



# **DEVELOPING CRM FOR A GROW- ING INTERNATIONAL COMPANY**

The Case of Merus Power Dynamics Oy

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## **ABSTRACT**

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The Case of Merus Power Dynamics Oy

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The economic downfall has created a challenging market situation, which provides a different operational environment and companies are under pressure to shift to a more customer centric focus. This has laid a base for the rise of Customer Relationship Management (CRM) as a strategy.

This thesis was written for Merus Power Dynamics Oy situated in Nokia, Finland. The need for a proper way of managing customer relationships resulted from the fact that for a growing company, relationship building is essential from the start. This led to the objective of this thesis, which was to develop the Customer Relationship Management (CRM) tool, a part of the Lean System, to make marketing and sales processes more systematic and efficient. A sub-objective was to conduct a training session at the end of the development project, for it was deemed to be of high importance that the system users know exactly how the system is to be used.

The research problem was how Lean CRM tool could be developed so it would support the sales and marketing functions of Merus Power. Sub-questions were what kind of data should be stored, and how, as well as how the new database could be utilized. The last sub-problem was whether motivation could be increased by linking sales processes and CRM.

This project utilized literature research on relevant topics, such as CRM, customer and service marketing. Additional literature was related to research methods and training. Furthermore, qualitative and quantitative data were also gathered. These were firstly qualitative interviews to map out the current situation, and secondly, as a quantitative survey at the end to find out the results of the training.

The results of this thesis project were a CRM tool that supported the sales and marketing processes to the best of the systems abilities. Moreover, a training session was held where an introduction to CRM and its importance was presented, as well as the systems functions introduced. A user guide was created to help the staff use the system independently.

Based on the project results, it can be stated that the users have generally understood its importance, and that there is vast potential for the system. Further suggestions were made for the future, which will guide the development process. This thesis includes confidential information which is removed from the published version.

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Key words: crm, customer relationships management, customer, services marketing, training

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**GLOSSARY**

Active filters	Perform reactive power compensation and active harmonic filtering
Agreement	A legally binding understanding
A-Series	Small sized active filters
CRM	Customer Relationship Management
Contract	A legally binding commitment between parties
Energy Storage	Device that stores energy to perform operations
ERP	Enterprise Resource Planning
Harmonics	Disturbances in the power network
Memorandum	Joint will of two parties
M-Series	Large active filters
STATCOM	Static Synchronous Compensator
SVC	Static VAR (Volt Ampere Reactive) Compensator
Understanding	Shared opinions

## 1 INTRODUCTION

This thesis was done for the Bachelor of Business Administration degree in International Business during the fourth year of studies. I started working at Merus Power Dynamics Oy (hereafter referred to as Merus Power or case company) as an assistant at the beginning of the thesis process, which also facilitated the gathering of information and enabled full support from the company during the process.

I wrote this thesis during a 4-month period in addition to performing tasks assisting sales and marketing. Even though I worked at the company during the thesis writing process, I did my best to remain as a neutral researcher, also due to being new to the company.

### 1.1 Background

The decline of the global economic situation over the past years has led to stronger competition and the markets are ruled by the customers. Bigger and smaller companies all fight for the same customers, but if strong customer relationships have been achieved, a company may have a fighting chance.

Merus Power is a new company, with 5 years of operations in the business. In this relatively short time they have gathered a good amount of customers and contacts. Nevertheless, as a growing company it has been realized that customer relationships are a process and take time to develop. The fact that Merus Power is growing, makes CRM (Customer relationship management) increasingly important to be adopted as a strategy, let alone as part of the daily operations.

It is recognized that the sales and marketing processes provide important data for CRM, hence the need to store the data for future purposes. By storing the data there will be records of customer and company interactions and customer behaviour which can be used in analysing the customers' needs, and the strength of the relationship.

## 1.2 Company Introduction

Merus Power is an engineering company which designs and manufactures active filters (A-Series and M-Series), SVC's (Static VAR (Volt Ampere Reactive) Compensators), STATCOM's (Static Synchronous Compensator) and Energy storages which help save energy and improve power efficiency. Founded in 2008, a prototype was created in the timespan of two years, after which global sales begun.

As the markets for these products are mostly abroad, the case company fills the criteria of born global. This means that the company's strategy has been leaning toward international orientation right from the start (Strategy and Entrepreneurship- Born Global 2007).

As the power grid (electricity network) is functioning well in Finland, there isn't a direct need for these products like there is abroad. For example, in developing countries the electricity network has disturbances frequently caused by poor power quality and this causes major power losses (Zia, 2013). There is a direct need for active filters in these countries.

There are a number of reasons behind why there is a bigger demand for these products abroad. The first one is related to rules and regulations of the countries and how much harmonics (disturbances in the power network) is allowed to exist. In Finland this limit is 8%, in other words not as strict, and there is not such a high need to remove the disturbances. In comparison, the limit in the UK is 5% (Zia, 2013). Moreover, a company may simply want to make their process more efficient, improve power quality and energy efficiency.

The case company has offices for operations and manufacturing space in Nokia, Finland, and they work with their partners (distributors) around the world to sell their products. Furthermore, they also sell through brand labelling, selling their core technology to companies who build their own products around them.

Merus Power is also a part of Cleantech Finland, which supports the growth of companies creating products and technological innovations that create environmental value.

Heavily supported by the Finnish government, the idea is to make Finland the leading Cleantech country (Cleantech Finland, 2014).

### **1.3 Objectives and Research Problems**

The main objective of this thesis is to develop a CRM tool, which is part of Lean ERP (Enterprise Resource Planning) System (hereafter referred to as Lean System), to improve and enhance sales and marketing processes. An additional objective is related to the re-introduction of the tool. A training session will be planned and conducted to ensure a successful implementation. The purpose of this thesis is to evaluate the current situation of the CRM tool, to find out the needs of sales people and develop CRM into a useful tool.

At the beginning of the project, the case company was not utilizing the CRM tool they possess to the fullest of its abilities and customer data was not managed in an efficient way. CRM is increasingly important nowadays and it is something Merus Power wants to focus on in the future.

The research problem is:

- Can Lean CRM tool be developed so it will support the sales and marketing functions of Merus Power?

Sub-problems are:

- What kind of data of pertaining to the customers should be stored?
- How can the CRM database be utilized?
- Can the motivation to use CRM be increased? ( A link between sales processes and CRM)

### **1.4 Methodology**

This thesis will be supported by qualitative and quantitative data, and by relevant literature. The literature will cover the theoretical framework and provide a foundation to the matters discussed. Qualitative and quantitative researches differ from each other in



many ways (Davies 2007, 10–11). Qualitative research can be thought to be easier, requires less mathematical skills and takes less time. In contrast, quantitative research offers perhaps a more scientific method which some consider to be more accurate and to provide undisputable data (2007, 10–11).

Qualitative study is used in the beginning in the form of interviews to map out the current situation at Merus Power. The current situation in this context means the prevailing situation of CRM at the case company. The qualitative method was chosen because of the focus on finding the meaning and understanding the underlying issues. Moreover, as interviews are being used, this method is more suitable as the interviewer can put an emphasis on the individual approach during the meetings (Davies 2007, 4).

At the end of the thesis project, the quantitative research method is used to get feedback on the success of the development project with the training. Quantitative research was chosen as a method for the feedback surveys, since quantitative research gives definite, often numerical responses, which are easy to analyse and leave little to the imagination (Creswell 2009, 4, Selltiz et al 1965, 2, according to Davies 2007, 10).

Participants to the researches were chosen by Kari Tuomala, the managing director of Merus Power. The sample is a convenience sample, as opposed to a random sample in which the participants are chosen at random (Creswell 2009, 155). By using the matching participants approach, a criterion was chosen based on which the people were selected (2009, 155).

The qualification criterion is that the person should be using the CRM tool and benefit from using it, as well as be present at the case company during the whole duration of the thesis writing process, with the exception of Aki Leinonen who only participates in the training and second survey. Based on this criterion, the following seven people were chosen:

1. Adnan Akram Zia, Sales Engineer
2. Aki Tiira, Product development
3. Kari Tuomala, Managing director
4. Maiju Levirinne, Export and logistics assistant

5. Risto Laakso, Design manager
6. Yana Planson, Russian sales
7. Aki Leinonen, Sales Manager (second survey only)

## **1.5 Scope**

This thesis will focus on the development of the CRM tool of Lean System and ensuring that it supports the sales and marketing processes to the best of its abilities. Moreover, the system will be introduced to users in a training session which will be part of the development process. Suggestions are made for future development purposes.

This thesis will be delimited to developing CRM and its functions, even though it may touch upon other functions of Lean System. However, it will not focus on them in detail, even if they utilize customer information. The selection of the CRM program is not relevant, as the case company is already using Lean System which has a CRM function.

## **1.6 Thesis Structure**

This thesis is comprised of six chapters. The first chapter provides an introduction with background information on the case company as well as on the thesis in general. The second chapter is the theoretical framework in which larger areas of literature, related to CRM, service marketing and customer concepts, will be reviewed.

Current situation is the topic of third chapter, introducing the case more closely. This chapter includes the research of the current situation as well as an analysis of it. Chapter four is an overview of general aspects such as Lean System and the sales processes of Merus Power. The next chapter, CRM development plan is thereafter the actual project part, based on from data provided in chapter three. The conclusion follows as the last chapter.

Content-wise, the thesis will progress as seen on figure 1. The thesis will begin with a research of the current situation. This also includes getting to know the program itself and to finding out its current capabilities. The research findings together with observa-

tions of the software are thereafter analysed and based on the results a development plan for CRM is devised. In co-operation with the Lean consultant Jukka Lehti, the changes will be implemented in the system.

To carry on with the project, a training session will be held, to re-introduce the CRM tool as well as to teach the relevant personnel on how to use it. After the training session the participants will respond to a questionnaire, after which the results will be analysed. The thesis will be finalized with final conclusions and suggestions for the future.

