and reliability of the research will be discussed.

Exploratory research is conducted to clarify and define the nature of a problem, where the purpose is to provide insights and understanding, not to provide conclusive evidence. Usually, exploratory research is conducted with the expectation that subsequent research will proceed. Exploratory research is characterized by flexibility regarding the methods applied. Instead of following formal procedures, the researcher has to be open to new ideas and insights which may redirect the exploration in a new direction. Consequently, the focus of the research may swift as the work proceed and new knowledge is obtained. However, this study is also somewhat exploratory, since the aim is to gather as much information as possible concerning a specific problem. When we answer our research questions in our findings we begin to explain the relationship between different variables. With this in mind, our study can also be classified as partly explanatory. There are several different techniques to perform research, such as experience surveys, secondary data analysis, case studies, and pilot studies. This study adopts a case study approach. *Case study* is a technique that intensively investigates one or a few situations similar to the researcher's problem. An advantage with performing a case study is that an entire organization or entity can be investigated in depth. This enables that the researcher may study for example the order of events or the relationship among functions or individuals. However, the results from a case study should be seen as tentative and since most situations are typical in some sense it is dangerous to make generalizations based on the result.

According to past studies there are six sources of evidence that can be the focus of data collection for case studies: *documentation, archival records, interviews, direct observations, participant-observation, and physical artifacts.* *Documentation:* documentary information includes, written reports from events and communication, administrative documents (proposals, progress reports, internal documents), formal studies/evaluations of the site under investigation, and articles from mass media. *Archival Records:* organizational records, maps and charts, lists of names, survey data previous collected, and personal records such as diaries and calendars.

Interviews: there are different forms of interviews, such as open-ended interview, focused interview, and survey. Open-ended interviews are performed in a conversational manner. The respondent may provide facts, opinions about events, and own insights about occurrences. With the focused interview the main purpose is to confirm facts that already have been established and not ask questions of a broader nature. The interview last for a short period of time, for about an hour, and the questions derives form a protocol. Finally, the survey implies more structured questions.

Direct Observation: visits to the site involved the case what enables direct observations, through attending at meetings, in classrooms, or by visiting the factory.

Participant Observation: a special mode of observation where the observer can participate in events being studied, such as being a resident in a neighborhood being studied. *Physical Artifacts:* a technological device, an instrument, a work of art, or some other physical evidence that may be collected or observed when making a visit at the case study site. In this study, both primary and secondary data has been used. The secondary data about CRM systems was collected from external sources, such as web sites and sales brochures of CRM suppliers. Furthermore, knowledge was also obtained from internal sources, in form of oral information from the CRM Product Manager and from their sales brochures. In order to get basic knowledge about the study objects, external data was collected from the Internet. The primary data was collected through interviews with people having good knowledge about the study objects as well as people being familiar with the CRM approach and CRM systems. Consequently, the information sources used in this study are documentation and interviews. Documentation was primly used to gather secondary data, while the interviews were used to gather primary data. The interviews conducted can be considered to be of opened-ended nature. This since the interviews were performed in a conversational manner and the respondent could answer in his own words. When performing an interview there are several approaches to choose between, such as:

- *Personal interviews*
- *Telephone interviews*
- *E-mail*

Empirical Findings

Company ShangHai Volkswagen has classified their customers after level of importance for their business. How important the customer is depends on a combination of customer profitability and on how responsive the customer is to opportunities offered by this company. The classification will help the sales people to prioritize certain customer in front of others, hopefully leading to an increase in closing rate. Consequently, how customers are treated is dependent on the expected level of return from that customer. The respondent gives the following example.

However, if the customer is not that profitable but is still very responsive to offers and anxious to make more business, company ShangHai Volkswagen also considers that company as an important customer. This specific customer might become very profitable in the future and it is therefore important to treat the customer right.

Additionally, how customers are managed also depends on the customers' need of close contact with ShangHai Volkswagen. Some customers buy a lot of products without being in close contact with the company and consequently this car company has rather distant relationships with those customers. Other customers require a lot of attention and thereby company ShangHai Volkswagen has a much more close relationship with those customers. The respondent emphasizes that he considers good customer interaction as very important. About when build close relationships with customers. He said that usually a close customer relationship, with a high level of interaction, is contingent with a good relationship between the parties involved. In addition, close customers are important for company ShangHai Volkswagen, since close customers usually see this car company as a mechanism for making profit in their own company and therefore are anxious to make more business with company ShangHai Volkswagen.

This chapter contains an analysis of the empirical data presented in the previous chapter. In the analysis, the empirical data will be compared with the theories presented in the frame of reference, which is based on the initial frame of reference and on the analysis of CRM systems. The structure of the chapter will be based on the order of the research questions. However, research questions two and three will be presented together since the study objects' CRM requirements and need for CRM functionality is described simultaneously in the empirical chapter. To start with the suitability of the study objects will be analyzed. There is certain functionality that is needed by the employees throughout the whole sales process, which thereby can be considered as general, all-embracing, functionality. In this section the general functionality will be presented, and in the next section the general as well as the other functionality needed will be connected to certain steps in the sales process, showing how and when the functionality can be used. The analysis of the generality of the CRM functionality is based on the author's understanding of CRM functionality. This since there is no theories included in the frame of reference treating this issue.

