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How does using Salesforce CRM affect the customer satisfaction in Indian SMEs

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Dissertation Submitted in part fulfillment of the requirements for the degree of
MBA in Information Systems
At Dublin Business School

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MBA Information Systems   September 2019

Declaration:

I, **Rohit Suhas Patole**, declare that this dissertation that I have submitted to Dublin Business School for the award of MBA (Information Systems) is the result of my own investigations, except where otherwise stated, where it is clearly acknowledged by references. Furthermore, this work has not been submitted for any other degree.

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Acknowledgement:

I would like to express my deep appreciation to my Supervisor Mr. David Duff for his Support and encouragement throughout the research. Without his support this dissertation would be incomplete.

I also would like to thank Mr. Mukesh Kabra, Sales Manager at Wadhwa Constructions, Mumbai for his kind support in gathering survey results. I am also Thankful to Mr. Akshay More and Mr. Rahul Kamble from Suntek for helping me with their Industry knowledge. And letting me know how Salesforce CRM is helping their businesses to grow.

I am also Thankful to Dr. Shakeel Siddique and Dr. P. J. Paul for helping me decide this topic of my Interest and their continuous feedback in Research Method-I and Research Method-II helped me to get to the roots of this topic.

Last but not least I am also Thankful to my colleagues for helping me throughout this Dissertation.

Abstract:

The research study is based on the salesforce Customer Relationship Management (CRM) for Small and Medium Enterprises (SMEs) in India. The study is focused on identifying the possibility of success insurance by implementing the Salesforce to Indian SMEs in retaining the existing customers. Furthermore, the study also aims to describe the significance of Salesforce as a cost-effective tool for customer relationship management. These SMEs faces inconvenience in capital investment for managing its marketing campaign, adding further issues in their business problems. These reasons are coming as an obstacle in the business campaign despite having promising products and innovating ideas, which causes new declination of their growth rate.The researcher has taken a sample size of 67 sales personals and for interviews, 3 sales managers were invited. It can be concluded that CRM is one of the important resources to improve the Sales force condition in India. The government along with the companies should mutually cooperate with each other so that they could apply the CRM to improve their sales in present era. This would improve the revenues of the companies, through better execution of the technology in the sales field.

Keywords: Salesforce CRM, Customer Relationship Management, Small And Medium Enterprises, CRM, SMEs,

Table of Contents

Table of Figures:

List of Tables:

Chapter 1: Introduction

1.1 Background

The IT industries are going through a revolution all over the world, and cloud computing is the next big thing. The business enterprises are trying to collaborate with cloud computing to reach out to the customers more efficiently. India is not far behind in implementing these technologies to their business enterprises. The extensive industries have already implemented these technologies, and now the small and medium enterprises (SMEs) are also looking for their approach to catch up with the larger enterprises. Salesforce is one of the application platforms to build customer relationship management (CRM) for a better business assessment. Customer relationship management is a strategic scheme to build better relationship bonds with potential customers (Badwan *et al.* 2017).

The strategies for building better customer relationships are an essential aspect for both the smaller as well as, the more significant enterprises. Both business management have the prime objective to satisfy their potential customers with cheap pricing so that their bond with the company becomes even stronger. Effective marketing strategies also provides an excellent scope for future growth for any business firm, and these strategies are often found to be built over the customer relationship management strategies. The SMEs often struggle to cope up with the bigger firms for keeping the potential customers in the global market due to their lack in adequate budget and implementation of resource in an effective manner. This study will showcase the importance of implementation of the Salesforce tools for the Indian SMEs so that they can also be a potential competitor in the global market (Hill and kelcy 2019).

In recent years, India has been a crucial member of the panel of a developing country to attain the substantial growth in economics and increase its height for developing the business infrastructure. In recent years, the country had a growth of SMEs in the rural manufacturing areas contributing its part to the economic growth of the country. The SMEs are referred to

those small to medium enterprises which do compromise its shares to the extent of a minimum 25 per cent. In current times, these SMEs are giving importance to the strategic plans to manage the customer relationship bonds for attracting even more consumers. The Indian government is also helping these enterprises for building schemes to attract customers by providing necessary policies to the constitution (Tseng 2016).

The CRM needs to provide different strategies to operate around the rivals in the operating environment. The constant effort of the Indian government to uplift the rural and regional is made considering the contribution of economic development. The CRM has many components to address these issues, such as Sales force automation. The Sales force automation is an unorthodox business technique with the use of software for better workflow system. The human resource management is responsible for the recruitment of skilful and knowledgeable employees so that they can easily cope up with the competitive nature of the global market. This also includes the necessary training to be provided for the workers so the employee can easily acclimatize with the upgraded software (Reicher and Szeghegyi 2015).

Providing better customer service is also possible by implementing the Sales force as it suggests effective strategies to tackle different aspects of the customer service. Marketing is one of the crucial stages of the CRM process, and the Sales force is the ideal platform in order to identify the potential market to target customers. The marketing strategies also help to upgrade the product quality, as the customer feedback is crucial of marketing (Ganesh and Mehta 2010).

The Sales force is a service of cloud computing that comes in different platforms to provide data storage and plays the role of essential strategy provider. As they have a vast application scopes, they primarily helps in CRM to the companies in building a potential relationship with their existing customers. Retaining the customer's trust helps to attract more customers for their service which further add up to the potential growth of the company. The Sales force CRM

provides can provide the Indian SMEs an insight to their customers for better customer acquisition with customer retention. This study is primarily focused on the Indian SMEs to understand their problems regarding implementation of CRM strategies and how the Salesforce tool can be a difference for them in the coming days of global marketing and provide a business advantage to over their competitors.

1.2 Rationale for the Salesforce CRM tool in Indian SMEs

The firms with lesser employees (less than 500) are categorized as SMEs. The Indian SMEs are important to improve the country's economic crisis since it is a country of billion people and these SMEs are a reliable resource for providing jobs to the peoples. The country is also focused on promoting its own products which is cheaper for the citizens rather than importing foreign goods which is way more expensive than its manufacturing price.

It can be noted as the market data of India suggests the significance of SMEs part in the global market. The SMEs often faces challenges in sales and marketing due to the lack of resource management. The marketing campaign and promotion for sales are also a significant area to focus on which the SMEs are often find difficult to handle properly. These SMEs also faces inconvenience in capital investment for managing its marketing campaign, adding further issues in their business problems. These reasons are coming as an obstacle in the business campaign despite having promising products and innovating ideas, which causes new declination of their growth rate. Hence, it is critical of the SMEs to provide effective relationship management with the customer for gaining the trust of the existing customers. Salesforce tool for CRM can be an effective platform for accounting these issues more efficiently to the Indian SMEs to sustain a comparatively cheaper price solution of the Indian small to medium enterprises.

1.3 Research Question

The research questions are classified as primary questions and secondary questions for this study.

- How the Indian SMEs affect the satisfaction of the customers using Salesforce CRM?

- How the SMEs are able to build effective customer relationship management at a lower cost using the Sales force tools?

- How the Indian SMEs are able to improve their sales strategies using the Sales force?

- How the Sales forces attain competitive advantage for Indian SMEs with the help of effective CRM?

1.4 Research Aim and Research Objective

The primary aim of the study is to analyse the impact of Salesforce CRM on small-medium enterprises in India and its ways of implementation. It can be noted as the market data of India suggests the significance of SMEs part in the global market. The SMEs often faces challenges in sales and marketing due to the lack of resource management. The study measured different aspects of CRM strategies in Indian market comparing to the previous technological strategies. The study is focused on identifying the possibility of success insurance by implementing the Salesforce to Indian SMEs in retaining the existing customers. It also aims to describe the significance of Salesforce as a cost-effective tool for customer relationship management. The study also seeks to evaluate the importance of Salesforce tool to provide a competitive advantage to the Indian SMEs in the global market with the help of a better customer relationship management protocol.

1.5 Hypothesis

The research is focusing on the development of hypotheses regarding the validity of Salesforce in Indian SMEs. These hypotheses are:

H1: The Indian SMEs are improving their customer relationship management with the help of CRM tool of Salesforce.

H2: The CRM tool of Salesforce does not help the Indian SMEs to improve the customer and company relation.

1.6 Significance of the research

The CRM helps build a better relationship with the customers, but the Indian SMEs often gets in trouble in implementing a customer relationship management tool, which is cost-effective. The study is contributing the SMEs with a structure of management for providing low cost, integrates and customized CRM application with the help of Salesforce tool. The sustained growth of these SMEs in the Indian region provides a desirable development as well as a success factor for the future scope of development in different sectors.

This tool can be easily implemented in the Indian SMEs at an affordable price, which is very helpful for managing the relationship with potential customers. Hence, it is critical of the SMEs to provide effective relationship management with the customer for gaining the trust of the existing customers. The significance of this project is to recommend the Indian SMEs to implement the Salesforce with the help of government policies to enhance the customer relationship with those enterprises. The study is also focused on the importance of Salesforce to get a cost-efficient strategy for building secure customer relationship management scheme to keep their existing customers.

Chapter 2: Literature Review

2.1 Introduction

The literature review is the textual and comprehensive analysis of the existing pieces of literature that consists of detailed insights regarding the reverent ideologies, concepts and data that are required to conclude pragmatic inferences and deliver quality results. The literature review is divided into varied sections that provide the compelling scenario of SME's and their formation and functioning in the Indian economy.

Apart from that, the chapter explains the primary challenges that are faced by the Indian SME's in the implementation of an effective CRM plan to provide a flexible and adept connecting framework that bonds its customers, streamline process thus increasing the profitability of the concern. Additionally, the study also comprises identifying the essential themes that are crucial in presenting comprehensive data for further analysis of the chosen topic. The researcher has collected and analysed data from a variety of sources that includes newspaper, journals, websites and other primary and secondary sources.

Furthermore, the chapter also comprises of exhaustive data about the role of software application in improving the relationship between customers and the organisation. Moreover, the section has been successful in identifying the prominent gaps that are apparently, the success factors of the current study. However, the discovery of the gaps has provided the current study with a practical dimension to the study by assessing the prevalent risk factors that might add up to the failure of the study to deliver results.

2.2 Theme : Current scenario of SME's in India

Over the past few years, India has been a leading member in the developing countries panel with a substantial increase in the economic growth and reaching to substantial heights of development. As opined by Aryan *et al.* (2017), SME is referred to as an enterprise that is comparatively medium or small sized and with a minimum of 25 per cent of its share is in the acquisition of another company. In recent times, SME has restricted their role in the manufacturing industry in Indian and has been a torchbearer in the economic growth and development of Indian regional and rural manufacturing terrain. Currently, the small and medium industries possess strategic importance in the Indian economy due to their exaggerated and extended quality of products, exports and employment of individuals. Moreover, the total share of the small industries in the prevailing economic scenario in India is 40 per cent of the gross industrial value addition and nearly 50 per cent of the total manufacturing exports. Moreover, the SME's in India are one of the prominent employment providing sectors after agriculture and has employed nearly about 2.94 million individual in a span of 3 years (Mehta and Tajeddini 2016). Moreover, the formation and function of SME's have been of the prominent features of the Indian economy since Independence. The small-scale business and concerns have been successful in meeting up with the long-term expectations of the country economic urges in terms of contribution to GDP, employment and exports thus equated the socio-economic development of the country.

2.2.1 Formation of SME's in India

The Micro, Small and Medium Enterprises Development Act (MSMED), 2006, look after the formation and legislation of the SME's in India. In the opinions of Singh *et al.* (2019), the Act governs the promotion, development and healthy competition among the SME's. Moreover, the registration of concern under the Act provides a series of amenities that are formulated for an SME. Some of the necessary facilities provided by the MSMED Act include easy

availability of finances, preferences in purchasing and participating in government tenders, the concession is electricity bills, and so on. All sectors and types of enterprise can apply for registration in the particular Act.

Due to the sustained growth of the small and medium enterprise in the Indian terrain has provided better development and success factors for further development in other sectors. Apart from that, due to the enhanced legislation and the frequent amendments in the Fair Trade Policy and Import Export Act the some of the Indian SME's are acquiring foreign companies as a part of their growth plan and expansion strategy. However, the acquired concerns are mainly used as export related ancillaries. Furthermore, the apparent success of SME's in the Indian economy has carved better ways for local manufacturers and vendors in the manufacturing of a particular product (Galvão *et al.* 2018). The recent trend followed by the Indian SME's is the substantial investment in R&D facilities to make a global impact and survive the upcoming contingencies in the global economy. As per the current sources, the SME's sector individually contributes about 7 per cent to the Indian GDP.

2.3 Theme : CRM and its Components

With the prevalence of many rivals in the operating environment, an apparent is needed for the implementation of CRM policies and strategies in SME's. As opined by Deshmukh *et al.* (2016), over the years, there are constant efforts from the Indian Government to encourage regional and rural concerns to contribute to economic development. However, the recurrent efforts have led to excessive competition in the sector with concerns providing homogeneous products and implementing aggressive pricing strategies to excel in the current marketing terrain. The implementation of adept CRM policies and strategies helps the concerns to secure a stable position in terms of standing out of them by establishing a productive relationship with its customer base. Some of the prominent components of the CRM policies are mentioned below:

Sales Force Automation: Sale Force Automation is an innovative business technique of using software for automating sales related task in the business organisation. Based on this system, processing, product management, contact management, inventory management sales forecast analysis and customers management can be conducted rapidly in the business. The Sales Force Automation process is directly related to CRM as it helps in evaluating the expectations of customers (Soltani and Navimipour 2016). In addition, the business organisation can be capable of capturing new trends in the future.

Human Resource Management: HRM is one of the main factors of CRM as it helps in developing employee performance. Human resource manager focuses on hiring highly skilled and qualified employees in the market so that they are capable of achieving the aims of the company. In addition, the training facility provided by human resource manager helps in providing appropriate service to customer, which can develop the business relationship.

Lead Management: Lead management is a set of methods that help in generating business clientele, campaign programs and variety in business performance. Based on this process, the

organisations are able to make an appropriate business decision in developing the customer relationship.