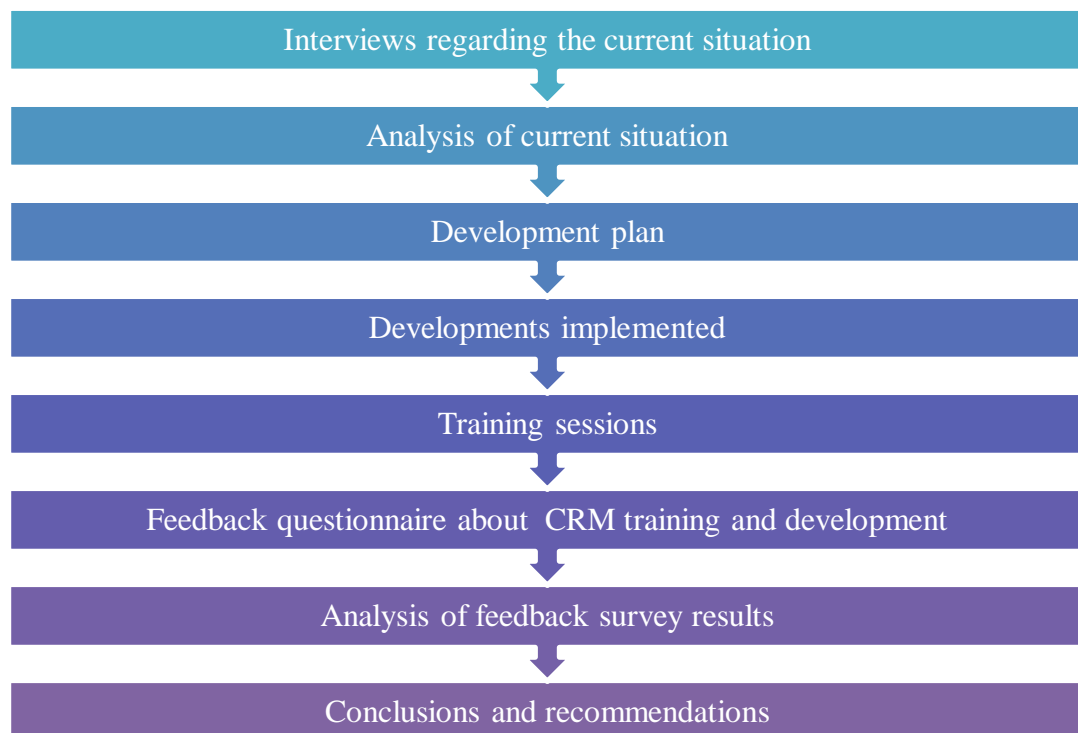


FIGURE 1. Progression of thesis

## **2 CRM- CUSTOMER RELATIONSHIP MANAGEMENT**

This chapter will discuss the important aspects of customer relationship management. As old as the concept of customer is, as a term its position was not established until the twentieth century along with the newer concept CRM (Oksanen, 2010, 1). Customer relationship management or CRM is true to its meaning, in building long-lasting relationships with customers, and managing them.

There was a time when businesses were able to produce whatever they wished and could not imagine taking in the opinion of the customer. This was when demand was exceeding supply and customers had no other choice than to buy what was available.

Nowadays the power balance has been reversed and customers are gaining more and more power. Business owners have to carefully analyse the needs of customers as well as the operating environment and to have that extra something to differentiate themselves from the competitors (Hellman & Värilä 2009, 19).

The CRM system is based on increasing value for customers, as well as for a company. It strives for better customer service and experience. When talking about customers in this thesis, the term will be used for both the distributors and the direct customers. This is because distributors first buy the products from Merus Power and then sell them forward.

### **2.1 Customer Concept**

Swift (2001) lists four types of customers:

1. Consumer
2. Business to Business
3. Channel/Distributor/Franchisee
4. Internal Customer (2001, 4)

A consumer is a definition for customers that i.e. grocery stores have. They are the end customers of a product. A business to business customer is clearly one company buying

from another, perhaps for their own use, for resale or to modify into their own product and sell forward. The third category consists of different ways a company can sell its services or products indirectly to the end customer. The fourth category stands for a customer that exists within your company and buys your products to promote their business goals (Swift 2001, 4).

Each type of customer brings different value to a company. With business customers and direct sales, companies will get excellent reference cases, granted that everything goes as planned with the sales and the use of the product. With distributors a company gets widespread visibility all over the world with less cost than they would normally get and will reach customers they wouldn't be able to without the help of the distributors' large networks.

When it comes to customers and potential customers, how to define who is in fact a customer, and who is a prospect? Hellman, Pehkurinen and Raulas (2005) suggest asking a few questions such as:

- What are the differentiators between a customer and a non-customer?
- How long will a customer stay a customer after the last purchase?
- Who are the most important customers? (2005, 16)

Defining the term customer depends on how the employees of a company perceive the word. A customer could be someone a sales person has just made contact with and strongly feels they will succeed in making sales. Another person might see this as just a prospect. When already negotiating with someone, are they a customer until the very moment they accept your offer? The definitions are important for a company so that the separation can be made and the efforts allocated to the right sources.

After the sales person manages to get their offer accepted a sale is made, it is obvious they now have a customer. But how long should they maintain this status? This criterion should be business specific, as some things are bought every 20 years and some every few months. Companies should develop their own time frame after which it is clear there will be no more sales, or during which the customer does make a new purchase.

The last question leaves the most leverage to the employees of a company. This is a question that all sales people should discuss together, as everyone knows their own customers better than the others. They should discuss the criteria with which they will together classify the customers into order of importance.

After these questions, it should be clearer to a company who is a customer and who is not. Hellman et al. (2005, 14) believe the financial effect is the most significant proof that a company has been able to land the customer. Sometimes the definitions might be hard to think up, but when taking the time and effort, it will improve the sales process.

## **2.2 Value of Customers**

Hellman and Värilä (2009) introduce a concept called customer capital which they believe is a vital aspect when calculating the value of a company. However, fragmentation and heterogeneity, as Hellman and Värilä (2009, 169) put it, make it difficult to measure the actual value that customer capital is bringing. This is especially true if there are no systems where one can make reports and calculations of any kind in relation to customer behaviour and the monetary value they bring to a company.

There are no actual indicators based on which it can be calculated if investments made towards customers have paid off in profits or not. These issues are influenced from other matters a company has no control over. The media can publish stories about a company, their brand value may go up and down, and no matter how much market research a company has done, people are such individuals that it can never be 100% sure what they will think of goods sold (2009, 169).

Customer value and customer capital have not always been visible to companies. Previously customers have been considered to be simply a mass of consumers that will buy products based on the lure of a fantastic product. Competitors have been the main reason companies have been developing their products and strategies to be able to sell more, and outrun competition. The pivotal focus has been on finding that competitive advantage and calculating profits based on expected sales.

The fact that consumers are now able to ask for what they want and are not afraid of doing so has forced companies to implement a customer centric strategy where inputs and investments are made to ensure of the loyalty of customers. Loyalty has become something companies are willing to fight for.

### **2.3 Benefits of CRM**

Relationships can most certainly be defined in more ways than one. Hence defining a relationship that exists between a customer and a company is not a simple undertaking. Peppers and Rogers (2011) suggest that a customer relationship is in reality the customer's preference and trust towards a company over another. Trust takes some time to build and when companies give time and effort, customers see this as "caring" (2011, 18).

Already in the 1990's companies were beginning to realize the importance of understanding the customer and their needs. Nowadays customer relationships are considered to be a type of capital, in the sense that when making an effort to develop the relationships and the way customers are handled a company can build a stronger foundation on the markets (Hellman et al. 2005, 9).

According to Peppers and Rogers (2001) these are the characteristics of a genuine business relationship:

- Mutual
- Interactive
- Iterative
- Provides on-going benefit to both parties
- Requires change in behaviour for both parties
- Unique
- Requires- and produces- trust (2001, 41)

It is certainly no longer possible for major corporations to remember all the customer information by heart, like in the old days. This is where computerized systems such as CRM step in. With the help of CRM, data can be collected which creates a process called learning relationship (Peppers & Rogers 2011, 19). In a learning relationship cus-

tomers teach companies information about them, enabling making even smarter sales decisions based on the information provided. This gives the customer a feeling that a company is going the extra mile for them (2011, 19).

From a company's viewpoint, having a database for customer information can help a long way. As an example, with forecasts; when a customer is loyal to a company, they will keep buying, or give references for other companies with similar needs. In small companies, CRM can be done easily (Swift 2001, 26), as the customer base is not vast. However, as most companies aim for growth, a database collected right from the start is a valuable asset.

## **2.4 Challenges of CRM**

“New is always better” does not always ring true to everyone and apply to all organizations. Changes are challenges for organizations, along with the way the changes are implemented, and the supporting process has a huge impact on the end result. There are changes in certain software that are vital to a business and usually these implementations succeed because if a business cannot survive without a function, it is bound to be used regardless the resistance from users (Oksanen 2010, 27–28).

To start unravelling the challenges, first must be mentioned a fact about the companies' personnel. Nowadays people are constantly looking to improve their position, hence employee turnover is much faster than it used to be. No longer do people work for the same company from graduation to retirement. This means that when a person leaves a company, they take with them all the knowledge they have gained. This is also true when a good salesperson knows all the details of a customer, but does not input this information anywhere in the CRM system. When this person leaves the company, there will also be a data gap in the company database.

This process starts with one of the basic challenges when a CRM system is implemented. The workers do apply the terminology, but not the ways of working and do not end up using the system. Numerous reasons can be behind this. For one, the implementation process might not efficiently “hook” the people into using CRM. Secondly, even if the



system exists and is ready to be utilised, the system remains unused. This can be a result of a choice, a user decides to spend their time on other things than updating a system they may or may not find useful (Oksanen 2010, 25).

From the point of view of a company, employee turnover and lack of a CRM database will not cause problems in the short term, but in the long term. Managing customers will become a problem when it is not clear who should manage and what (Oksanen 2010, 26).

## **2.5 Critical Points in Successful Implementation**

Implementing a new program is never easy, whether it is a laptop at home, or an ERP system at work. Naturally the scales of these projects are very different, but in both cases there are factors that play a part in whether that implementation turns out to be successful or not.