Sales Process/Activity Management supports the sales people in their daily work during the whole sales process. By providing a calendar and a To-Do list they may organize their activities. They may also record their planned and performed sales activities, which is important since it enables everyone to be up-dated on the present situation with a prospect or a customer. In addition, sales people constantly need access to information and documents from a central database. The sales process included in the frame of reference does not describe the specific steps where sales management activities are needed, conversely sales management seem to permeate the whole sales process. Thereby, the functionality supporting sales management can be considered as general functionality. It is reasonable, since it is important for management to, whenever needed, have the possibility to overview the activities of the sales people and evaluate their performance, and based on that information determine how bonus and commissions should be distributed. In order to know where the business is heading it is also relevant for management to have the possibility to continuously perform sales analysis, overview the sales pipeline, and generate sales forecasts & budgets. The analysis of sales results also gives an indication on the customer sales performance when targeting distributors and retailers. The need for generating marketing and sales reports is also needed at various points and can neither be connected to a specific step.

However, functionality supporting managing of the quotation process can be connected to the part of the sales process where the quotation is handed out, until the closing of the order. The statistics on the quotations process can be connected to the steps after the order is closed. The sales people stay in contact with prospects and customers during all phases of the sales process, implying that Contact Managing functionality is needed thorough the whole process. For example, there is a constant need for organizing and managing prospect and customer data, and the need for integration with Microsoft Outlook is also general. Lead management functionality may be used during the whole sales process. However, the analysis regarding Lead

Management can be connected to different steps in the sales process. The effectiveness of marketing activities can be analyzed as soon as the source of the lead is recorded in the system. Meanwhile, the closing rate must be analyzed after the deal is settled. Finally, at what point leads are lost can be analyzed whenever a lead turns down a proposal, on the assumption that information on the position of the lead is recorded continuously.

Knowledge Management systems comprises different kind of information that needs to be accessible at different steps in the sales process. Thereby, Knowledge Management functionality can be considered as generally applicable (Ulaga, 2003). The importance of easy access to the CRM system is emphasized both in theory and in the empirical findings. Whenever needed the employees should have access to the system, even if being away from the office? Consequently, Mobile CRM is needed throughout the whole sales process and can therefore be considered as all-embracing functionality. Functionality supporting the generation of reports can be considered as all-embracing. This since, reports containing information that facilitates decision-making need to support critical decisions that are taken throughout the sale process. The empirical findings show that CTI can be useful at all situations that a prospect or a customer calls the supplier company. Implying that it's needed through the whole sales process. (Tang, 2005)

The prospects and customers need possibilities to Web-based Self Service during the whole sales process. During the Pre-Transactional and Transactional Phase they may use it to obtain more information about the company and the products and services offered. In the Post-Transactional-Phase the customers may use it to track product orders, to complete satisfaction questionnaires, make complaints or receive customer support.

VI. Discussions and Conclusions

Based on the empirical findings, Company ShangHai Volkswagen can be considered as suitable case study objects. Since this company is applying relationship marketing and is likely to benefit from applying CRM. At present, Company ShangHai Volkswagen does not have a complex solution CRM. However, the important thing is that they are striving to implement a CRM system with rather high complexity, since it is the needs of the study objects that are interesting, not their present CRM situation. Consequently, the fact that Company ShangHai Volkswagen currently does not have a CRM system doesn't imply that their suitability is questioned.

Future Research

In order to be a suitable study object for this research the companies had to fulfill certain requirements, such as being familiar with the CRM approach, and aiming at developing a CRM system with rather high complexity. It would be interesting to perform a study with different prerequisites, for example with companies that are even more adapted to the CRM approach, in order to see how it will affect their needs. Since this study indicates that the CRM system should support the production process, as well as the order process, I recommend further research regarding what functionality and information that implies. The cases studies at Company ShangHai Volkswagen also show that the customers sometimes participate in the production. Thereby it would be interesting to further analyze the CRM requirements and need for CRM functionality connected to the Production Process. I also recommend future research regarding Partner Relationship Management, since this study did not include this aspect. In theory the importance of having a process-oriented view of the organization is emphasized when applying CRM. However, Company ShangHai Volkswagen does not have a process-oriented view of their organization. In addition, the empirical findings do not include any information that indicates that the company will change their view in order to obtain more customer focused processes. Thereby, it would be interesting to

study if they will keep their traditional vertical and functional approach when implementing CRM or if they are forced to develop a more process-oriented view in order to succeed with the implementation.

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