Customer Service: In order to mitigate the issues of customers, the organisation needed 24/7 customers service. The customer service managers gather information regarding issues of customers and analyse it. The issues are forwarded to senior executives of the SME's and appropriate business decision regarding the issues of customers is made. It has been understood that based on the effectiveness of customer service, the market reputation of SME develops in the country (Tseng 2016). As a result, the organisation can maintain continuous development in future.

Marketing: Marketing is one of the crucial steps of the CRM process that also helps in identifying the target customers and taking an appropriate market decision for expanding the sales volume. It has been understood that based on marketing strategies, the quality of product and services can be increased. Based on that, the customers can receive an expected service from the SME's in the future.

Workflow Automation: In a business concern, many processes runs simultaneously that involves prominent cost-cutting measures. The effective management of the sequenced steps in the manufacturing of a product or services is known as Workforce Automation. The further analysis and investigation of the lined up process helps in the reduction of costs to a certain extent, thereby helping in increasing the share of profitability in concern. Apart from that, Workforce Automation also helps in the effective allocation of resources to avoid wastages that can lead to further delays. Routing out crucial documents and filling up forms is an individual process involved in the function that helps to diminish the extent of effort and times in these processes.

Business Reporting: The process of securing good relations with the customer involves active management of sales, customer care reports and marketing. One of the prominent aims of the

customer care report is to provide comprehensive data regarding the daily operational activities within the concern. As affirmed by Tsou and Huang (2018), the customer care report helps in analysing the current operational, functional and financial stance of the company in a stipulated time frame. The incorporation of CRM in the process ensures the proper facilitation of the report, which further helps in investigating the prevalent flaws in the organisational and operational function of the concern.

Analytics: For the prolonged success of a concern, it is crucial to possess a piece of detailed knowledge about the compelling business scenario. As affirmed by Lillard and Al-Suqri (2019), analytics is a process of analysing and presenting the current trends in the market for providing a detailed overview. The process is mainly concerned with the formulation of graphical representation and studying the existing and futuristic trends. Analytics is one of the crucial elements of Customer Relationship Management that aids the detailed study of the current progress of the company with respect to its analysed course of action.

2.3.1 Requirement of CRM for SME's in India

In recent times, Indian SME's have recognised an urgent requirement for Customer Relationship Management for developing the business. The following requirements of CRM in Indian SME's have been recognised

i) CRM helps the SME's in planning, scheduling, and establishing a collaborative working environment. In order to fulfil the expectations of customers, the senior executives focus on conducting customer segmentation. The customer segmentation helps the organisation in mitigating the issues of customers and achieving potential business trends. In addition, based on the requirement of customers, the relevant time schedule is set for the employees so that they can deliver the product or service within a particular deadline. Finally, for achieving the business targets of customers, the management sets an appropriate governance structure so that a collaborative working environment can be established.

ii) In the views of Orenga-Roglá and Chalmeta (2016), CRM helps companies in integrating social media with Customer Relationship Management. After collecting data from various social media, the organisation can be capable of analysing the behavioural aspects of the organisation. In addition, the business organisation is capable of understanding the requirements of customers based on a product or services. Integrating social media with CRM helps in developing a business relationship between customers and organisation as the expectations are fulfilled by the SME's.

iii) It has been seen that in the global market, each industry has its own requirements and based on the industry's requirements CRM process requires specific change. Based on the requirements of customers, specific Customer Relationship Management has been introduced, such as Guestware for the hospitality industry and Contactually for the real estate industry. These specific customers' relationship management processes have helped the industry-specific SME's in India to understand the requirement of customers (Tsou and Huang 2018). Therefore, appropriate management strategies have been undertaken so that the organisational performance can expand.

iv) Business reporting and analytics is one of the main aspects of customer relationship management, which helps in developing the business relationship rapidly. It has been observed that, after collecting data about the demands of customers, the managers present a business report which describes all relevant activities for the company. Based on the business reporting process, the organisation can stabilise the market position and attract more customers toward the company. Additionally, the organisation can gain a competitive advantage by capturing the demands of customers.

v) Finally, the CRM process helps in maintaining appropriate contact management, sales performance management, and sales forecasting. In case the organisation manages to understand the demands of customers, they will be capable of identifying the potential sales

volume in future (Thakur and Workman 2016). Based on that, the organisation can maintain appropriate economic growth per year. Hence, with the assistance of CRM, an unnecessary financial crisis can be avoided, and the market share can expand in the upcoming years.

2.4 Theme: Importance of CRM in marketing practices of Indian SMEs

In the case of marketing practices, customer relationship management can have a positive impact. The following importance of CRM regarding marketing practices in SME's has been recognised.

i) Customer engagement approach in marketing can be taken with the help of CRM. Customer behaviour is driven by the conversations and contents that reflect the customers' demands. By integrating social media, senior executives can be able to collect appropriate data regarding customer behaviour and interest. After collecting the data, appropriate market practices are introduced for developing the quality of both product and services. Based on that, the company would be capable of achieving the potential business targets by providing satisfying services to customers (Kaul 2017).

iii) In CRM management, formal marketing programmes are introduced based on customer requirements. It has been seen that customers always seek for rewards during the purchase of products. In case the business organisation fails to motivate the customers to buy its products, then the potential sales volume can mitigate rapidly. In order to increase sales volume, various rewards such as lottery, free additional products and discount offers have been provided through formal marketing programmes. Based on these marketing programs, Indian SME's is trying to attract a high number of customers in recent time.

iv) Retention programs can also be conducted by companies with the assistance of CRM. CRM process assists the senior executives in expanding the interaction with customers and provides an update of a specific product or service. On that note, the customers can understand the

benefits of that particular product or service. As a result, the market reputation of that company may develop, and the SME's can expand the organisational performance.

v) According to Meyliana *et al*. (2016), messaging and personalisation are one of the main factors of customer relationship management in marketing practices. Messaging system in mobile phones helps the sellers in establishing communication with the customers. Through messaging, the seller can collect the order, provide an update and resolve issues of customers in less amount of time. In addition, personalisation helps in tracking those messages so that senior executives can evaluate those messages. The purpose of this evaluation is to understand if relevant and formal content are used in the messages. The evaluation helps in avoiding issues with the customers in the country.

2.4.1 Benefits of CRM in SME's

In relation to customer relationship management, eight benefits have been recognised, which are described below:

i) *Better customer relationship*: With the assistance of CRM, the managers of SME's can directly interact with the customers through segmentation. Based on that, the issues of customers can be analysed properly, and the companies can develop appropriate market solutions. Based on that, the organisation can fulfil the expectation of customers, and the organisation can develop a business relationship between customers and management.

ii) *Develop the ability to cross-sell:* As mentioned by Tsou and Huang (2018), as the CRM develops the interaction with the customers, their behaviour and requirement can be understood. Based on that, senior executives can provide effective solutions for the current problem and determine future problems. As a result, the companies can develop their capability of cross-selling and expand the sales volume.

iii) *Increased team collaboration:* The organisation can develop team collaboration by introducing a CRM process. It has been understood that after analysing the requirements of

customers, an effective governance structure is developed so that employee can maintain appropriate business performance. As a result, a collaborative working environment can be established in the business so that the potential goals are achieved.

iv) Improved efficiency in serving clients: The business organisation can develop the efficiency of management performance by understanding the demands of clients. Based on that, the service delivering process of the company can develop, and the customers can receive the products within a particular deadline. Effective services help in expanding the demand for product and services, and the SME's can expand its market share in the international market.

v) Greater staff satisfaction: The positive feedback of customers in CRM management helps in motivating the employees. In addition, as opined by Aryan *et al.* (2017), gathering the information regarding customers' requirements helps in developing the knowledge of employees in a fast manner, based on that, the staffs receive a satisfying job opportunity from the companies in the upcoming years.

vi) Increased revenue and profitability: It has been understood that based on customers relationship management, the sales volume of companies develop. As the sales volume expands, the revenue and profit margin also expands in the business. It helps the organisation in avoiding the financial crisis, and the capital fund can be expanded.

vii) Cost savings: It has been seen that the budget requirement for customer relationship management is low. Even though the software for customer relationship management is expensive, the cost of management operations can decrease with the assistance of CRM. In the CRM process, a proper business plan has been taken after analysing the issues of customers. Therefore, the effectiveness of the management can be developed, and the organisation can save a high amount of cash in the market.

viii) Less client attrition: If the customers are engaged with the company, the risk of attrition can be mitigated. It has been observed that a customer engaged company has potential attrition

of 40 % compared to other companies. Furthermore, in case both internal and external stakeholders such as business partners and investors take part in the customer relationship, the attrition level can be dropped from 40% to 5% (Badwan *et al.* 2017). Based on that, the customers can be attracted to the company, and business issues with the customers can be avoided. Less client attrition can also attract the customers of rival companies so that the company can stabilise its market position in the Indian market.

2.4.2 Development of sales force CRM strategy in India

In the era of information technology salesforce is recognized as the largest customer relationship management software. As mentioned by Agnihotri *et al.* (2017), the salesforce is a marketing application that is controlled by the cloud platform. The system is developed in order to acquire new customers in the modern market. The software principally works with various business deals in order to increase the revenue of Indian market. The concept of sales and marketing are closely related with CRM or customer relationship management. The platform helps in continuation of tasks at the same time it supplies important information for various requirements. Therefore, many small medium enterprises are developed in India. The customer relationship management can provide perfect accommodation in order to develop the SME organizations. Due to the technological advancement multiple cloud platforms are developed that can surely help those enterprises. Furthermore, Khan and Azam (2017) explained that the strategy can enhance the productivity of several industries as well as it can increase the performance of a company. The sales force includes two main strategies like short-term initiatives and long-term initiatives.
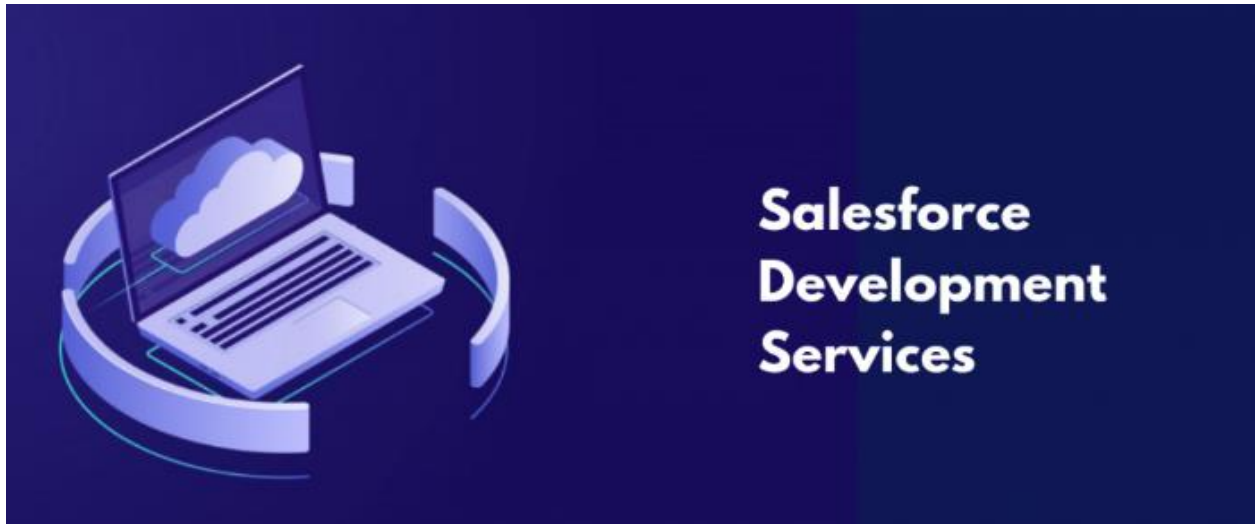
Figure 1: Salesforce development services

(Source: Litan 2015)

2.4.2.1 Short-term initiatives

The Salesforce provides a perfect accommodation to medium, small and large business enterprises in order to keep the growth from the CRM market. However, the application, offers many companies to encounter various threats in market. The short-term method simply identifies the issue of an organization. Moreover, the system strengthens the revenue structure as well as it helps for developing the brand value of SME organization. On the other hand, the software helps in developing the basic functionality of small enterprises. According to Maqbool and Bakr (2019), five hundred and seventy million dollar was estimated by salesforce.com in the year 2012. The relationship of sales force with other organization is gradually increasing in Indian market. Moreover, Pohludka and Stverkova (2019) suggested that It can be further stated that the increase of market revenue in India estimates 36 percent increase in annual revenues.

2.4.2.2 Long-term initiatives

The atmosphere of small medium organization is maintained by the salesforce system. The long-term strategy maintains and innovates the entire process of a smaller organization to grow in competitive market. According to, the success of an organization relies on its ability to retain key personnel and to recruit perfect talents. The salesforce system develops the perfect

circumstance for those companies so that they can fulfill the demand. In this aspect, the requirement of capital creates several hazards for those enterprises. The modern technological advancement in India helps the salesforce system to innovate several features that can help various organizations for mitigation of problems. Several large organizations generally concentrate upon the marketing strategies in order to develop several projects. The long-term method idealizes the large initiatives of those companies who principally follow the rule of salesforce. Organizations include Intel and Google innovate several valuable projects and application in order to develop the CRM structure.

2.5 Theme: Opportunities of SME with the help of Salesforce software

As opined by Polkowski (2017), the small and medium enterprise is recognized as the growth engine of India. Small organizations are always encouraged and highlighted in India because they create various opportunities in developing the high revenue. The Salesforce software delivers the perfect space for small enterprises in order to sustain in competitive market. The medium and small enterprises create healthy competition among several entrepreneurs. The software also develops for maintaining industrial productivity and output. On the other hand, Seshaish *et al.* (2017) noted that small and medium enterprises in India contribute thirty eight percent of share towards medium, small and micro organizations. The small and medium marketing sectors have become more significant in India because they create a dominant impact upon the national economics. Due to the industrialization in rural areas several SME are developed in India. The economical environment of a country is principally depended upon the small and medium enterprises because those organizations have supported the large industries.