Oksanen (2010), as many of the writers in the field of CRM, discusses the challenges of CRM. He, however notes that the literature on factors in successful implementation have not been discussed much further. Oksanen discusses in his book a research his company, THO Consulting Oy executed in 2010, in which the attitudes of corporate managers were measured, on the topic of what makes an implementation successful. All in all there were seventeen factors that were graded based on importance, but the top five are discussed in more detail Oksanen 2010, 47–48).

The five most important factors can be seen from figure 2. Originally the order is hierarchical, but as the later four were within a 3% margin difference from each other (2010, 48), the differences are so small they are presented here as equally important. In addition to the following five, other factors included goal setting, internal marketing, training, supporting material, etc. (2010, 48).

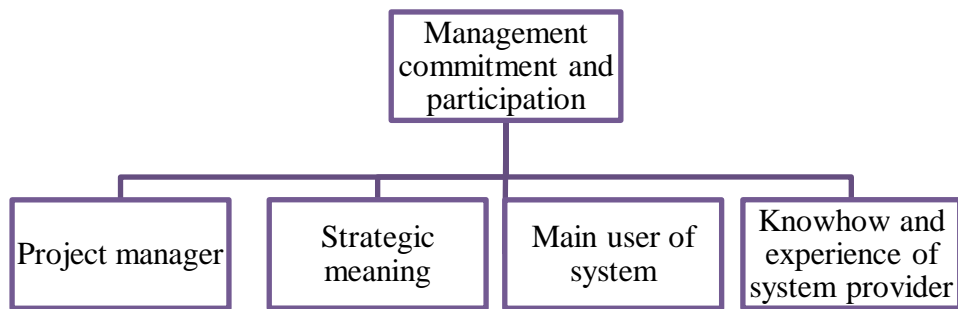


FIGURE 2. Factors of successful implementation

By 93% of the respondents, management commitment and participation was chosen as the most vital matter. It is understandable that this was chosen, as it is not likely that projects would succeed if they didn't have the support of the administrative organ of the company (2010, 49). Ergo, the key factor is that management communicates the changes, supports them and interacts with future users of the program. However, there needs to be a limit as to how far the management goes in supporting the change. After all, as Oksanen (2010) states it; organizations are not day-care places for grown-ups and the decisions made by management do not have to please everyone (2010, 62).

In this context, the project manager is in charge of the implementation of CRM systems, and this position had 84% importance (2010, 51). As the title states, a project manager of the company is responsible, from the company's side, for ensuring that the process runs along smoothly. The ability to get things done and work in co-operation with the software provider are essential (2010, 104–106).

The concept strategic meaning means the link between the company's strategy and the CRM software that is brought along to support it. When CRM is brought along to support the company's overall strategies, the chances of successful implementation are higher and this explains why it was third in importance with 82% (2010, 51).

The fourth category was the main user of the system and had 81% importance. Oksanen (2010) states that it is interesting how the project manager is rated higher in importance than the main user, when the lengths of the roles differ so much. One explanation he provides is getting the system to work the way the company wants to as opposed to keeping up the good work (2010, 51–52).

Last of the top five was the knowhow and experience of the system provider by 81%. It can be stated as a fact that the implementation process can naturally be expected to run more smoothly when the system provider knows what they are doing. Moreover, they can bring added details and guide the customer to get the most out of their system (2010, 51).

## **2.6 Service Marketing**

Service is usually described as something extra companies offer to customers. These are added benefits and in the traditional sense not thought to be a part of the product. Nowadays customers will demand their right to have good service, and they make companies fight over who can win the race to become the top company based on customer service (Grönroos 2001, 1–2).

Services are most often intangible, something you cannot perceive but feel. Withal they can involve tangible aspects, which you are able to feel as well. Lawyers and consultants offer these un-perceivable services, giving legal advice and guidance. Services that have tangible aspect are for example maintenance jobs where factory workers can clearly see that the machine is working better than before and is not making noise. Therefore the benefit is visible to the ears.

These types of services are both something that customers are indeed aware of, not the least because they are usually billed for them. Grönroos introduces a concept (2001, 2–3) called “non-billable hidden services” which are services that exist in companies but customers do not necessarily define them as services. However, that does not mean customers do not pay notice to how these services are handled.

These services include for example the processing of different papers such as invoices and offers, as well as how contacts are handled to and from a company. Customers all over will more than likely state that they are happy if the process of these aspects moves along smoothly and rapidly. Still, management does not always include these in the category of value adding operations. Nevertheless, for customers the efficient administration of these operations will give them an image of their value to a company (Grönroos, 2001, 2–3).

## **2.7 CRM Aspects for Merus Power**

Good service is something Merus Power says they have a reason to be proud of. Their desire to keep developing customer service to an even a higher level is the reason why CRM is going to be implemented in the first place.

The current state of service is good, but there is always room for improvement. Hidden services are what Merus Power is aiming to focus on with improvement of the CRM system. As basic services are done properly at the moment, the focus can shift to CRM.

By creating a database of customer information Merus Power can provide their customers with more diverse services and in the future, as the customer base has hopefully grown significantly, offer customers the kind of service they desire. Grönroos states “Customers often want to be treated as segments of one” (Peppers & Rogers 1997, according to Grönroos 2001, 316). By paying attention to good service early on, a company can abide to this statement in the coming years.

### **3 CURRENT SITUATION**

This chapter will focus on the current situation of CRM at Merus Power. To be discussed are the introductory meeting that was held at the beginning of the process, the research that was decided on and the structure of the research. All of these will be followed by an analysis of the research findings and the findings which will create an outline for the development project.

#### **3.1 Introductory Meetings**

Before arriving at Merus Power, when the thesis was at an idea stage, there was a preliminary discussion about CRM development. The outline was drafted and the topic decided on, along with a discussion of the current situation. Kari Tuomala, the managing director of Merus Power explained the poor implementation of CRM. He felt there had perhaps not been enough time to pay attention to the program. The necessary information had been imputed, but nothing more. With this information in mind, an introductory meeting was planned.

Upon arrival at Merus Power, an introductory meeting was held with members of the personnel and Merus Power's Lean consultant Jukka Lehti to map out the current state of the CRM tool and to find out what it consists of. The CRM tool was given an overview, also to see what were the areas not being used. These turned out to be numerous. After this meeting, interviews were held with selected members of the personnel to achieve a proper understanding of the current situation of CRM and the development needs.

#### **3.2 Structure of Questionnaire Form for Interviews**

As discussed in the previous chapter, to map out the current situation of the use of the CRM tool, personal qualitative interviews were held with the staff of Merus Power. A question form was created and the structure will be discussed in the following chapters.

The questions forms were made in Finnish and in English, and can be found in Appendices 1 and 2 of this thesis.

The interview structure and questions were designed to find out the level of usage of the CRM tool, whether everyone knows how to use it, and what are their thoughts about it. Moreover, it is important to find out if they find it useful, for both themselves and other users. This was important in order to identify potential motivational issues. Furthermore, development ideas are be asked to see what are the user needs regarding the CRM tool.

One question form base was made starting with three basic questions. After this the question form was divided in half to better adapt the questions to levels of usage. Moreover it was to make the analysis process easier, as well as to make the interviews logical instead of having to skip questions during the interviews and have unnecessary breaks to the flow of conversation.

Question 1 was a basic question to find out how long the interviewees had worked for Merus Power. Questions 2-3 measured the level of training of Lean and the awareness of its programs, particularly the CRM. After these questions, the questionnaire paper was divided in half. The right side of the paper was for those who did not use CRM at all, and the left side to those who used it on some level.

Questions 4 asked either of the two: how often and why, or why not people don't use it. Question 5 inquired if customer data was stored anywhere else, and where. Question 6 measured the perception interviewees had about the benefits the CRM tool gives/ to the case company. Questions 7-8 included development ideas and free word if there was anything else to add.

### **3.3 Analysis of Results**

Figure 3 shows the time the workers have been at Merus Power. Two of the interviewees were the founders and have worked at Merus Power for 5 years now. 4 other em-

employees had been in the case company for a shorter time having worked there for 2-3 years.

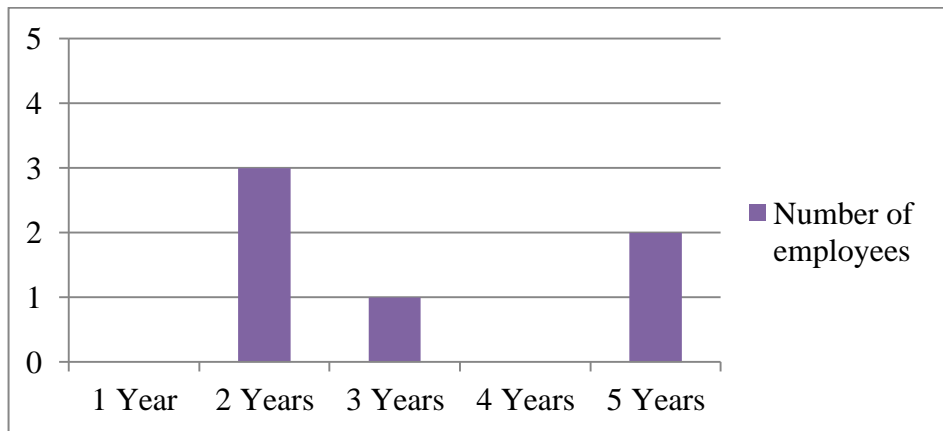


FIGURE 3. Years of employment, situation in October 2013.

As discussed in the earlier stages, the employees had not gone through any formal training on the Lean system, and the training question informed that 5 out of 6 employees had received some sort of training either before or after entering Merus Power. 3 out of 6 had been using Lean system before being employed by Merus Power and one person had not received training at all. This was due to the fact that remote access to Helsinki had not been arranged up until this point and it is the main residence of this person.

Although the training level has not been very high, it can be seen (figure 4) that 5 employees out of 6 were aware of the CRM tool, albeit one of them aware because the matter of the thesis had been discussed in the case company. The sales person living in Helsinki had not been aware for the obvious reason of not using the application.

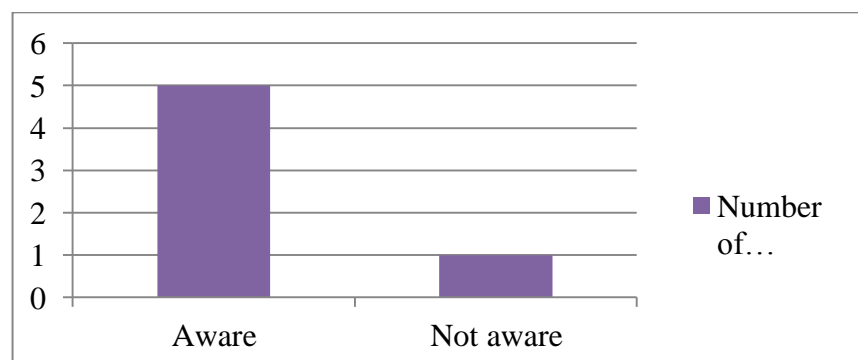


FIGURE 4. Awareness of CRM, situation in October 2013.

The user level is not very high, as 3/6 uses CRM when needed and 1/6 a few times a week. This has resulted in customer information being stored elsewhere (figure 5). Most popular places were Excel and Word documents, business cards and the company S-drive which is for internal storage. However, all participants thought CRM would be useful if certain criteria are met. These were mostly related to access, information availability and training.

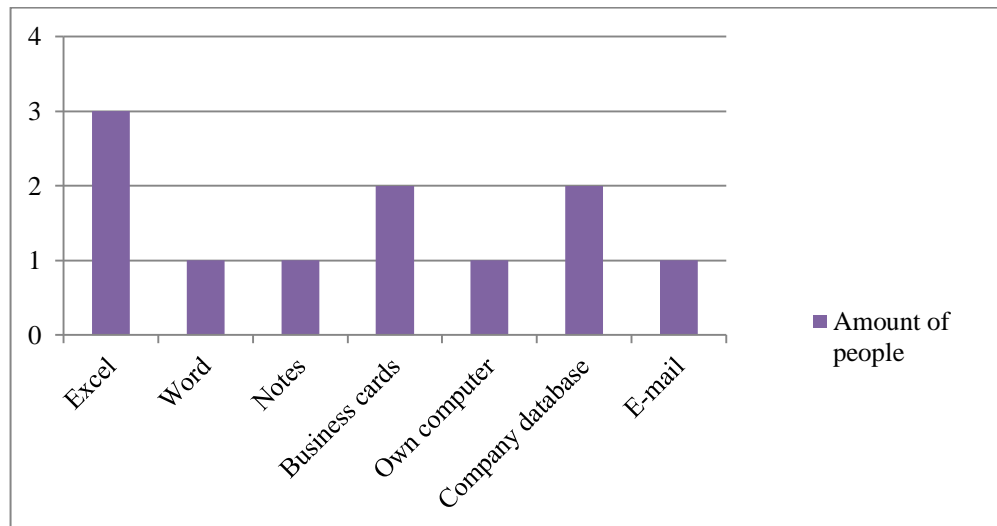


FIGURE 5. Used databases for storing customer information, situation in October 2013

The following is a SWOT chart (figure 6) based on the interviews. It shows the strengths, weaknesses, opportunities and threats of the current situation. It was made to clarify opinions on the CRM tool.

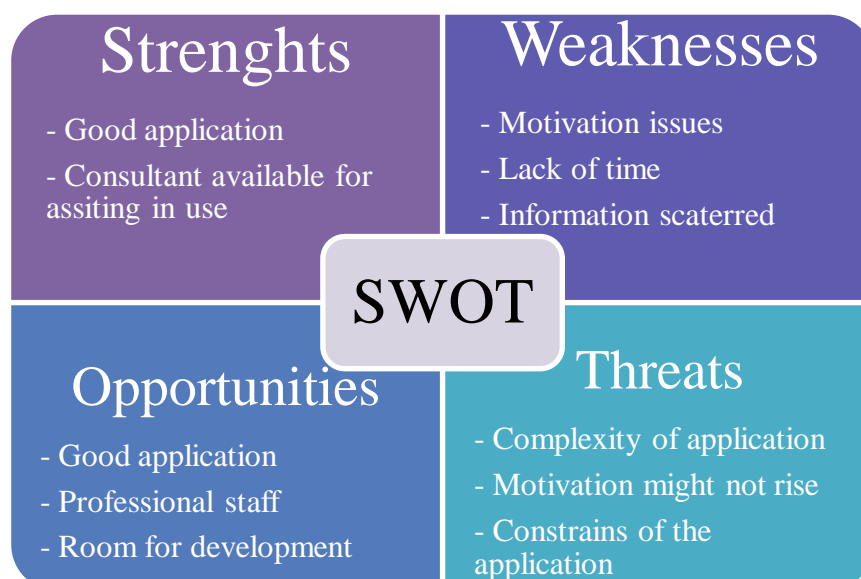




FIGURE 6. SWOT analysis of the current situation in October 2013.

As to the question regarding development ideas by the personnel, the following were mentioned:

- More training
- Increase customer information, market information (such as segments, price lists, contracts, customer capabilities)
- Quality and accuracy of the information to be improved, marketing events should be made use of. Would be useful to have contact peoples' information under companies.
- A calendar with reminders would be useful
- Test reports of machines could be added.
- Evaluation of prospects and information about partners. (Shared history and business)

From the answers given, it can be agreed that the staff indeed has useful development ideas as to what kind of changes they would prefer to have in the system. Training was emphasized by many, since at the moment the user level is low for the reason that they do not know how to use the application. These suggestions listed above will be taken into consideration when making the development plan.

Overall, the attitude towards Lean System's CRM is positive and interviewees do see that CRM would benefit Merus Power in many ways. They actively ask for more training to be able to use the application more efficiently and had many ideas as to what could be possible improvements. Most importantly, in the interviews, possible targets for development were identified, and it was found that training was the key to higher user level.

## **4 GENERAL ASPECTS**

This chapter discusses some general aspects to this thesis. These are the ERP system which is in use at the moment, as well as the sales process flows. These two will be connected in the chapter 5.2, but it is important to properly introduce them to have a clear picture.

### **4.1 Lean System**

Merus Power has implemented Tieto's Lean ERP System (Lean System) which was specifically built to be adapted to any company's needs. The main point is that ERP won't restrain companies' actions but with Lean, it can bring added value to all operations. As a growing company that also manufactures their products, Tieto Lean System was a natural choice because Tieto prides themselves with being the best choice for these kinds of small & medium sized companies (Tieto Lean System® - Ketterämpi ERP 2010).

Not only is Lean System a resource planner for production, but it also has a CRM function built in where one can manage customer data and relationships. The version currently in use is the basic version of 6.0, which has not been altered besides simple parameterization according to the case company's wishes. Being a small size company, they feel this version fills their needs for CRM, at the moment.

#### **4.1.1 Lean System General Applications**

The Lean System is an enterprise resource planning system developed to aid a company in planning and managing its operations. Options included in the home menu are available in both in Finnish and in English but for the thesis purposes only the English language version is in use.

The home page (figure 7) can be divided into two panels, and three different sections. On the left side there is a panel which displays the folder structure. On the panel on the right one can view all open forms and description texts, if they have been deployed. On the very top of the window there is a menu bar through which different settings can be accessed.

The files are divided into two main files: Common Folders and Own Folders. The General Folders content can only be altered by the user who has administration rights but the user can add applications and alter the content of Own Folders. Consequently all the applications that a company uses can be found under General Folders. These applications will be briefly introduced, howbeit the CRM tool more thoroughly than others in the coming chapters.