2.5.1 Impact of information technology in Salesforce software

As opined by Verma (2017), the advancement of information technology allows the salesforce software to create profound opportunities for small-scale industries. Most of news agencies in India underscores the IT advancement can develop the competitiveness for small enterprises by using internet technology. At the time, the Salesforce software can reduce the manufacturing cost of those industries. On the other hand, Yoo and Kim (2018) noted that the information technology could increase the productivity of those small enterprises thereby developing the marketing strategy of small organizations. Due to the advancement of cellular technology, the business prospective is gradually increasing in India. It can be stated that customers in India are now more depends upon much reliable and flexible marketing methods by using latest gadgets. As noted by, the information technology can help various medium and small

enterprises by developing the effective business techniques in Indian marketplace. Therefore, the Salesforce software increases the operational flexibility and mobility of various commercial firms in India by developing the latest inventory management techniques. Although, most of small enterprises are not using the advantages of Salesforce software because they are not so much related with internet technology. The SME's has been developed in various portion of India and they are performing in different business. For an instance, the SME is divided in two sectors like service and manufacturing. The manufacturing and service sectors have separate programs that are organized by the Salesforce software.

2.5.2 Government initiatives

The central government of India has developed several effective policies for developing SME organizations. In order to help most of start-up business sectors government applies several schemes by allowing Salesforce software to access with them. According to, the information of central government the Salesforce is recognized as the global leader of customer relationship management. Over the past few years, India has been a leading member in the panels of developing countries with a substantial development in the economic growth. In recent times, SME has developed their role in the manufacturing industry in India. Moreover, suggested that the small and medium industries possess highest importance in India due to their supreme quality of products. Therefore, the government of India is helping the SME sector with several promotional works, funding schemes and other social awareness campaign. In this prospective, Salesforce software conduct various workshops to train the government officers so that they can work in perfect way. For an example, Salesforce develops many training institutes in order to train the members of Tamil Nadu state government. The Salesforce has adopted several utility platforms in order to operate deferent secretarial markets in India.

2.5.3 Success factors of Salesforce Customer relation management (CRM)

Salesforce is customer relationship management based software that makes use of cloud computing technology to build a better connection with their customers. Moreover, salesforce has already created its place in the market among the uppermost demanding and successful technologies under IT (information technology). It is also ranked as the topmost software that is used to help businesses track the activity of a customer and for customer success also. There are many success factors of salesforce CRM that is used for the betterment of the small medium enterprises (SMEs) in India.

According to, Badwan *et al. (*2017) the key elements to the success of salesforce CRM have involved perfect CRM strategy, skillful staff, manage IT infrastructure, department integration and customer involvement. The authors also have focused on providing taxonomy for key success factors.

On the other hand, Nazari *et al.* (2016) stated that there are eleven success factors including Six Sigma DMAIC model in the application of salesforce in small medium enterprises. The author also has suggested that Evolution path, reorganization, timeframe, customer involvement, time & budget management, use of salesforce CRM system by SME's managers, management involvement, measurement, training of CRM concepts.

However, Vyas *et al.* (2015) mentioned a process model for successful Salesforce CRM developments that involves factors like organizational commitment, process management, technology, strategy & process and consequences.

On the contrary, Mozaheb *et al.* (2015) explained that salesforce CRM has six success factors including step wise evolution, organizational redesign, straightforward implementation, change management, incorporated system infrastructure of standard components and top management support. The author has included a salesforce CRM Implementation Model which has been depicted in Figure1.
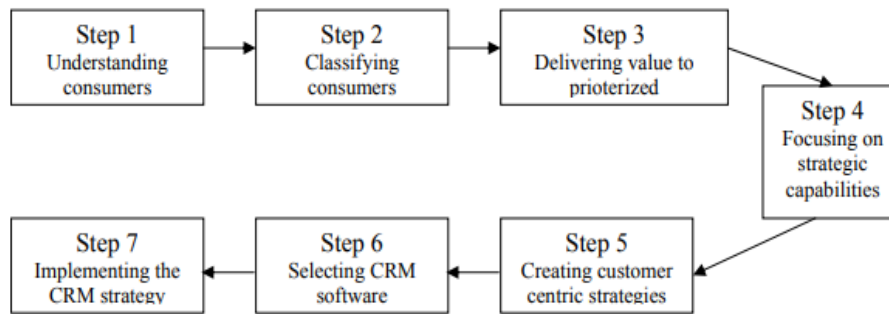
Figure 2: Sales force CRM Implementation Model

(Source: Mozaheb *et al.* 2015)

By merging all the above critical success factors, three major factors have been depicted including Process, Human and Technology that involves many other secondary factors.
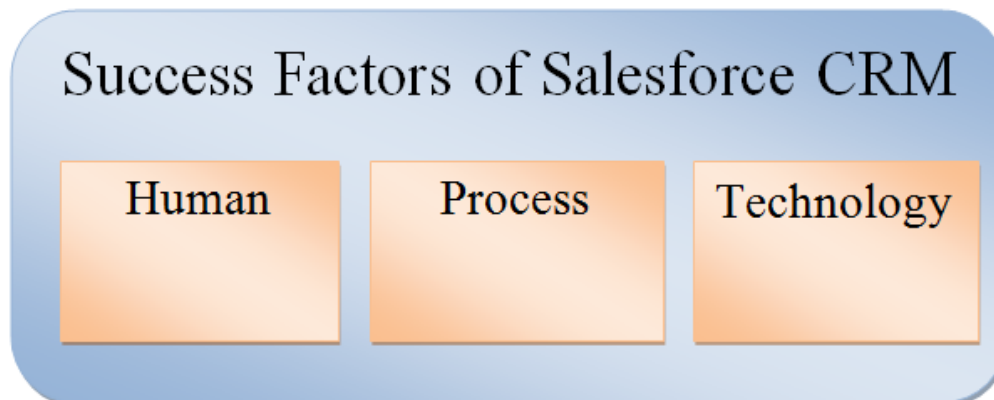
Figure 3: Success Factors of Salesforce CRM

(Source: Ali *et al.* 2015)

2.5.3.1 Process

Salesforce CRM is one kind of strategy used within the SMEs which broadly implemented for promoting and managing the interactions of the small medium enterprises with their customers and sales products. One vital factor of Salesforce CRM is to critically analyze the processes which in any aspect involve with the customer interaction and satisfaction. According to Minh *et al.* (2018), the further division of process factors are:

Marketing

As opined by Ali *et al.* (2015), the marketing processes are directly related to the customer satisfaction and interaction within SMEs. It has managed the relationship with the customers by focusing on the needs, buying habits and mentality of the customers. The financial health and reputation of small medium enterprises were solely emerged with the better marketing process over other companies in the competitive market.

Sales

As the name stated "Salesforce", it has direct involvement with sales as it has a crucial impact on overall sales chain and after sales service process. Managing and maintaining the relationship with the customer has always been a usual aspect of the sales process within the small medium enterprises.

Services

According to Nyoni and Bonga (2018), within the Salesforce Customer Relationship Management strategy, the relationship of services with customer relationship is very essential aspect. It has pursued that all the challenges faced by the small medium enterprises are related to the customer services or after sales services. On the other hand, the high quality of services makes the infrastructure more critical.

Customer Involvement

The small medium enterprises have analyzed the customer relationship cycle and found the fields of issues that can be managed by Salesforce CRM by indirect and direct involvement of customers.

Time and Budget management

As mentioned by Venkatraman and Fahd (2016), SMEs has managed and optimized time and budget before implementation of Salesforce Customer Relationship Management.

Define the perfect CRM strategy

According to Musa *et al.* (2016), a clear and perfect planning of Sales force is a very crucial part for the development of small medium enterprises as the failure of CRM implementation has caused the hindrance on the financial health of SMEs.

Personalization process

Personalization is a key success factor in cloud computing and community as it is needed to make the informations gathered from the various customer communities to be enjoyable and usable.

Figure 4: Success factors of Process Component

(Source: Reicher and Szeghegyi 2015)

2.5.3.2 Human

As noted by Reicher and Szeghegyi (2015), customers and employees are a key factor for getting success in Small Medium Enterprises by using Salesforce CRM as customers are solely related to the whole success process. However, just collecting the data of the customers is not enough as customer data has built awareness into market behaviors and customers enabling SMEs to take exact action that is necessary in the competitive business environments.

Two main factors are there including client aspects and organizational aspects.

Client Aspects

As opined by Barnes (2019), the SMEs have focused on value, satisfaction, retention and loyalty from the customers in order to maintain a stable relationship with the clients.

Value

The development of the organizations depends on client's different values like quality, lower price, and need of customers about products or services

Satisfaction

Small Business Enterprises have provided satisfaction within the organizations according to the needs and value standards of the customers.

Retention and Loyalty

Retention and loyalty of organizations is closely related to high performance having the accurate service or product at the right time and right place along with affordable price.

Organizational Aspects

Organizational aspects have consisted of following sub categories within SMEs:

- Change in culture and no culture variance

- Skillful staffs and important role played by them

- Top management support and commitment

- Communicate and define CRM techniques

- Assurance of top management involved in Salesforce CRM
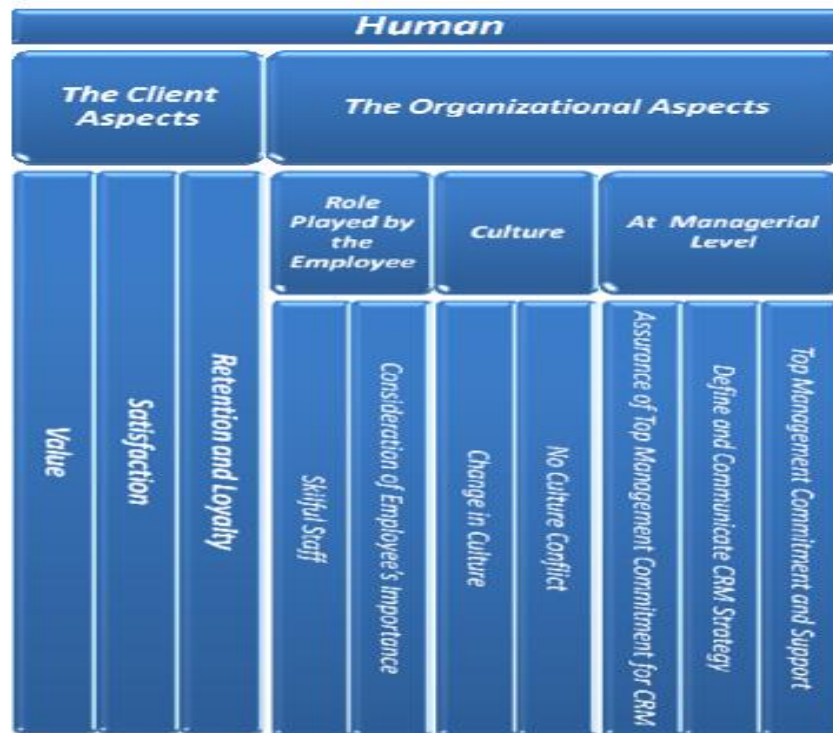
Figure 5: Success Factors of Human Component

(Source: Barnes (2019)

2.5.3.3. Technology

Technology refers to cloud computing abilities which allow small medium enterprises to organize, collect, use and save data of their customers. The technologies including Salesforce CRM are as follows:

- **Sales Force Automation**: It is system that records all the steps in a sales process automatically

- **Software for CRM**: "Salesforce" software helps the small medium enterprises to realize effective CRM.

- **Data Warehouse and Data Mining:** It has been used within SMEs to store data and facilitate analysis and reporting electronically

- **Help Desk:** It is an assistance and information resource which spot issues by computers and it is known as comprehended function

- **Call Centers:** Call centers which are a mix of new internet improvements and traditional technology are key elements that are completely related to the customer satisfaction

- **Internet Influence:** Internet has been enhancing the relationship with the consumers on certain levels like access, convenience and low cost.

Figure 6: Success factors of Technology Component

(Source: Huang 2015)

2.5.4 Planning for sale force CRM deployment

Small and Medium Enterprises of India have been planning to take five step implementation plan for the proper execution of the salesforce CRM. The steps are as follows

2.5.4.1 Proper planning

According to Huang (2015) the first steps that the SMEs have been taking are proper planning of the projection of the software. In this step, the companies identify the vision, mission, tools, resources, metrics as well as dependencies. It is important for a company to identify all of these for not to waste time.

The companies have been taking some initiative for proper planning such as

2.5.4.2 Organizing team

The responsibilities of these companies are well distributed among different departments, which include Executive sponsor, administrators, Project manager, power user as well as training department.

2.5.4.3 Setting realistic goal

 AS opined by Gitau *et al.* (2017) Salesforce CRM is an ongoing and living process so to get the maximum benefit from the investment it is very much needed to roll out CRM functionally all the time. The SMEs needs to decide their goal from small aim, which track against the vision of the company.

2.5.4.4 Understanding data properly

When a company tracks data of customer or move to another CRM application then the spreadsheet already have information of many customers. Data always acts a bottleneck if the data is not reviewed or cleared in the projects. Data is not loaded until the system is established and it includes the set up the role of hierarchy, sharing rules and regulations and sharing model. Therefore, the enterprises have taken time for understanding the data at the time of planning stage.

2.5.4.5 Choosing appropriate approach of implantation

Recently most of the SMEs have been adopting two popular approaches and those are Scrum methodologies and waterfall methodology. Waterfall is conventional, sequential and systematic approach that leads to drawn-out implementation. On the other hand, Scrum is an approach, which focuses on build something constantly. It builds small parts of revisit, functionality and improves them in each cycle. Though both are popular approach, yet it can be seen that most of the enterprises start with waterfall approach in the initial stage. Later it shifts to the scrum approach.

2.5.4.6 Building project timeline

After the choosing of implementation of approach and prioritizing the requirements, the company builds project timeline. For both the approaches companies consider needs and estimate efforts needed for implementing it.