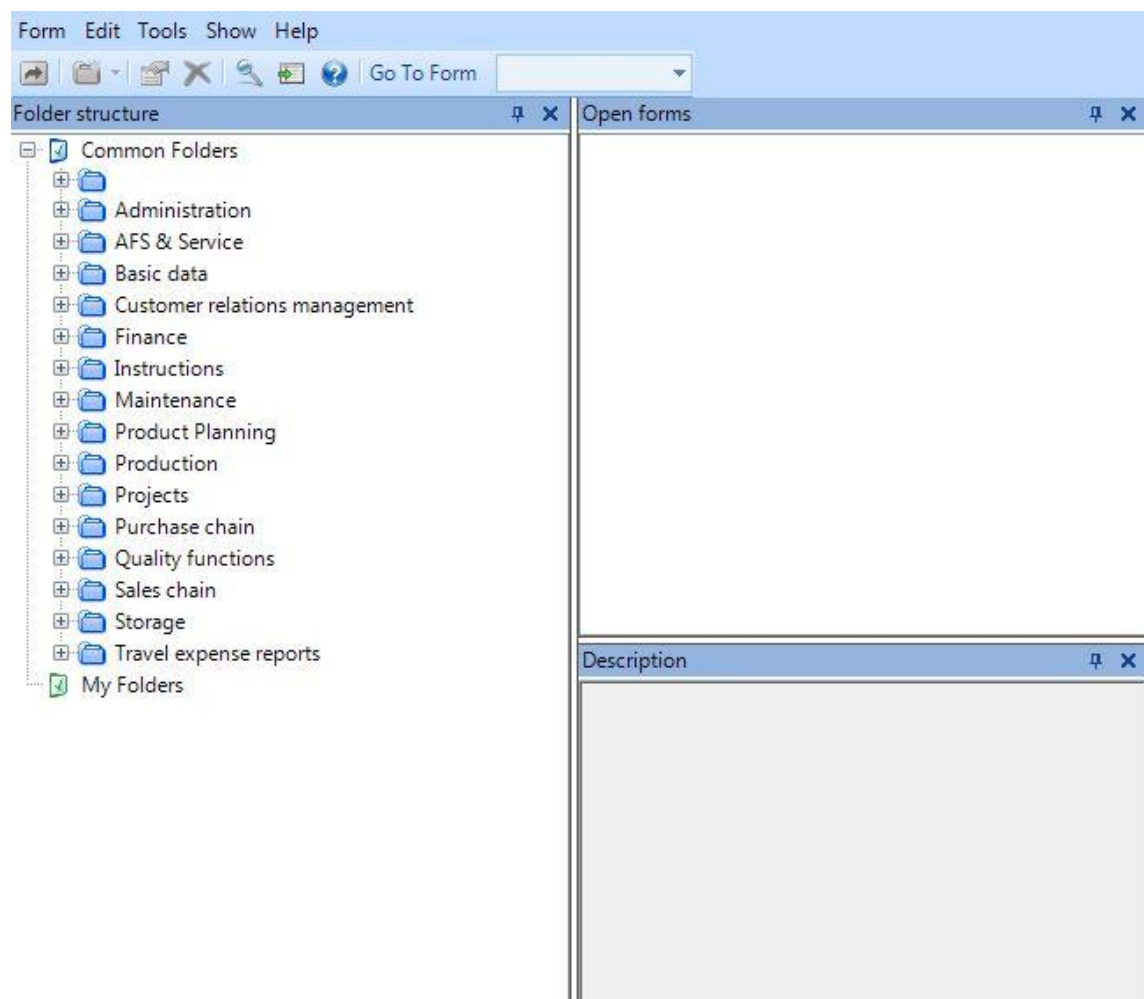


FIGURE 7. Front page of Lean System 6.0 for Merus Power

- Administration: Application for system updates, changes and other parameterization and modifications. This is where the whole Lean System can be managed from, however, only few have rights to this application for some changes can be made in other folders too.
- AFS & Service: Short for after sales and service. This application is taken to use after a product has been sold and has been initialized. Through the application the whole maintenance lifecycle of the product can be accessed i.e. maintenance, maintenance history and parts servicing.
- Basic data: Offers information on many basic things that a company may need in day-to-day operations. This information includes employee data, exchange rates, price lists, VAT information, etc.
- CRM: Customer details can be managed and stored here. This is the main target for development as the application is not utilized to the fullest in order to support the sales staff and customers. This application and the development plans will be discussed later on.
- Finance: This application is mainly to store financial information such as bank account numbers, invoicing related details, and so on. This application also enables the processing of financial results by different functions.
- Instructions: Application has PDF copies of all user manuals that are related to the applications of Lean. The fact that instructions have been inserted in the program promotes a user friendly approach.
- Maintenance: Whereas AFS & Service focused on the maintenance of sold products, the Maintenance application is associated with the machinery and equipment of Merus Power. On the event of equipment breaking during assembly, the maintenance process will be recorded and processed through the maintenance application.

- Product planning: Although it implies to actual design with blueprints, this is the place where the bill of materials can be found and managed. All parts used in production are listed, and again separate lists exist of actual products which are the BOMs. One can follow the material usage and see at which stage the production is at the moment.
- Production: This application presents the production manager with tools to manage the process all the way, starting from resource allocation, material reservation and meters to measure the effectiveness of production.
- Projects: With the Projects application all the functions during the lifecycle of projects can be managed through there, i.e. planning, budgeting and resource allocation. It is also a dexterous tool to store reports made from each project and overall works as a handy reference base for future projects. Workers also allocate their work hours in this application to different projects they have been working on.
- Purchase chain: Purchasing for parts, materials and other miscellaneous items, and handling the receipts are done at Merus Power through the Purchasing application. The application gives forecasts though which right amounts of products can be ordered at the right time. The system offers accounts payable processing, however, it is not used since Merus Power has outsourced financial services.
- Quality functions: This application contains within the reclamation options for both the customers of Merus Power, and Merus Power itself. One can compose quality feedback and trace back on certain parts and locate them to a product they were used for.
- Sales chain: This application is divided into four sub-categories: Forecasts, billing, sales and delivery. By utilizing the Forecasts application a company can give their projection of the sales they plan to make and monitor the actual outcomes. The sales process is supported by the sales application, billing and the delivery through which vital functions can be implemented.

- Storage: Inventory application where, simply put, the value of the storage amount of goods can be monitored. According to the Lean principle, the inventory value should be kept as low as possible. During inventory this application offers ways of managing it comprehensively.
- Travel expenses: When a person travels for business, assembly or initialization of a product, the details of the trip and the expenses could be put into a record at Travel expenses application. This application also is not in use due to outsourced financial services. Therefore there is a different medium for reporting these expenses. Nonetheless, the possibility to report them through Lean still remains for the future.

#### **4.1.2 Lean System CRM Applications**

The CRM tool (figure 8) was briefly introduced in the previous chapter and will be discussed in further detail. Tieto's Lean System is not an actual CRM program like for example the market leader in CRM programs, Salesforce. However, Tieto asserts it does focus strongly on building long-lasting relationships and building customer base (Lean System- CRM- asiakkuuden hallinta 2013). CRM is part of the system to support the sales and marketing actions which at the moment is what fulfils Merus Power's wishes entirely.

The following picture is a screen capture from the Lean System and gives a visual insight to support the deeper written analysis that follows. Each and every sub-application is important, but it remains to be seen which applications will be developed further and which will not be.

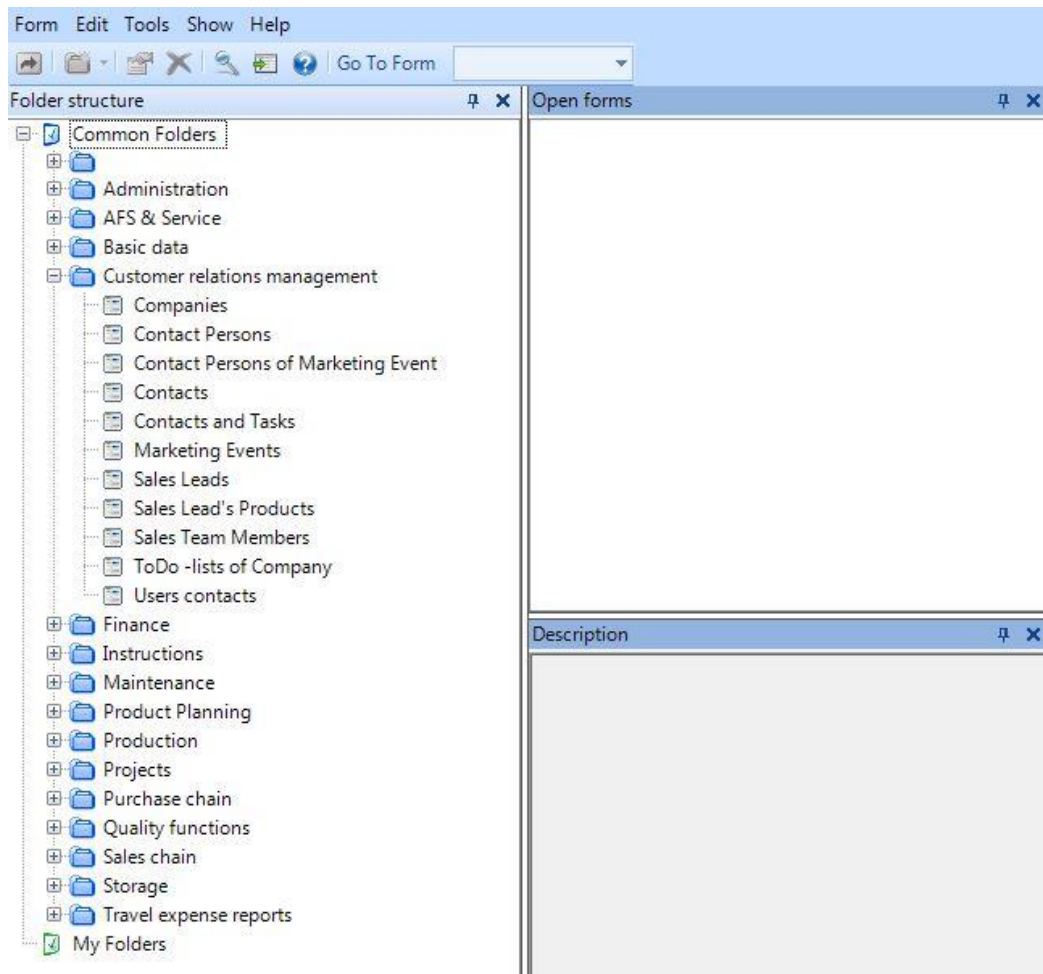


FIGURE 8. Front page view of CRM on Lean System 6.0 for Merus Power

- Companies: This application opens up a view of a list of all companies that have been entered into Lean System and is perhaps the most used application of all. Company information will be founded here and their information updated when the need occurs. Without adding companies to Lean System, neither offers nor invoices can be generated. Hence this is a vital application to be used and likely the reason behind the utilization grade. This is an application that cannot be ignored.
- Contact persons: Similar to the following Contacts form, yet still different. People who are added to this group will be only added once, no matter how many companies they have relations with. Therefore their information in this form is not company specific (even though their primary company information can be added) but person specific. It can be mainly thought to be a person directory,

sort of a company phonebook, through which it is easiest to find out whether a person has been added to the database.

- Contact persons of Marketing Event: Once a marketing event is created there are two ways one can create participation lists. One is through setting categories directly through contacts, another is through Marketing Events. One can manually pick people and allocate them to different marketing events.
- Contacts: The difference between Contacts and Contact persons is that when people are added to Contacts they are directly related to a company and their position in it. Hence a person can be added multiple times if they have presence in many companies or different positions. This form includes more information fields than does Contact Persons.
- Contacts and Tasks: Functioning like a virtual calendar of planned events. Such can be phone calls, meetings, campaigns, sending contracts and offers, etc. Information will be inputted of the time and date of the contact/task, company and the representative in question, what type of a contact/task it is and other secondary data. A description field exists alongside comments where reasons for this action as well as the outcome can be written in detail.
- Marketing Events: An event by Merus Power or a third party is something that requires some arranging and that the data is in order as well. With this application one can create events and add details of it for later use. One can specify the nature of the event and the deadlines and add participants either through category lists or through here manually.
- Sales Leads: When there is a sales prospect that is not yet a customer in the sense that a deal has not been made, details of this possibility can be inputted into Sales Leads. Very preliminary data will do in the beginning. You can add useful details such as probabilities of the sales lead turning into an actual customer, what the final result is, if there is competition and what kind it is.



- Sales Lead’s Products: After creating a sales lead, the products that are included or offered in the projects can be put here for later reflection. This is a useful memo-style application, through which no offers can be drafted.
- Sales Team Members: If the sales lead is big or complex enough to require multiple sales persons this is the place to upkeep the database on which teams are handling which sales leads.
- ToDo- lists of Company: This application is not specifically related to CRM but has been put into this form for information purposes. This application can be used to see what products are being assembled at the moment.
- User contacts: Each person who has access to Lean’s CRM Folder will have a possibility to extract the contact information of their customers only into here so it is more easily available. Some companies may have thousands of customers and searching for your contacts might end up such a sizeable measure that in that case this will be useful.

## **4.2 Sales processes**

The sales processes as typically portrayed are made from the buyer perspective. Starting with an acknowledgment of difficulties or problems, leading to eventually choosing the right supplier and moving on to purchasing (Kotler, Armstrong, Harris & Piercy 2013, 184).

The sales processes at Merus Power are from the supplier point of view, and had been drafted at the time the case company was founded. They were very general and did not really give a good image of how the process actually goes, especially for a new person who enters Merus Power. Therefore new process flow charts were made, and they will be discussed in more detail. Moreover, the functions of CRM will be linked to the sales process flow to give an idea of how it will in fact enhance processes.

The marketing process does not have a flow chart at the moment, but marketing efforts exist between the partner and the case company. Such activities include brochures provided by Merus Power, customer visits, exhibitions, and seminars.

#### **4.2.1 Pre-Sales Process Flow Chart**

Confidential, not published.

#### **4.2.2 Sales Process Flow Chart**

Confidential, not published.

## **5 CRM DEVELOPMENT PLAN**

The CRM tool at Lean is at the moment user friendly and has many useful functions that could be taken into use. The need for a proper way of handling customer data was not paid attention to until recently. This development plan is made and implemented for Merus Power for the re-introduction of CRM.

In the following chapter the targets of development and change will be discussed. The changes will be explained with the purpose and importance of them. Moreover, previously unknown possibilities are discussed simultaneously.

In this context, a development project stands for finding out how CRM could be utilized, exploring the ways it could be improved by adding data fields, and figuring out how it can support the marketing and sales functions. The development process will be divided into two separate parts: firstly the development of CRM and secondly, creating a training plan. The applications need to be taught in training and to make sure no one is left at their own devices henceforward. Furthermore to make sure whatever problems may occur, they will be resolved.

Lastly, major changes were not made in all categories. Hence the ones that went under scrutiny will be explained and general changes will follow thereafter.

### **5.1 Targets of Development**

Confidential, not published.

## **5.2 Linking CRM Tool to Presales and Sales Processes**

Confidential, not published.

### 5.3 Training

Training was decided to be included in the scope of the thesis, for what good is a system if no one knows how to use it? Moreover, training needs to be planned just as carefully as the CRM project has been. This is because no matter how well the development project might have gone, if it is not communicated efficiently and the right way, the results will be as good as nothing.

Thorne and Mackey (2007, 49) advice to start the planning process or training with mapping out the needs of the client, in this case Merus Power. They also offer a way of helping define the need by asking “At the end of this training, what would you like people to be able to do that they cannot do now, or what would you like to be different?” (2007, 50).

With those questions in mind, and based on the goals of the thesis project, the following were defined as goals:

- Understanding what CRM is and what it does/why it is used (To benefit the case company)
- Improved user abilities (Skills)
- Level of knowledge of CRM to start using the tool

Sub goals were also set to be the following:

- Understanding the link between sales process and CRM tool
- Motivation exists to start using the tool

The perspective that is going to be taken at the training is that instead of enforcing the CRM tool as a mandatory must, the participants will be explained the importance of this software and its usefulness to them personally. From the psychological side, participants are hence more likely to learn and be motivated as opposed to being told they have to learn (Thorne & Mackey, 2007, 43).

The training program was planned together with the Lean consultant, Jukka Lehti, as it is beneficial to have an expert present to give feedback and opinions (Thorne & Mackey 2007, 55). It was agreed with Kari Tuomala that I will personally conduct the training.

The training is held in two sections (table 1), because the needs of the audience are different. The first part is very basic, and the second part will focus more on things that are relevant mostly to sales and marketing. The first part is kicked off with an introductory presentation, thereafter will follow the functions of CRM.

The forms will be firstly introduced after which the basic functions are shown. There will be no exercises, as the test version of Lean could not be updated without a significant cost to meet up with the developments. However, the participants will have a possibility to bring their laptops and to view the system as the training progresses.

TABLE 1. Structure of training

Session 1	Session 2
1. Introduction	1. Contacts and Tasks (Action plan)
2. Companies	2. Marketing events
3. Contacts	3. Contact persons of marketing event
4. User contacts	4. Sales leads
5. Contacts and Tasks (Basics)	5. Sales lead products

As seen in table 2, the first training session will be attended by all who participated in the questionnaire, as well as a sales manager who was absent during this time. For the second part, Aki Tiira from product development will not be attending. Below is a list of participants and it has been marked to which parts they participate in.

TABLE 2. Participants of training

Participants	Part 1	Part 2
1. Adnan Akram Zia, Sales Engineer	X	X
2. Aki Leinonen, Sales Manager	X	X
3. Aki Tiira, Product development	X	
4. Kari Tuomala, Managing director	X	X
5. Maiju Levirinne, Export and logistics assistant	X	X
6. Risto Laakso, Design manager	X	X
7. Yana Planson, Russian sales	X	X

In other matters, supporting material for the training is created, consisting of a presentation and a user guide which will be discussed in the next chapter. Furthermore, there will be a post-training follow up in the form of a feedback questionnaire. This will be discussed later as well.

### **5.3.1 Training Material**

As previously discussed, supporting material for the training is made in two formats. The first is an introductory presentation (see Appendix 3) and the second a user guide (see Appendix 4). This will also support not just the training itself, but the fact that people are different when it comes to learning (Thorne & Mackey 2007, 37). Having different ways of expressing the information helps make sure the information is received.

The presentation is made to have an introduction and as a frame of reference. Its themes will be CRM, the importance of CRM and linking the tool to the sales process and expressing the benefits to the participants.

A CRM user guide will be made, and it will be used partly as a base for the training, and also as additional support for staff after the training. It was thought that in the training the basic functions would be gone over to make sure everyone would be able to follow. The guide would go deeper into explaining the functions.

The guide goes over the basic functions that were part of the training program, and gives ideas on how to better utilize them. At the end of the guide there is also a general section where useful functions, such as searching for something, are described.

### **5.3.2 Structure of Feedback Questionnaire**

After the training has been held, it is important to find out if the goals of the training, and the whole project, were met. This will be determined by using quantitative research as an evaluation form (see Appendix 5). The form will be made utilizing the Google Drive tools and distributed to participants through email.

As mentioned, the questionnaire will focus on how participants perceive the outcome of the training. The questions are comprised of the topics of how people feel about CRM and if their knowledge has increased. Moreover, it will be unravelled whether the participants felt the training was useful for them and contained functions that will aid them in their work.

The first question concerns with CRM and the familiarity and purpose of its use. It is important to find out if the training has managed to express the desired information on CRM and its purpose, generally speaking and at Merus Power.

Questions 2 and 3 ask about usefulness of the training to participants. This way it can be evaluated if the contents and the way it is expressed are the right way and amount. The next three questions, 4, 5 and 6 evaluate the results of the training in terms of improved skills, level of learning and motivation. The last two questions, 7 and 8 are open answer questions, and not mandatory. The first of these two enquires if there is something left after the training that respondents would like to learn. The last is an open field where respondents can leave comments and suggestions if they so wish.

### **5.3.3 Analysis of Feedback Questionnaire results**

The questionnaire was sent to 7 people, out of which 5 people replied. The first question (figure 11) requested an opinion on whether participants knew what CRM is about. 3 out of 5 participants agreed that they do know, and 2 out of 5 agree that the statement is somewhat true. In the second question (figure 12), all participants stated that they feel more familiar with CRM now. The third question (figure 13) enforces the status of CRM since 4/5 participants agree it to be true that they know why CRM is used at Merus Power. It can be stated based on the replies that the meaning and purpose of CRM was understood in the training.