2.5.5 Customization and set up of Salesforce CRM

According to Bai and Qin (2016) the SMEs sets up and customise data after defining the requirements, understanding data and choosing process of implementation. It has been also stated by him that company needs to take some strategy, which are defining security, customizing the applications, creating and analysing the projects to customize data**.**

2.5.5.1 Defining security changes

Under this step, organizations include organizations roles and profile of user. They test settings by connecting with various roles and responsibilities. In this section, SMEs have mapped all roles to the customer who are added in the system for ensuring all the users are connected with the proper roles (Bastos 2018).

2.5.5.2 Customizing application

As opined by Guha *et al.*(2018) the SMEs needs to create page layout, custom field, rules, custom tabs, objects of custom with changing of other applications according to the need of buyer depending on the design of requirement to mitigate business demand.

2.5.5.3 Creating report

Creating report plays an important role for the implantation process of any software. Small and Medium Enterprises needs to make a report to show those information while needed.

2.5.6 Deploying salesforce CRM

In the first step it is very important for a company to ready the salesforce CRM by adding users, loading data and instructing users. It is needed for companies to communicate very often so

that users can know about the upcoming changes. Communication also needs to come from executive sponsor and needs to focus on the benefits of the company as well as of the users.

2.5.6.1 Adding user

In this step companies load the data of their users first before loading production data. Many companies have been using sandbox environment to put data before putting those data in final data set into the production environment.

2.5.6.2 Importing data

The data of a company are loaded in a particular time. Therefore, if the data loading time is close to deployment then the transaction will become much easier. SMEs can follow some steps through which importing data will be much easier. These are planning import data, preparing for those data, testing the imports, executing the import finally validating the data (Badpa and Bakhshayesh 2015).

2.5.6.3 Training end users

As more companies have been using sandbox environment for loading data it is important for a company to train the end users to learn about the thing. For giving, the proper training companies can use data subsets or developed data especially focused on training. Once training is done, the company needs to focus on the supporting system.

2.5.7 Encourage adoption

According to Bachmann and Kantorová (2016) one of the important steps of 5 steps of implementation process is encourage adoption. In this step, the focus has been given on increasing customer attraction. For grabbing customer attraction SMEs support their users, evaluates adaption and encourage it. User adoption starts with high sponsorship. In the initiation of deployment, the company chooses enthusiastic sponsor. Most of the companies have been using dashboard and reports for tracking usage and then using that information to understand where enforcement and encouragement are needed.

2.5.8 Managing releases

In the last stage of implementation, a new series of planning starts for next phase due to the availability of new function to create value as well as respond to the request of user. Most of the companies have already taken the initiative of release management but many enterprises have not yet taken the initiative. It is important to adopt the step because the approach let make people know that companies address the demands of the customer.

2.6 Theme: Sales Force Automation

CRM is a the blue print used for managing the relationship with the customers by the SMEs and Sales Force Automation (SFA) is the approach which enhance the efficiency of the customer relationship in the sales process. Introduction of SFA CRM software in India has allowed the enterprises to cherish the opportunity to optimize the performance of the sales person who repeats his process. Use of internet in sales force automation CRM software assists for streamlining the business tasks and automates them. This includes account management, opportunity management, contact management, management of sales activity, analysis of sales forecast, sales funnel or sales pipeline and evaluation of sales team performance. (Agnihotri *et al.* 2017)

In recent years, the organizers are competing over customer impression and increasing technology plays an important role in maintaining the relation with the customer. In broad scale execution for managing the strategy of information management, the sales related technology are proving vital for improving the sales processes and their execution to accomplish higher revenue. In the vast growing competition for meeting the corporate growth targets concentrating on the sales performance matrix, sales force automation systems have been a major boost for the SME organizations.

Figure 7: Sales Force Automation

(Source: Guesalaga and Kapelianis 2016)

The rate of adaptation of these automation systems has a significant growth over the last five years as they are signified as an immediate necessity rather than a future luxury. In many cases, the implementation failed as some sources suggests almost 55% -75% of the organization still sticks to these software even after failing to implement properly. This is due to the system, provides scope for improving the customer information systems as well as the sales processes to increase their external competitive nature (Rodriguez, Peterson and Ajjan, 2015).

The SFA and its origin can be found in the early 80s as sales people used their personal computer systems to carry out basic transaction processes. The introduction of microcomputer applications towards the end of the decade increased the learning curve of the sales peoples and helped them to identify correctly the customers and to execute the sales method. Forthwith the introductions of these applications to the sales people, the mobile communication devices were introduced as the form of mobile phones and pagers. The sales force picked up with the rest of the organizations by the early 90s and started implementing the IT in their operations at individual level, team level as well as in organizational level.

There is a broad classification of activities of sales and IT that comes under the part of sales force automation. As there is no particular definition for SFA but one can say that the sales force automation is the conversion of sales activities done in manually to the electronic operations by the use of appropriate hardware and software to enhance the ease of sales for SMEs. (Rodriguez and Trainor 2016)

2.6.1 Sales force in organizational level

An organization deals with increasing competitions with longer sales cycles, lead data fragmentation and the expansion of the sales representatives that all together causes a miserable situation. The increasing effort to generate sales more likely pressurizes the productivity reduction. The challenge is to complete a job in lesser time and the sales force automation is the ideal platform to work smarter to accelerate the job rate. The study empirically found the

relationship between the overall organizational system and the functional heads of the SFA buying committee is positive and beneficial to the system. In addition to this, the greater pay off goes to the company whose aim is to improve both the efficiency of the operations and establishment of competitive strategies rather than those firms that only aims to simplify the automate manual setting tasks. (Butler and Carignan 2017)

These studies further expand to SFA research and raise the issues regarding economically qualifying SFA facilitated improvements. The organizational efficiency improvement overrides the factors to initiate the SFA projects. On the contradiction, the majority of the respondents were unable to expand the improved efficiency when the situation demanded. The SFA research is focused on these two points to quickly enclose the wide array of mistakes.

In recent years, the distance between the management and the sales force in the respect of their planning on SFA communication and evaluation can be seen affecting the targets. It highlights that the difference in opinion of the two groups regarding the SFA trade-off and its benefits. Even having the common goal to increase the efficiency, both have are showing different reaction from the system. The management looks to increase the sales with less people than the sales person who tends to increase the individual sales by activity automation. This division between two ideologies for benefit can be added to host of individual level of analysis forces that affects the SFA adaptation and utilization.

2.6.2 Sales force in individual level

There are a number of factors which can attribute the optimization of the system and the sales performance. The sales producers who have positive attitude towards the acceptance of new technology with numbers of years of experience are rated as highest sales producer. The overall relationship between sales person's attitude towards the adaptation of new technology in day-to-day activity and experience of years in relation to sales success is needed to be strong. On the other hand Sinisalo *et al.* (2015) suggested that, the attitude of a sales person worries the

usefulness of the new systems for their role and compatibility with the recent system that has a large posture on the adaption rate.

From the study we can say that the level of infusion correspond positively with the layers of facilitating conditions such as training to the individuals and support provided by the organization. The drawbacks of the implementation came to vision when the organization failed to discuss the post-implementation data samples although having the motive to establish a desirable benchmark of SFA utilization. Riazzi *et al.* (2017) supports that the sales people would have benefitted from the training and infused sales force automation after twelve to twenty four month interval of positive responses for higher level of efficiency and performances on daily basis.

2.6.3 Challenges in Sales force CRM implementation in India

According to Larsson and Viitaoja 2017, the best apparatus that a company or business can ever had to flourish their works is the sales force. The Implementation of the sales force, if not accomplished well, will not help the organization to meet the anticipated business intention. There are stage wise division of the CRM implementation in sales force are before, during and after the projects. After implementation of the sales force in the business to flourish hugely, there are also some challenges that the Indian Companies has to bind to face in any kind of the CRM project. In the Given study, there are some challenges that have been faced by the Indian businessmen and the companies in the before, after and the during stages of the Customer Relationship Management implementation procedure.

2.6.3.1 Sales Force Execution Challenges before Starting the Project

In opinion of Souri *et al.* 2017, the thoughts of alignment of the business process by accommodation of the CRM infatuate almost all business heads. Apart from that there are confusion arises in the field of the cost factor because there are no specific scale of the cost in

How does using Salesforce CRM affect the customer satisfaction in Indian SMEs

the implementation of the CRM. The implementation cost issues can be smiting enough for the officials of the Company or Business to bypass the important key aspects before the initiation of the project.

- *Estimation of the costs:* Mentioned by Trautmann *et al.* 2017, the Implementation cost for the business or the company of India has to base on the licenses requirement if the appropriate consultation is absent. The license should be purchased after examining the design and analysis of the business. On the other hand Khan *et al.* 2016 has stated that the company can purchase the license first and then they launch the sales force marketing. The different fields of the cost generally overlooked at the pioneer stage that has included the customization like data migration, reporting features and the integration of the existing applications.

- *Selection of the right CRM implementation company:* In the view of Preece *et al.* 2015, conquest of the SDFC deployment develops a lot of the Sales Force implementation companies. Sales force is a common stage for the customer service, sales and marketing teams. The wrong implementation of the Sales force CRM has caused serious damage in the operational sector of the company of the business of India. On the contrary Rad *et al.* 2015, has mentioned that the major challenges faced by the companies are the employment of the implementation company before identifying the proper sales force suited for the organization.

- *Factors for the internal resource allocation:* As opined by Khan *et al.* 2016, the administration and the project manager has a great role for the implementation of the Sales force CRM. The potential users are not aware of the software and the functions of the application of that software. The critical success has been diminishing by the improper knowledge about the software employees of that firm. The input of the existing business process has wholly dependent of the users of that software.

2.6.3.2 Challenges faced during the sales force implementation

- *Deal related to the data migration:* The overall mapping of the data from one system to the other is one of the major challenges during the development phase of the implementation. Changes in the migration of the data, addition of the customer fields to access the control and arrangement of the unique ID to check the fraudulent are no different from the SFDC. However Trautmann *et al.* 2017 has stated, in the shaping g phase, the strategy has to be such that it does not interfere the business working norms.

- *Integration of the Sales force:* As stated by Larsson and Viitaoja 2017, the Real benefits of the Sales force can be leveraged if the software can be applicable in the other fields of the company. The software may access the cloud app, mobile app and the on-premise applications. The one of the biggest challenge of the CRM is the incorporation with the other application for betterment.

- *Over-Complication:* According to Souri *et al.* 2017, the sales force has probably the largest arsenal of SMEs but it is not sure that the implementation of the CRM is appropriate for the field. It's not uncommon to fish with difficulties as the CRM project is versatile and sometimes do not meet the requirement of the business.

2.6.3.3 Challenges and the problems after CRM embodiment

- *Creation of the Enthusiasm in the group:* As mentioned by Khan *et al.* 2016, the advancement of the technology is good for any SMEs but it is useless until the workers behind it is inappropriate. The recording facility of every step can reduce the problems regarding the sales force.

- *Maintenance of the centralized report*: The proper feature of the Sales force is to provide the single platform for the worker to execute the work in time and do the work comfortably. The one software should include the all the facilities regarding the track report, and the moderation and the execution all of the organizational process.

On the other hand Preece *et al.* 2015has stated that if the employees are still using the excel sheet or the smart phones to execute the work, it then can be concluded that the organization or the implementation of the sales force CRM is not change up to the mark.

- *Cymetrix Software*: As opined by Preece *et al*. 2015, the Cymetrix software is a pack of the all sales force consulting services for USA and India. The software assists the business or the company strategizes and effectuation of the perfect sales forces solutions. Cymetrix is the ultimate solution for the certification if the reports related to the Sales force. The software has also set-up the configuration and customization of strategic road map and package evaluation. But the main problem of the software is its own difficulties. The price of the software is too high that the SMEs can afford it and in India, the lack of the qualified person to handle the job is much a major crisis.

2.7 Theme: Theoretical Framework of CRM

As stated by Montano and Kasprzyk 2015, Customer relationship management is regarded as the straightforward and simple concept and this process is considered as a holistic method for retaining, growing and gathering customers. Sales force is software which is closely related with CRM and this has been regarded as the most essential component for making an interface between the customers and company. CRM is an important tool for accessing customer success and for tracking company's activities in a successful way. This study is mainly developed over the concept of customer relationship management and the importance of CRM in Indian economy for increasing concern among the customers and banks. The concept of CRM mainly consists of some theoretical aspects for maximizing profitable connection with customers and most of the companies. The theories that are associated with customer relationship management are used to flourish the connection between consumers and increased benefits through effective management. These theories are as follows:

2.7.1 Theory of Reasoned Action

According to Paul *et al.* 2016, the theory of reasoned action is developed by Icek Ajzen and Martin Fishbein and this theory has been accepted in Indian economy as the growth over information integration concept. This theory is consisted with two elements norms and attitudes. Reasoned action is excessively concerned with behaviour. This theory has identified two various situations that prevent the influence of attitude on behaviour. Reasoned action determines behavioural intention and this action are regarded as the compromise between preventing attitude predictions from behaviour. The reasoned action theory has infused two elements in the specification one is norms and another is attitude. According to this theory the behaviour of a company is mainly dependent on these two elements. These two elements are closely related with each other. Whenever the attitudes of the consumers lead them to purchase some products but the relevant norms suggest doing something else both these aspects

influence the behavioural intention of the consumer. This theory has predicted that behavioural changes are mainly based on the two factors one is subjective norms and another is attitude of the consumers. According to Information Integration attitudes have more two components including strength and evaluation of a belief. The first element influences the behavioural attitudes towards an action. This theory is consisted with multiple options for exploring someone towards any particular goal. A set of strategies are included in this Reasoned Action Theory, these strategies are as follows:

- Sharpen the attitude that supports the persuasive goal of a consumer.

- Weaken the belief strength of a consumer's attitude that acts against the goal.