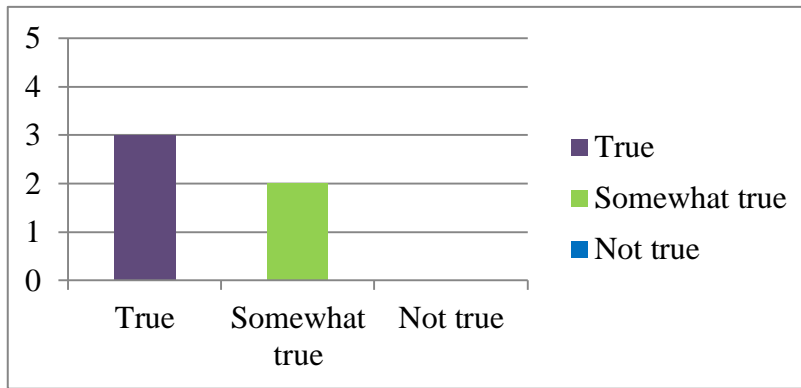


FIGURE 11. I know what CRM is about

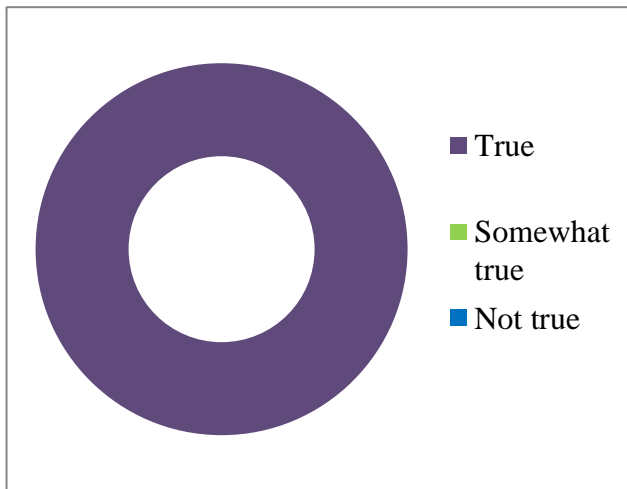


FIGURE 12. I feel more familiar with CRM

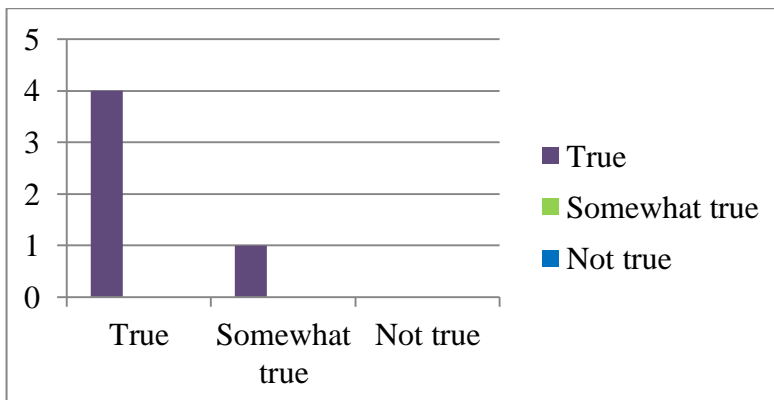


FIGURE 13. I know why we are going to use CRM at Merus Power

The usefulness of the training (figure 14) and the contents were found good by all respondents. 4/5 thought the training was useful and 1/5 replied with very useful. Content wise (figure 15) 4/5 thought the contents were useful. According to the comments left by the respondents stated that the training was useful for the following reasons: “It

summarized issues we need to work on concerning CRM” and “Finding new ways of working with Lean”

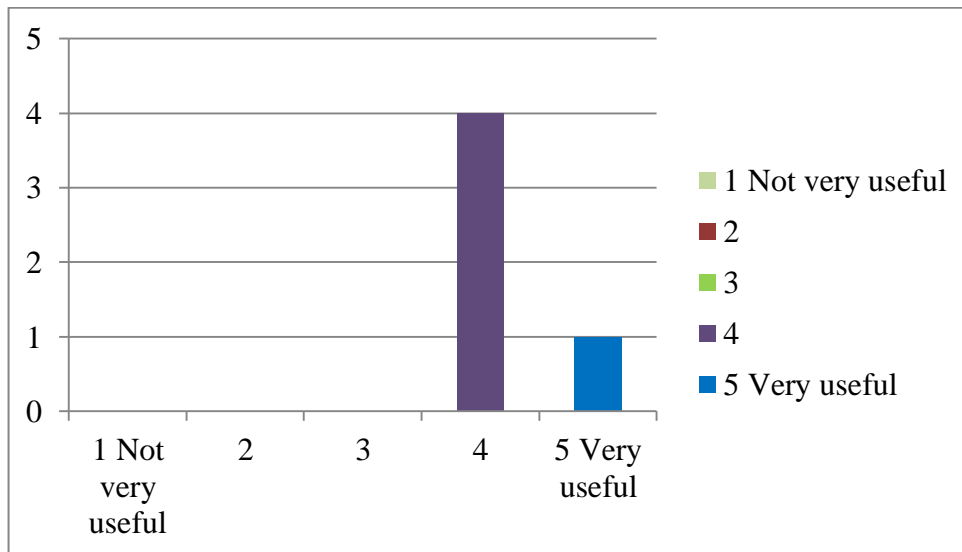


FIGURE 14. How useful was the training for you?

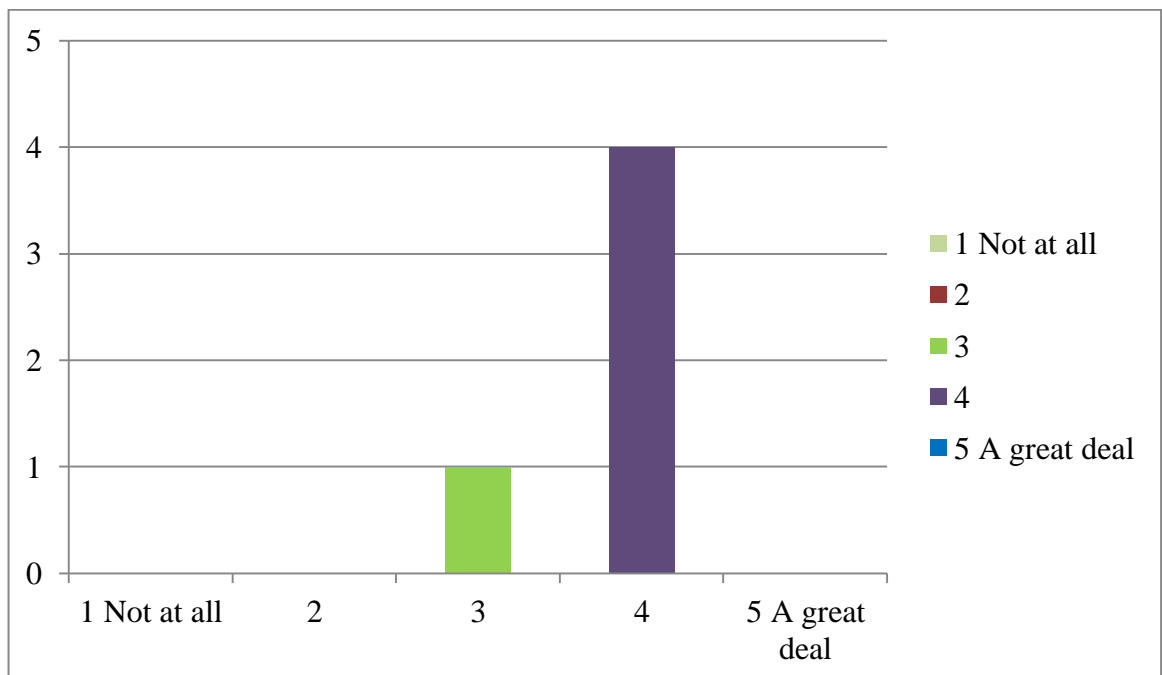


FIGURE 15. How useful to you was the contents of the training?

Comments were left related to the usefulness of the contents of the training. One participant thought that the instruction manual (User guide) was well prepared and suggested taking it a step further by integrating it with program guides, however it is not specified whether these are internal documents, or user guides by Tieto. Another participant rec-

ognized that some content might have been familiar to this person already, but not to others.

Even though some information was familiar (figure 16), 3/5 respondents thought their skills were somewhat improved by the training and 2/5 thought they were improved by a good amount.

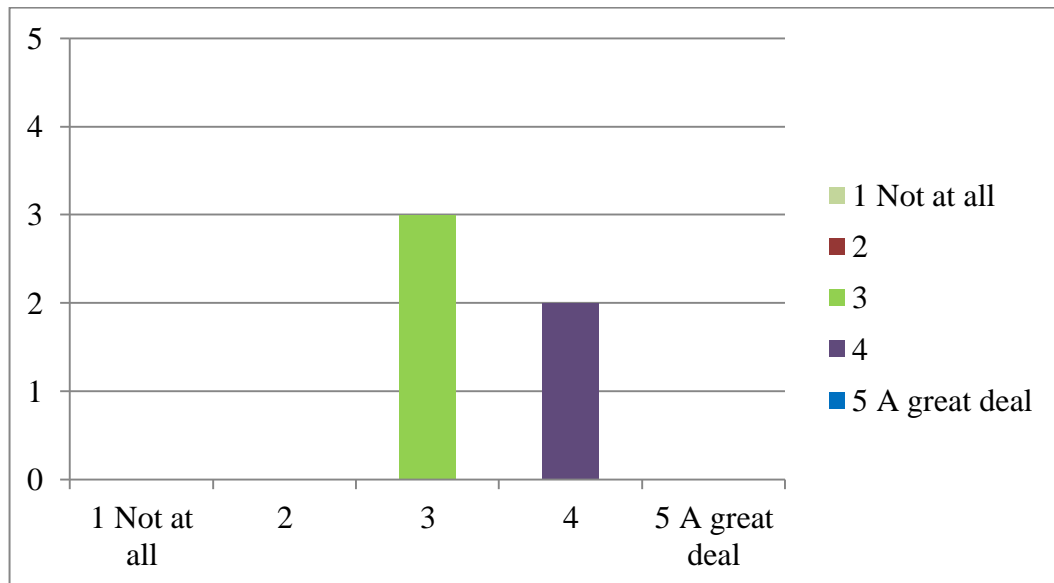


FIGURE 16. How much do you feel your skills improved because of CRM training?

Promising results are given by questions 5 and 6. In the first one (figure 17) all participants state they learned enough to get started with using CRM, and in the second question (figure 18) all feel somewhat motivated to use CRM.

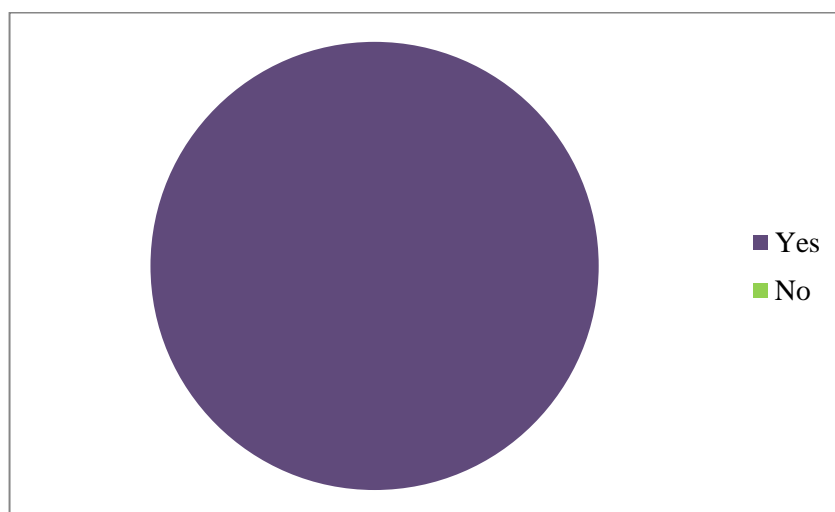


FIGURE 17. Do you feel you learned enough to get started with CRM?