- Remind the customers of a forgotten attitude by evaluating belief strength that supports the decided goal.
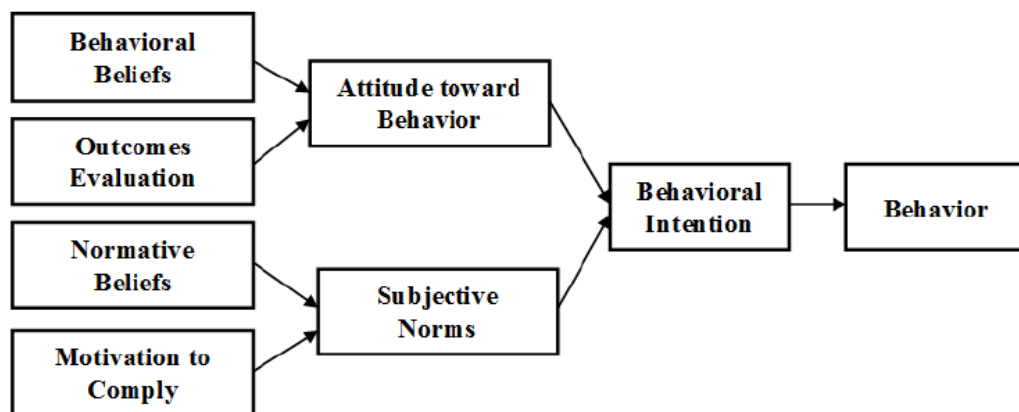
Figure 8: Theory of Reasoned Action

(Source: Oni *et al*. 2017)

The fundamental point is there are two vital points in the reasoned action theory one is norm and another is attitude and these two influences the behavioural intention of customer.

In the opinions of Oni *et al.* (2017), This Theory of Reasoned Action has an aim to justify the relationship between behaviours and attitudes of a customer in the field of customer relationship management. This theory has been applied in the small and medium enterprises of

India to evaluate the relation between clients and company. This theory is the main controller of the customer attitudes regarding their purchasing habits. The small and medium industries are applied this theory of Reasoned action for improving the customer and company relationship to large extent. This to be specified whenever a consumer is about to purchase any product the consumer observes two things while purchasing, one is their choice and another is the price of the product. The consumer behaviour always acts according to their choice and their budget for purchasing a material. These two aspects can be analysed by implementing the reasoned action theory of customer relationship management in India. The company gets the opportunity for understanding the basic requirements of a consumers and their intention towards a product. According to this aspect the company decides their price, quality and product availability in front of the consumers (Otieno *et al.* 2016). The theory of reasoned action helps the company entrepreneur to identify the basic needs and capability of their potential customers that has enhanced the customer relationship management within the particular enterprise. This theory of customer relationship management enhances the relationship between the clients and company by ensuring their customers about their quality services.

2.2 Baumol's sales or revenue Maximization

Professor Baumol has interpreted his theory of Revenue maximization in the book of Business Behavior in the year of 1967. His static sales model is mainly based on these following assumptions:

- The organization aims to make the most of their total sales revenue in maintaining long run profit constraint (Fort 2015).

- The company's minimum profit encirclement is based on current market value of their shares (Baumol and Blinder 2015).

Description: Baumol's maximization theory of sales is mainly derived from American economy. The American ownerships use this theory as the main objective of their economic development. According to Baumol, with the separation of control in modern marketplace and ownership mangers look for respect and salaries by expanding company sales at the expense of remuneration. Professor Baumol has observed that revenue maximization is more acceptable rather than profit maximization because of the consistent nature of this concept (Moore and Francisco 2015). Baumol has suggested some arguments to prove that short-term revenue is more persistent rather than profit maximization, which are as follows:

- A company is more attached with the extension of sales and is more concerned regarding declination.

- Sales maximization is important because if the sales of a company are fading the creditors, banks and the capital market are not interested with investing to the sales of a particular company.

- Sales increment is important because consumer's purchasing interest is also related with popularity of the product (Mert 2018).

- Firm decreases the staffs and managerial procedures with the failure in sales.

- Salaries of workers and management expenditure are also dependent with the large extent of sales of a firm (Jaabi and Fatty 2018).

- Sales maximization is important because the increment of revenues also enhance the expansion of a firm and possibilities of earning profit for a company.
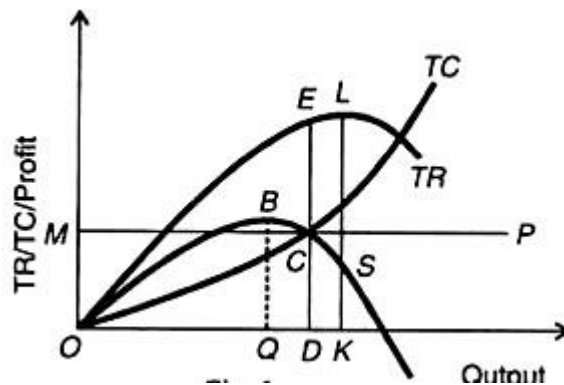
Figure 9: Baumol's sales or revenue Maximization

(Source: Jaabi and Fatty 2018)

The professor has stated that Sales maximization refers to the increment of revenues up to the point of profit maximization where the marginal revenue equals to marginal cost. The application of this theory in Indian economy the sales are increased at the expense of benefits. The minimum profit of a firm is related with the company's need to increase sales and also for maintaining sustainability in growth of sales. The minimum profit represents as the obligation on the maximization of a firm's revenue. Professor Baumol has suggested that every company focus on the revenue maximization with the profit maximization. According to him the sales maximization goal says that the mangers of an organization look for gaining their sales for keeping consistency in the earning of satisfactory profits. Baumol has raised a serious question where he has mentioned that any organization aim at maximizing revenue through maximization of sales. Moreover he stated that in the competitive marketing era sales volumes and non-profit volumes decide the leadership in competition. He stated that manager's salary and other beneficial gains of an organization are connected to sales rather than profit margin of a company. Sales maximization is regarded as the essential indicator of a firm's position in the competitive market.

The operations within an organization are mainly dependent on the involvement of the managers and their performance and the manger's performance is determined in terms of maximizing sales with a consistent profit margin. Although the main objective of this theory is not maximizing profit margin but to increase the sales revenues along with that every firms need to keep balance in the level of minimum profit which is regarded as the consistent profit. This theory of customer relationship management has been adopted in Indian economy in order to enhance customer's involvement in company's revenue growth.

This theory has been accepted by the Indian government to encourage the connection between the customer and company. The small and medium enterprises have focused on increasing their sales to regenerate customer's involvement with their economic growth. An organization should flourish their sales as per the consumer's requirement to keep persistency in profit margin. Maximization of sales revenues is important to obtain the company's goals of profit maximization. The expansion of sales revenues will increase potential customers of an organization and that will maintain the persistency in a company's profit margin. Firm's economic growth and consistent profit level are mainly based on sales maximization.

2.7.3 Maslow's Hierarchy of Needs

The hierarchy model of needs is a type of motivational theory having 5 tier models of the people needs often described through a pyramid. Maslow stated that people has been motivated through achieving certain kind of needs. One of the basic needs is the physical survival. The survival is the main thing that inspired the people most. There are 5 stages are included in the theory and those are:

- *Physiological needs:* the physiological needs are essential goods for the human survival and the SMEs are focused in the sales force CRM to be contact with the people, so that the company can be aware of the basic needs of the customers. If this need is

not fulfilled successfully then the belief of the customer for the company will be lost (Lee and Hanna 2015).

Figure 10: Maslow Hierarchy Motivational Theory

(Source: Lee and Hanna 2015)

- *Safety needs:* the safety measures are one of the crucial criteria for the implementation of the CRM software. The software makes the relationships between the company and customer well as well as the employees can get a secure life (Bouzenita and Boulanouar 2016).

- *Love and belonging needs*: after the fulfilment of the 1st two needs the next level is the social and spiritual connection between the company and the customers. The CRM is a tool which can connect the customers with the company directly. The feedbacks and needs of the customers are crucial for the betterment of the company. The interpersonal relationship among the consumers and the business officials motivates the behavioural approach regarding those (Shih *et al.* 2019).

- *Esteem needs:* There are two types of categories; the first part is related to the employee's needs which can force the company to increase the production, whereas the aspects of the category are the respect towards the customers (Harrigan and Commons 2015).

- *Self-actualization needs:* The Company needs to realize the individual capability of each employee for exploring company's growth by encouraging the workers. The employees are needed to encourage according to their potentiality (Jonas 2016).

2.7 Literature Gap

From the analysis of the above study, it can be stated that, most of the literature part covers the application of the salesforce in the customer relationship management.   In that factor, it can be analysed that, the other part of the literature have not been covered, which includes the practical implementation of the Salesforce CRM and the initiation of the project as well due to the time constraints and the non-relevancy of the data as well. In that factor, it creates the literature gap within the study regarding the comprehensive study and the processing of the assignment as well.

Chapter 3: Research methodology

3.1 Introduction

In the research methodology chapter, appropriate research techniques, design and approach are selected based on the requirements of the research. In the current section, description and justification of chosen philosophy, design and approach will be presented. The chosen techniques will be directly related to the Salesforce CRM in Indian SMEs. In addition, the relevant data collection and analysis method will also be described in this chapter, which will help in collecting proper data regarding Salesforce CRM. Finally, the sample size will be selected for this research, and the ethical consideration will be mentioned.
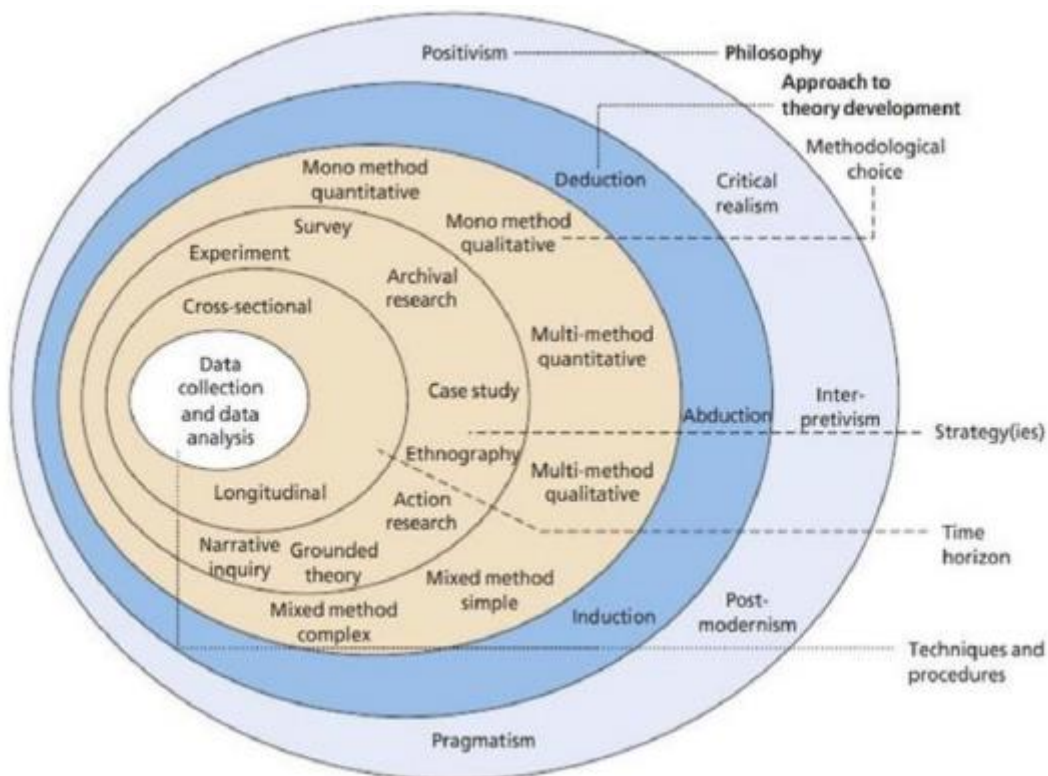
3.2 Research Onion

Figure 11: Research Onion

(Source: Bailly and Comino 2017)

In the research onion, it can be observed that the first layer is the research philosophy, where the researcher focuses on the core objectives of the study. At the same point of time, the main questions of the research have also been discussed in this portion. On the other hand, it can be noted that the research onion is also very important chapter which is pillared on the three philosophies. These philosophies are known as the ontology, Epistemology and the Axiology. The main task of the researchers while studying over the research onion has been choosing a set of philosophy for carrying over the specific study. There are also some of the research approaches, included within the research onion, which is known as Deductive approach and the Inductive Approach. Thus, it can be understood that there are six layers within the research onion, which includes the philosophical stances, diverse range of approaches, different groups of strategies, level of choices, time horizons and many techniques and the procedures. In the section of time horizons, there are cross sectional and longitudinal time horizons and in case of choice, there are mono methods, mixed methods and the multi-methods.

3.3 Research Philosophy

In order to conduct research, philosophy is one of the fundamental aspects that influence in shaping the present research. Total three research philosophies such as realism, interpretivism and positivism can be used in a study. In the opinions of Bailly and Comino (2017), realism depends on the realistic ideas presented by expertises. After collecting data from expertise in the market, the researcher can gain identify the aspects of the researcher and develop a strategy for achieving it. However, interpretivism focuses on to identify the elements of a study and analyse it for developing a conclusive statement. Finally, positivism collects data based on factual knowledge and tries to analyse the data for achieving an expected outcome.

In the current study, positivism research philosophy has been selected for understanding the Salesforce CRM in Indian SMEs. With the assistance of positivism, the researcher can collect appropriate factual data about Salesforce CRM software used in the SMEs of India. Therefore,

How does using Salesforce CRM affect the customer satisfaction in Indian SMEs

the challenges in using Salesforce CRM in Indian SMEs can be understood. On the other hand, both interpretivism and realism philosophies cannot help the researcher in collecting factual data regarding the Salesforce CRM in Indian SMEs. As both philosophies do not relate to real facts, the research outcome cannot be achieved through interpretivism and realism (Ulmer 2018). On that basis, the researcher may not conduct an appropriate data analysis regarding the impact of Salesforce CRM in Indian SMEs. Hence, the research cannot provide proper suggestion to develop Salesforce CRM in the forthcoming years.
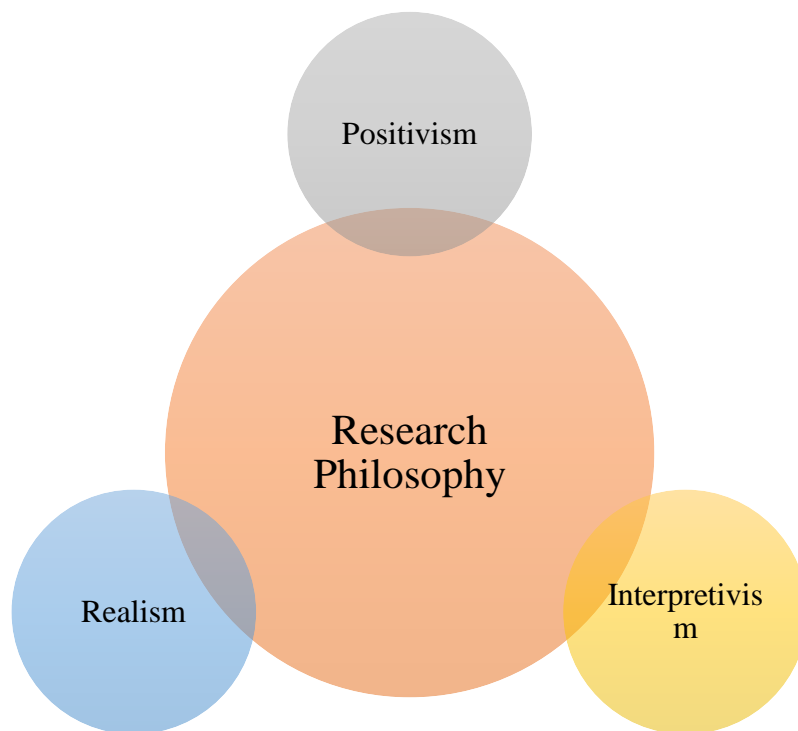
Figure 12: Research philosophy

(Source: Ulmer 2018)

3.4 Research design

The research design can be divided into three types such as Explanatory, Exploratory and Descriptive. Explanatory design is related to a cause and effect analysis process in which the researcher can understand the impact of the independent variable and dependent variable. However, according to Fink (2019), in order to explore the research topic, the exploratory design is used. Finally, the descriptive design focuses on analysing the critical variables in this research, which can provide an expected outcome. In order to achieve the expected research outcome, the researcher has selected descriptive research design.

With the help of descriptive research design, the researcher can identify the critical element of Salesforce CRM in the Indian SMEs. As the descriptive design allows the researcher in casting light on the current issues of Salesforce, a conclusive solution can be provided to the Indian SMEs for developing Customer Relationship Management. Moreover, the critical variables of the researcher can be discussed by the researcher in order to adapt innovative ideas to develop Salesforce CRM. On the other hand, it has been understood that in both exploratory and causal, research design cannot identify the key variable of Salesforce CRM. As opined by McCusker and Gunaydin (2015), exploratory research only evaluates the research topic and does not provide a conclusive statement, the issues in Salesforce CRM, and its solution cannot be identified. Similarly, the explanatory design is also irrelevant for this study as there is no requirement of cause and effective process.
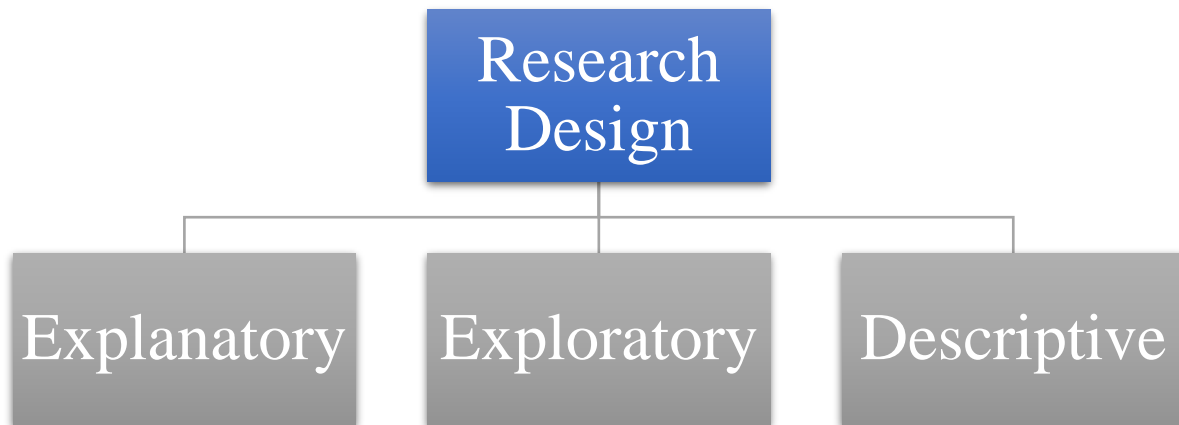
Figure 13: Research design

(Source: McCusker and Gunaydin 2015)

3.5 Research Approach

For the corrective assessment of the lined-up tasks in due course of a research study, it is critically important to have a predetermined set of assumption and process that would further determine the authenticity of the study. As opined by Etikan *et al.* (2016), the research approach is a set of predefined steps that defines the practical data collection framework of a study, thereby making the study more realistic and authentic. Apart from proving real term assumption for the data collection process, the research approach also lays the base for the analysis and interpretation of the accumulated data. As the research, approach puts the support for the collection, analysis and interpretation of data it is based explicitly on the nature of the research problem being addressed that is analysed from the selection of data collection processes.

As affirmed by Sharma (2017), there are three types of research approaches that are mainly implemented in a research study that includes Inductive, abdicative and deductive methods.

The Deductive research approach checks the validity of the assumptions that are already formulated in the prominent section of the research study. On the other hand, the Addictive research approach deals with the estimation of unknown facts about the chosen topic. Furthermore, the Abductive approach is also responsible for the further derivation of puzzles that helps in the identification of themes and patterns, thus, assisting in the appropriate placement of the identified elements in the conceptual framework. However, the Inductive approach is related in formulation and derivation new theories and unknown general facts about the chosen topic.
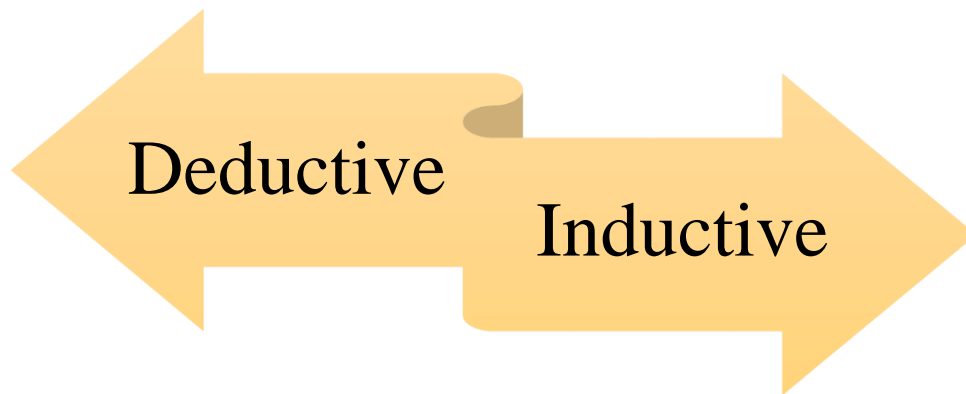
Figure 14: Two different types of Research Approach

(As created by the author)

The current study has implemented the Deductive research approach is the valid derivation of hypotheses to check the viability of a particular statement systematically. Apart from that, the structured assumptions are based explicitly on myriad theoretical postulates, which are potentially unable to provide a detailed idea about the stated statement. Furthermore, the prominent theoretical aspects of the study would help in proving data in abundance for the active synthesis and analysis.

3.6 Research Strategy

In order to determine the authenticity of a particular research study, it is crucially important to sequence the lined up task in an effective manner that would further help in the systematic attainment of the aforesaid goals and objectives of the study. As avowed by Thomas *et al.* (2015), research strategy is the step-by-step manual of the sequenced tasks that are equally significant in completing the research study within the stipulated time period. Apart from that, the research strategy is a plan of action that provides an additional direction to produce pragmatic facts and conclusions. Moreover, the proper sequencing of further tasks in the research study helps in avoiding unwanted delays in due course of the study.

Additionally, the research strategy also helps in the further identification of the gaps in the existing pieces of information, thereby providing a solid edge to the study. As affirmed by Venable *et al*. (2016), the evaluation of further gaps in the existing pieces of literature helps in analysis the prominent risk factors in advances thereby, providing a distinctive identity to the current study.

The research in the present study has implemented the hybrid research strategy. One of the prominent reasons for selecting hybrid research strategy is the excessive focus of the study in identifying the issues in the Sales for CRM in India. Apart from that, the research has chosen this technique to analyse the patterns of CRM techniques used in various SME's in India. However, the research has made considerable efforts in analysing the concern related to the study from a diverse perspective and ideologies; thus, providing a unique trait to the study.

3.7 Data Collection Technique

The collection of data is one of the crucial steps that are further summarised in the research methodology chapter. The relevance of the data collection technique is significantly essential for the presentation and derivation of the logical facts and information. As opined by Bernard (2017), data collection of accumulation of data from all the relevant sources that are concerned

explicitly in answering the framed research questions. The data collection process is further divided into two broad categories of the primary and the secondary data collection process. Moreover, the selection of the data collection process depends explicitly on the nature of the study.

The secondary data collection process realises all the secondary sources of data that includes books, newspaper, magazines, journals, online portals, and so on. Due the excessive presence of data in a variety of resources, one of the biggest problem that the research had to face in due course of the study was the selecting the appropriate set of secondary data sources for the further analysis of facts. Moreover, the primary data is the broad summarisation of the various first-hand sources of information. The primary data collection process can be further divided into the qualitative and quantitative data collection process. The Quantitative data collection methods are based explicitly on mathematical calculation and derivation in various formats. The quantitative collection methods are expressly based on the collection of data from questionnaires with closed-ended questions, correlation and regression, mean, median, and so on. On the other hand, the Qualitative data collection process is confined to the collection of data from various non-numeric sources. The qualitative data collection sources are critically related to the exchange of ideas that includes interviews, focus groups, and questionnaires with open-ended questions, and so on.
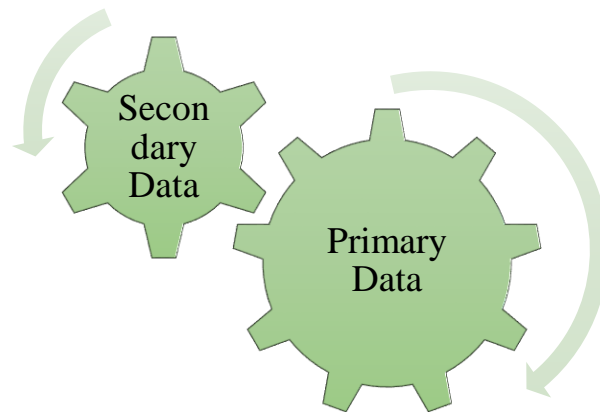
Figure 15: Two different kinds of Data collection process

(As created by the author)

The current study has laid excessive focus on the collection of data from the quantitative data collection process. Therefore, the researcher has employed a survey for the derivation of data from various primary sources. Moreover, the reason for the selection of quantitative data is excessive reliance on various first-hand sources of information that would further help in the rightful analysis of the stated facts. Furthermore, the application of the quantitative research method would assist in analysing the prominent trend in the Indian SME's with respect to the implementation of Salesforce CRM.

3.8 Data Analysis Technique

After the collection of data, it is crucially significant to analyse the prominent trends to trace the prevalent patterns in the Indian SME's related to the application of Salesforce CRM. As opined by McCusker and Gunaydin (2015), the analysis of data helps in tracing the prevalent practices in the prevailing scenarios. Data analysis is the interpretation, cleansing, transformation and modelling of data to discover the realistic and transparent information that would further help in drawing reliant conclusions. The analysis of data has multiple facets and approaches that are specifically targeted in the effective decision-making process.
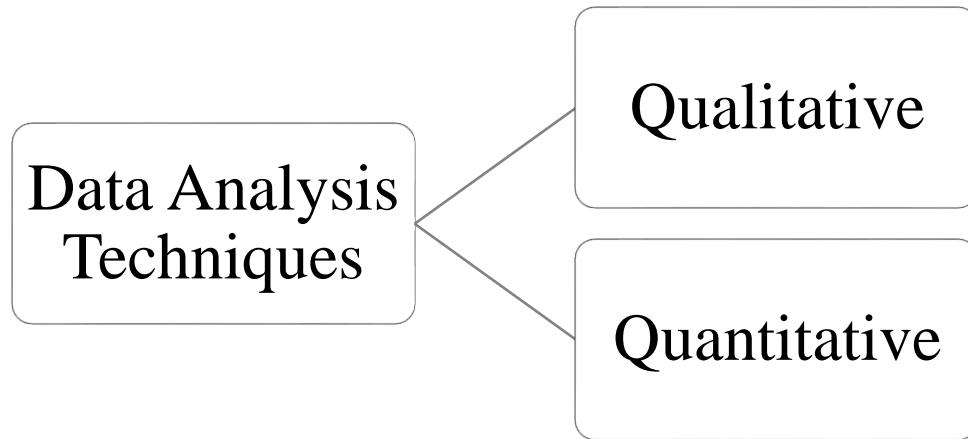
Figure 16: Two different types of Data Analysis Techniques

(As created by the author)

The researcher has effectively used a variety of deemed data analysis techniques that are applied to conclude reliant inferences from the accumulated first-hand sources of data. Since in the present study, the researcher has relied on farming the responses of the samples that are selected based on chosen sampling techniques in the format of Likert's scale. The selection of Likert's scale is advantageous for the study as it takes into consideration the frequency analysis to evaluate the various first-hand sources of information. In addition, in order to gather exploratory information, the research has been concentrated on collecting qualitative data through interviews. With the help of the open-ended questions of interviews, the current study has been beneficial in gathering personal viewpoints of respondents. Moreover, one of the primary reasons for choosing the frequency analysis technique is to assess the various first-hand sources of information and derive data towards a universal context. Moreover, the frequency analysis is mainly confined in quantifying the data entirely; there are prominently fewer chances for biased interpretation thus, helping in answering the framed research question and satisfying the predetermined objectives and aims of the particular study.