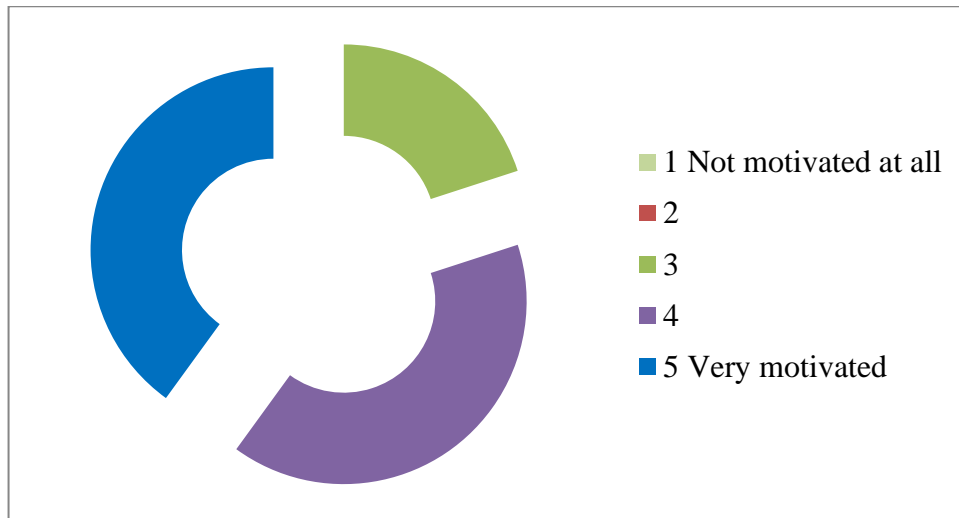


FIGURE 18. How motivated do you feel to use CRM after training?

When asked if there was anything else the participants would have liked to learn about CRM, one respondent felt that at a later stage when CRM has been used more, other matters might arise. Another recipient stated the desire to know and learn more about document linking.

The last question was an open one, leaving space for free word and suggestions. One respondent felt the training was “very simple to follow and understand”. Another respondent commented on developing the search functions and options of CRM windows, and that responsible persons should be named for each customer/partner to ensure accuracy of data.

The results give positive feedback on the success of the training. The goals of the training were for participants to understand the meaning of CRM, why it is used and to learn how to use it. Since this was the first training session on CRM, only the basic functions were taught but already the participants felt it was enough to get started and felt motivated to use CRM.

Overall the training met its purpose in the way that all relevant people were able to attend, all the matters were gone through thoroughly and at the end of the last session a conversation was sparked about Lean and CRM in general.

Kari Tuomala, the managing director was unable to join the first meeting due to a scheduling error but he was familiar with the basics of Lean beforehand and was going to attend the first session to show support towards Lean, as management support in implementing CRM system is important. This was achieved during the second training session as well where he was present.

Generally the atmosphere was relaxed during the training which facilitated asking questions during training. The only setback of the training session was that for the Russian sales person Yana Planson, the remote access could not be installed due to technical difficulties which were caused by a laptop purchased in the USA. This will be resolved in the future by purchasing a work laptop for her from Finland.

## 6 CONCLUSIONS

Customer relationship management was deemed of high importance for Merus Power prior to starting the thesis. In competitive markets, building long lasting relationships with customers, and providing them with impeccable service is something that will separate you from the competitor. Going the extra mile for your customers can ensure longevity of the business.

The state of the CRM tool in the case company was not commendable at the time the thesis project was started. Detailed information about customers was in the minds of the sales personnel and on their computers. This meant the information was scattered and no one had a good idea of where to find it, let alone the fact that there was no record of this information anywhere. From Merus Power's point of view, the situation was problematic.

As such it was deemed that a clear need existed to have a more systematic approach to sales and marketing processes and to make them more efficient. Therefore the objective of this thesis was to develop the CRM system, keeping in mind the sales and marketing processes. With the objective in mind the thesis project was commenced with the support of literature and mixed methods research. Data for the outline of the development project was gathered using qualitative methods from interviews. Hence followed the development of the system, after which training was planned and completed. Quantitative methods were used to derive data on the successfulness of the whole project.

The results of the thesis can be said to support the objectives set in the beginning and answers to the research problems were found. The case company now has a well functioning system, which creates motivation for the personnel to use the system as it makes their everyday processes easier. The functions of the CRM tool were able to be linked with the sales processes, while also offering support to the marketing process. What's more, as the database becomes larger and larger, information and reports can be derived from the system. These facts combined create a good base for the future success of the company in the field of CRM.

Finally, developing CRM is more of a process than a project in the sense that a project has a definite ending whereas a process does not. To ensure the continuity of success in the process of CRM in Merus Power, recommendations were made for the future. These will be discussed in the following chapter.

## **6.1 Recommendations**

The following suggestions were made based on my experience from the CRM development process, as well as some matters that were left open during the thesis process.

1. To keep the development process going, a meeting should be held in the early spring. Topics could be: changes and further development needs, related to content decisions and coherency of information (when to add a prospect, what meetings or tasks to put in, etc.).
2. Keep the discussion open with Lean System representatives for future improvements (the current system could either be switched to a new version of Lean System, or a new separate CRM system, if seen necessary for the operations of the case company).
3. Further training is advised to ensure that user level and knowledge will be maintained.
4. Yana Planson needs to have a connection to Lean System (technical difficulties, American laptop, could not put remote access). Moreover, the Russian sales process differs from the format created by the case company, therefore this process should be examined more to find out how Lean CRM could support its unique features.
5. Some system specific recommendations:
  - Market analysis tool developed for the system.
  - Lean system to be synced with Microsoft Outlook calendar with CRM's Contacts and Tasks, to get reminders (events, etc.).
  - To keep the system functional, hitches must be kept away with constant updates.
  - Data quality needs to be developed further
  - Other user guides for Lean if there is a need for clearer instructions

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## APPENDICES

### Appendix 1. Questionnaire Form for Interviews in English

1. How long have you worked for Merus Power?
2. Have you received training on how to use Lean System? If yes, what kind?
3. Have you been aware that there is CRM tool? If you have been, do you use it?
4. If you are aware and use CRM, how often do you use it and how? (If you are not aware, move to question 5)
5. If you are aware but do not use it, why not? (If not aware, move to question 5)
6. Do you use any alternate ways of saving customer information alongside CRM tool? If yes, why?
7. How do you store your customer data?
8. What benefits do you perceive the CRM tool is giving to you/company?
9. Even if you do not use CRM tool, do you perceive any benefits it gives the company?
10. Do you have any development ideas for CRM tool?
11. Do you have any development ideas for CRM tool, which could increase your use of the system?
1. Free word, other suggestions?
12. Free word, other suggestions?

## Appendix 2. Questionnaire Form for Interviews in Finnish

1. Kuinka kauan olet ollut Merus Powerin palveluksessa?
2. Oletko saanut valmennusta/koulutusta Lean Systemin käytössä? Jos kyllä, milaista?
3. Oletko ollut tietoinen CRM työkalun (Asiakastiedonhallinnan) olemassaolosta? Jos olet, käytätkö sitä?
4. Kuinka usein, ja miten? (Jos on tietoinen ja käyttää. Jos ei, siirry kysymykseen 5.)
5. Miksi et? (Jos on tietoinen ja käyttää. Jos ei, siirry kysymykseen 5.)
6. Käytätkö CRM työkalun rinnalla vaihtoehtoisia tallennustapoja asiakastiedon säilyttämiseen? Jos kyllä, miksi?
7. Miten säilytät asiakastietosi?
8. Mitä hyötyä koet CRM työkalun tuottavan sinulle/yritykselle?
9. Vaikka et käytä CRM työkalua, koetko sen tuottavan hyötyä yritykselle?
10. Onko sinulla kehitysehdotuksia CRM moduuliin liittyen?
11. Onko sinulla kehitysehdotuksia CRM moduuliin liittyen jotka voisivat lisätä käytettävyyttä?
12. Vapaa sana, muita ehdotuksia?
13. Vapaa sana, muita ehdotuksia?

Appendix 3. Power Point Presentation for Training

1(5)

Confidential, not published.

Appendix 4. CRM User Guide

1(30)

Confidential, not published.

## Appendix 5. Feedback survey

1(3)

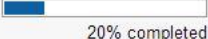
### Post- Training Survey


Thank you for participating in CRM training. Please be so kind and answer the following questions.

**\*Required**

**1. Please state where you stand on the following statements \***

	True	Somewhat true	Not true
I know what CRM is about	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more familiar with CRM	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know why we are going to use CRM at Merus Power	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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### Post- Training Survey

**\*Required**

**2. How useful was the training for you? \***

1 2 3 4 5

Not useful at all      Very useful


**Why was it useful/not useful?**


**3. How useful to you was the contents of the training? \***

1 2 3 4 5

Not useful at all      Very useful

**Why was it useful/not useful?**

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(continues)

### Post- Training Survey

**\*Required**

**4. How much do you feel your skills improved because of CRM training \***

1 2 3 4 5

Not at all      A great deal

**5. Do you feel you learned enough to get started with CRM? \***


1 2


Yes   No

**6. How motivated do you feel to use CRM after the training? \***

1 2 3 4 5

Not motivated at all      Very motivated

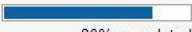
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### Post- Training Survey

**7. Is there anything else you would still like to learn about CRM?**

**8. Free word, other suggestions?**

 80% completed


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## Post- Training Survey

**Thank you for answering this survey. Please click "Submit" and your answers will be recorded.**

Never submit passwords through Google Forms. 100%: You made it.

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