3.9 Sampling Technique

Sampling techniques are the wide range of procedures and practices that are used in deciding the set of samples that takes an active part in the data collection process of the study (Boddy 2016). The prevalence of excessive bias amongst the chosen samples degrades the interpretation of results. There are a variety of sampling techniques that are purposive sampling, convenience sampling and random sampling that are specifically targeted in analysing the prominent trends in the chosen topic.

The current study has implemented the random sampling method the random sampling has decided on choosing professionals who have been associated with the frequent use of Salesforce CRM. Furthermore, the survey will be conducted online, and the questionnaire for the survey will be shared online. One of the prominent reason for the selection of random sampling is to substantially reduce the errors that might have crept in the data collection process and usher the verdict and the conclusion and seek for the universal implementation.
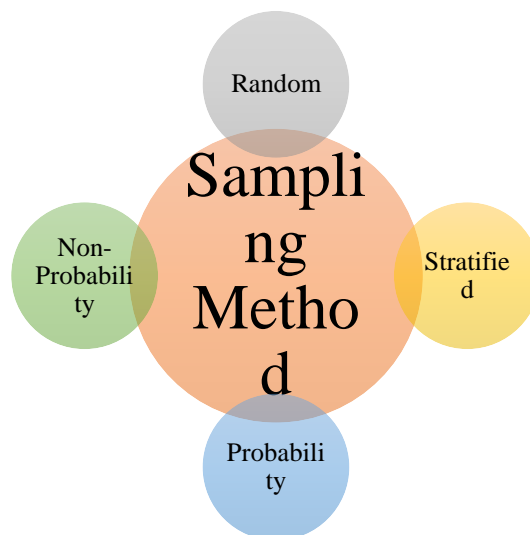

Figure 17: Four significant kinds of sampling method

(As created by the author)

3.10 Sample size

In order to collect appropriate data regarding Salesforce CRM in Indian SMEs, the appropriate sample size is needed to be selected by the researcher so that the possibility of data error reduces. In relation to this study, total of 100 sales professionals will be selected by the researcher. The sales professionals can identify the issues of Salesforce CRM in Indian SMEs and identify what challenges the companies are facing regarding this software. In addition, 3 sales managers have been selected from the same Indian SMEs for conducting the interviews so that along with quantitative, qualitative data also can gathered for the current research. Therefore, the potential quality of the researcher can be developed by, and the research can provide appropriate solutions in order to reduce the challenges.

3.11 Ethical consideration

In order to conduct the data collection process without any difficulties, the researcher has guaranteed that the focus groups maintain accountability and transparency. Before conducting the online survey, the researcher has described the aim and objective of this research. In addition, the requirements of this researcher regarding Salesforce CRM in Indian SMEs have also been described to the respondents. According to Khan (2016), the researcher and focus group also assured that they did not force any respondents in joining this research. Furthermore, the collected data has not been manipulated by the researcher.

The researcher has also assured that all collected data has been stored in digital devices, which include password protection so that the third party cannot access the data. The researcher has shown equal respect to each respondent in this research and avoided discrimination for avoiding issues. Finally, it has been seen that the researcher has evaluated the collected data from the respondents so that the number of relevant data can be avoided (Parra Escartín *et al*. 2017).
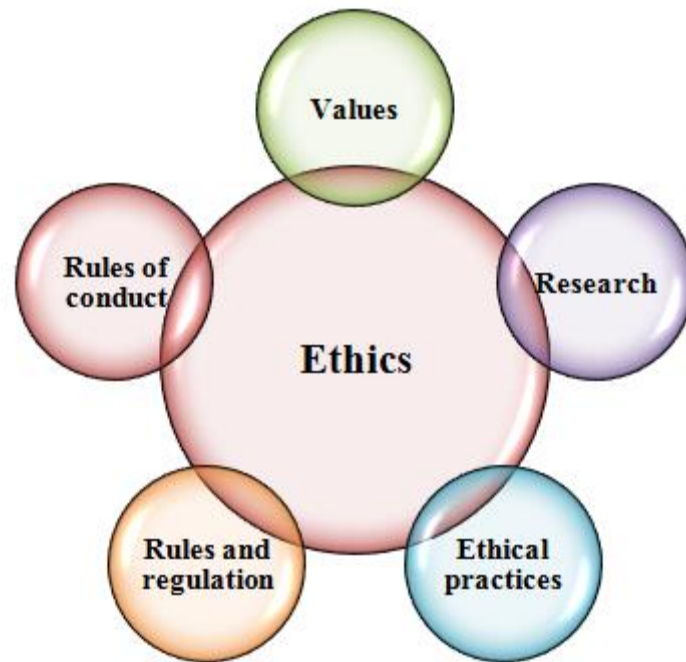
Figure 18: Ethical consideration

(Source: Parra Escartín *et al*. 2017)

3.12 Limitation of the study

In order to conduct this study, the following research limitations have been recognised by the researcher.

i) In this research, quantitative research has been used in order to collect measurable data. Quantitative research requires a high amount of capital as advance statistical analysis tool such as MS Excel or SPSS are required. Due to the lack of budget, appropriate data analysis has not been performed by the researcher in this study. Therefore, the research may face difficult to achieve an expected outcome.

ii) In order to collect and analyse the data from the respondents, the research requires a high amount of time. However, this study has a particular deadline, which increased limitation in data analysis. Due to lack of time, all aspects of this study may not be evaluated and analysed. In addition, an in-depth statistical analysis has also not been conducted by the researchers as the research needs to be submitting within the deadline.

iii) In this research, only the primary data collection process has been used which decrease the quality of the research. Lack of secondary sources has restricted the amount of relevant data in this study. Due to the limited access to data, the research may not achieve all the aspects of Salesforce in CRM in India. Lack of secondary data has also reduced the quality of the quantitative research approach. Hence, the statistical value may not measure the impact of Salesforce CRM software in the development of Indian SMEs.

iv) The final limitation that has been recognised in these research issues in data verification. As data is collected from a high number of respondents, all collected data has not been verified by the researcher. Due to the issue in data verification, a possibility of irrelevant and unauthentic data can be recognised in this research. This issue can significantly impact the quality of research, which increases barriers to resolve issues of Indian SMEs regarding Salesforce CRM.

3.13 Summary

From the above discussion, it can be summarised that the researcher has evaluated the requirement of this research and selected appropriate research techniques. In order to understand the Salesforce CRM in Indian SMEs, positivism research philosophy has been selected by the researcher. With the assistance of positivism, the researcher can collect appropriate factual data about Salesforce CRM software used in the SMEs of India. On that basis, the challenges in using Salesforce CRM in Indian SMEs can be understood. In addition, for achieving the expected research outcome, the researcher has selected descriptive research design. Descriptive research design can identify the key element of Salesforce CRM in the Indian SMEs. As the descriptive design allows the researcher in casting light on the current issues of Salesforce, a conclusive solution can be provided to the Indian SMEs for developing Customer Relationship Management.

Furthermore, the researcher implemented the Deductive research approach is the effective derivation of hypotheses to check the viability of a particular statement in a systematic manner. The research in the present study has implemented the hybrid research strategy. One of the prominent reasons for selecting hybrid research strategy is the excessive focus of the study in identifying the issues in the Sales for CRM in India. Finally, the researcher has ensured that the focus group has not forced any respondents in joining this study.

Chapter 4: Data Analysis

4.1 Introduction

The chapter deals with analysis of the data collected by the researcher with the objective of generation of primary data to be able to ascertain the efficacy of the Salesforce in leading to customer satisfaction within Indian Small and Medium Enterprises (SMEs). The analysis of data is undertaken by way of Mixed method. The quantitative analysis has been applied on the primary data generated through the survey questionnaire. And the Qualitative analysis has been applied on the data generated through the In depth Interview.

4.2 Quantitative analysis (Survey Questions)

The survey questionnaire has been circulated among **67 respondents** who are professionals using Salesforce CRM. The questionnaire has been made available online and the questionnaire includes closed ended questions, with the responses to be assessed against **Likert Scale**. The analysis of the survey responses is undertaken by way of **frequency analysis**. It enabled in the effective quantification of the data. The adoption of such technique may lead to considerable reduction in the biased interpretation.

Question 1. Are you currently involved with Indian small and medium Enterprise?

Table 1: Survey question **1**

Chosen population	Area of response	Percentage of Responses
67	**Yes**	100
67	**No**	00

(Source: As created by author)
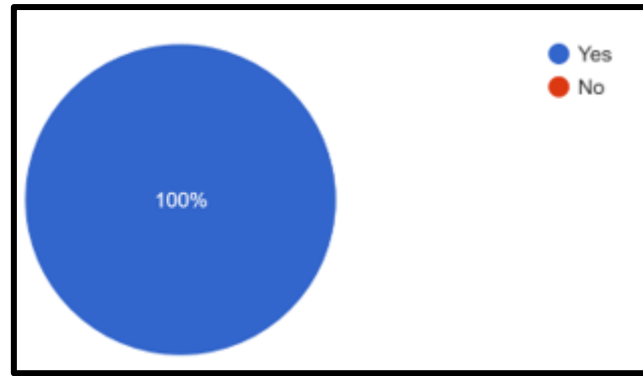
Figure 19: Graphical representation of survey question 1

(Source: Google Forms)

All of the respondents (100%) have shown interest to the option "Yes" as all of these 67 participants now work at various small and medium enterprises in India. None of these respondents are from any large scale organization.

Question 2. How far do you agree the impact of information Technology on CRM?

Table 2: Survey question 2

Chosen population	Area of response	Percentage of Responses
67	**Strongly Disagree**	00
67	**Disagree**	00
67	**Agree**	70.1
67	**Strongly Agree**	29.9

(Source: As created by author)
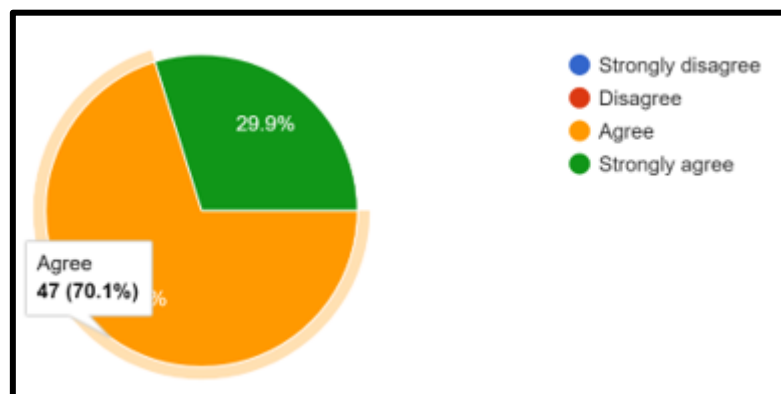
Figure 20: Graphical representation of survey question 2

(Source: Google Forms)

Maximum number of respondents (70.1%) have agreed that information technology has strong impact on CRM. Moreover, 29.9% of these participants have strongly agreed and it is observed that none of them have shown interest in the options like "Strongly disagree" and "Disagree".

Question 3. What issue do you think pose the substantial risk in the execution of CRM in Indian SMEs?

Table 3: Survey question 3

Chosen population	Area of response	Percentage of Responses
67	**Cost related to software**	26.9
67	**Insufficient knowledge**	26.9
67	**Data migration policy**	35.8
67	**Maintenance**	10.4

(Source: As created by author)
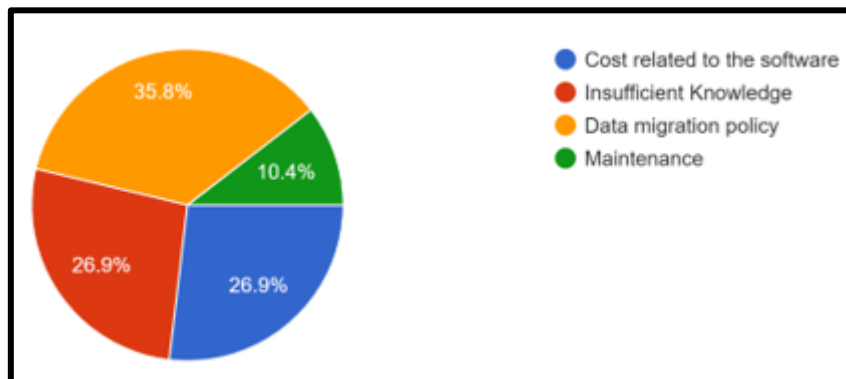
Figure 21: Graphical representation of survey question 3

(Source: Google Forms)

Similar percentage of participants (26.9) have selected the options of "Cost related to software" and "Insufficient knowledge" as the major issues that may generate severe risks in Indian

SMEs. A considerable number of respondents (35.8%) have identified data migration policy as while maintenance problem seems to be a serious problem to 10.4% respondents.

Question 4. Which success factors can enhance the CRM most according to your opinion?

Table 4: Survey question 4

Chosen population	Area of response	Percentage of Responses
67	**Human**	13.4
67	**Technology**	41.8
67	**Process**	44.8

(Source: As created by author)
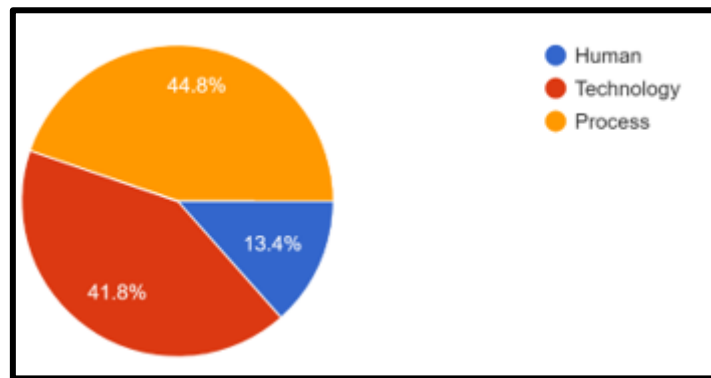
Figure 22: Graphical representation of survey question 4

(Source: Google Forms)

Most of the respondents (44.8%) think process is the key success factor while according to 41.8% participants, technology is more important. However, a few percentages of respondents (13.4) have selected the option Human resource.

Question 5. How far do you agree that implementation of the CRM will accomplish the customers' requirements?

Table 5: Survey question 5

Chosen population	Area of response	Percentage of Responses

67	Strongly Disagree	00
67	Disagree	00
67	Agree	78.8
67	Strongly Agree	21.2

(Source: As created by author)
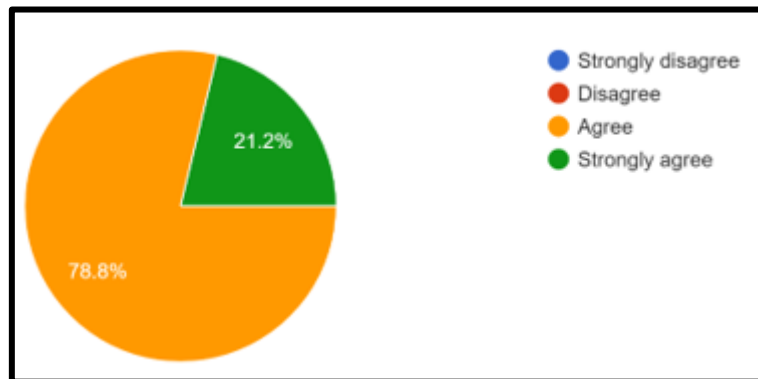
Figure 23: Graphical representation of survey question 5

(Source: Google Forms)

A massive percentage of respondents (78.8) have agreed that implementation of CRM will successfully accomplish the requirements of the customers. Additionally, 21.2% participants have also strongly agreed. None of these survey respondents have disagreed.

Question 6. How far do you agree that implementation of CRM will impact the company's economic growth?

Table 6: Survey question 6

Chosen population	Area of response	Percentage of Responses
67	Strongly Disagree	00
67	Disagree	1.5
67	Agree	83.6
67	Strongly Agree	14.9

(Source: Google Forms)

Figure 24: Graphical representation of survey question 6

(Source: Google Forms)

Most of the survey participants (83.6) have agreed that implementation of CRM is also necessary for the economic growth of the organization. 14.9% respondents have strongly agreed although only a few participants (1.5%) have disagreed. However, none of them have strongly disagreed.

Question 7. How far do you agree that the installation procedure of CRM is not appropriate enough in Indian business culture?

Table 7: Survey question 7

Chosen population	Area of response	Percentage of Responses
67	**Strongly Disagree**	7.5
67	**Disagree**	31.3
67	**Agree**	55.2
67	**Strongly Agree**	6

(Source: As created by author)
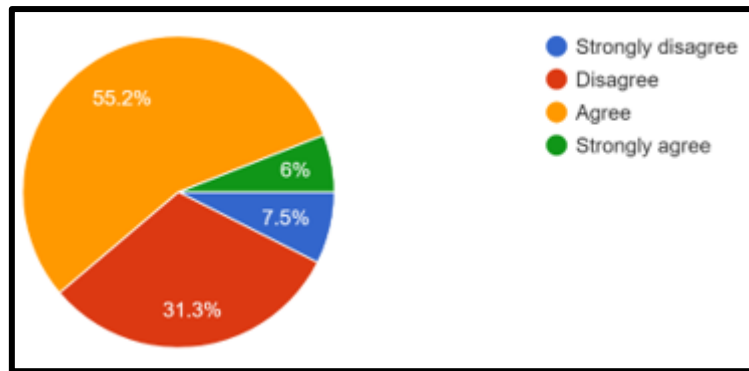
Figure 25: Graphical representation of survey question 7

(Source: Google Forms)

More than half of the respondents (55.2%) have agreed and 6% respondents have strongly agreed that installation of CRM is necessary in Indian SMEs but the procedure is not perfectly suitable to the country's business culture. On the other hand, 31.3% participants have disagreed this statement and 7.5% of them have strongly disagreed.

Question 8. Please indicate the time period from when you are aware of the CRM implementation in your favorite enterprise.

Table 8: Survey question 8

Chosen population	Area of response	Percentage of Responses
67	**0-6 Months**	00
67	**6 Months to 1 Year**	3
67	**1 to 3 Years**	74.6
67	**5 Years+**	22.4

(Source: As created by author)
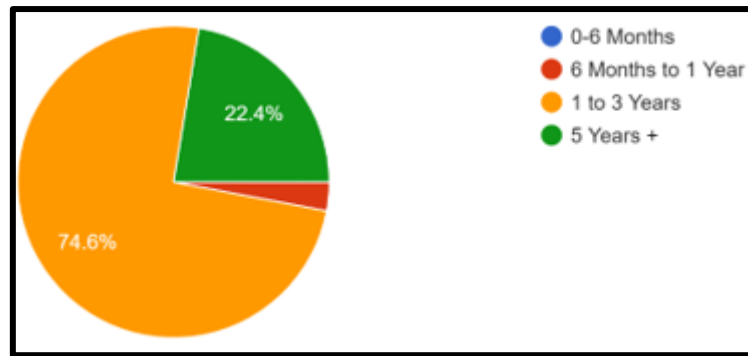
Figure 26: Graphical representation of survey question 8

(Source: Google Forms)

Majority of the 67 respondents (74.6) have become aware of CRM and its implementation in during 1-3 years while 22.4% of them know about it for more than 5 years. Only 3% participants have come to know for 6 months to 1-year and no participants have selected the option "0-6 months".

Question 9. How far do you agree that Salesforce CRM helps improving customer satisfaction?

Table 9: Survey question 9

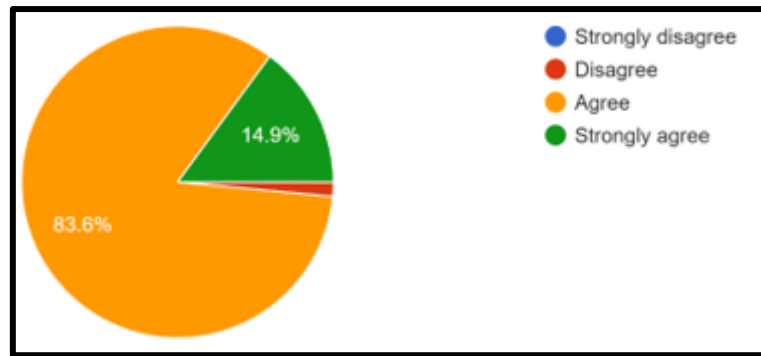| Chosen population	Area of response	Percentage of Responses
67	**Strongly Disagree**	00
67	**Disagree**	00
67	**Agree**	77.6
67	**Strongly Agree**	22.4

(Source: As created by author)
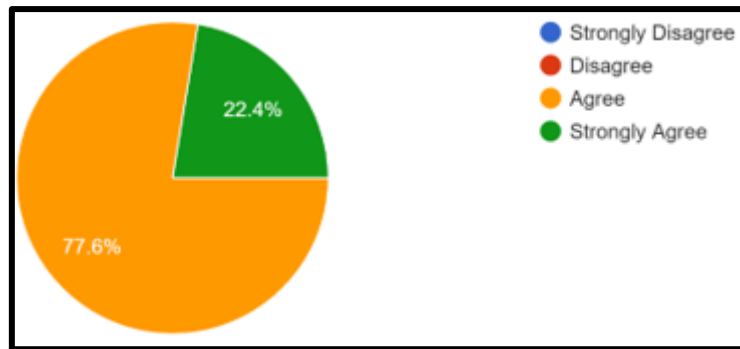
Figure 27: Graphical representation of survey question 9

(Source: Google Forms)

Majority of the participants (77.6%) have agreed that salesforce CRM is helpful in enhancing the customer satisfaction. 22.4% respondents have strongly agreed and none of them have disagreed with it.

Question 10. Is the growth of SMEs in Indian been contributing significantly to the economy of India?

Table 10: Survey question 10

Chosen population	Area of response	Percentage of Responses
67	**Yes**	100
67	**No**	00

(Source: As created by author)
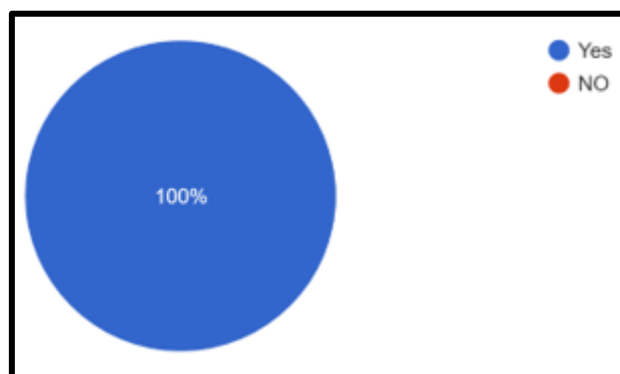
Figure 28: Graphical representation of survey question 10

(Source: Google Forms)

All of the respondents (100%) have shown interest to the option "Yes" as they agree that growth of SME industry positively influence the Indian economy. No one has disagreed with it.

4.3 Discussion on Quantitative Data Analysis:

It is observed in the responses in *Question 1* that all of the participants of the survey are employed in different SMEs in India. It shows that the overall rate of employment in these SMEs is gradually increasing day-by-day. At the same time, CRM is considered as an important aspect in small organizations and employees are quite aware about it.

The *Question 2* was asked to know about the viewpoint of the respondents regarding the impact of IT on CRM. As per the responses, IT plays a significant role in managing customer relationship.

It is observed in the responses of *Question 3* that high cost of software installation is a problem for the small organization. They also fail to provide adequate training to the employees for their skill development like large companies and maintain the internal circumstances. Therefore, knowledge gap of the employees and poor maintenance are also creating obstacles.

It is identified from the responses in *Question 4* that work process and technology play an important role in proper management of customer relationship in the Indian SMEs. It is not possible for these organizations to maintain their position in a highly growing market of India without the use of advanced technologies. Quick service delivery and digital marketing are the key drivers of customer satisfaction and these are not possible without technological innovation.

Question 5 was asked to know about the importance of CRM in accomplishing the customer requirements. Based on the responses, it is identified that implementation of CRM is mandatory fort the Indian SMEs to know what the customer demand and how they will be satisfied.

Employees involved in the CRM, particularly focus on the studying market so they can effectively identify customers' needs.

It is observed in the responses in *Question 6* that implementation of CRM is a useful strategy to enhance the economic state of an organization. As mentioned earlier that an effective management can identify the customers' requirements and satisfy their needs so ensuring customer satisfaction is the key determinant of economic profitability and overall growth of that business enterprise.

It is clear from the responses in *Question 7* that installation of CRM is not suitable in suitable in all the sectors in India. All of the business enterprises even do not have proper infrastructure to adopt the technology. Skill gap is also a major issue in this country although the SMEs have immense potentialities to embrace CRM and effectively use it for ensuring customer satisfaction.

Question 8 was asked to know about the awareness among the employees in Indian SMEs regarding the importance and role of CRM in organizational context. it is understood from the responses that small scale organizations have started planning to develop effective structure CRM for more than 5 years. In fact, it is not quite a new concept but the business firms still have failed in its successful implementation due to shortage of skill, poor infrastructure and financial constraints.

Question 9 has helped to understand the role of Salesforce CRM in an organization and it is identified that application of this new cloud-based CRM system has improved the overall organization performance. It not only helps in maintaining healthy relationship with the customers but supercharges every part of the business enterprise. As a result, the company can easily manage its sales, marketing, application building activities to proactively interact with the customers.

Question 10 was asked to about the influence of SMEs in economic growth of India and it is observed that small and medium scale organizations are now playing a vital role in boosting up the country's economic growth.

4.4 Qualitative analysis (Interview Questions)

Discussion on Qualitative Analysis:

In accordance to the responses, Salesforce CRM allows a business enterprise to ensure its customer satisfaction and consistent growth. Developing a centralized system, easy accessibility of data from anywhere by portable devices like mobile or tablets. As a result, the company can strengthen its position in a rapidly growing market like Indian market. It is also useful for cost management as additional expenses are not required in managing hardware infrastructure. Most of the Indian SMEs are using Salesforce CRM system for 1.5 to 3 years and they have complete awareness about its positive impacts on organizational performance.

The researcher has identified that the companies also face certain challenges in the entire procedure of implementing salesforce. SMEs face difficulties in estimating the cost because it is still not widely used. Moreover, employees also do not have proper knowledge about it so skill gap is a serious issue in India. It is not possible for all the SMEs to provide training to their employees due to financial obstacles. Salesforce developer team helps in the installation procedure but furthermore the companies face certain difficulties in maintaining the system properly.

The researcher has come to know from the responses of the managers that their main goal of implementing Salesforce CRM is to evaluate the current communication system and build up healthy interaction with the customers. It enhances the overall customer engagement and sales rate of the company so they can receive positive feedback from these customers. Positive responses from the customers also make the employees interested in better performance. On the other hand, improved customer engagement and better performance also allow these

customers in earning incentives. In this way, Salesforce CRM boosts up the overall productivity and profitability of an organization.

The managers are quite satisfied with the performance of their organization after implementing Salesforce CRM so they like to recommend it to others as well. According to their point of view, it is necessary for the Indian SMEs to adopt this system as soon as possible. CRM contributes in reducing the time, employees waste in paper works so they can invest this time in customer interaction. The employee satisfaction is also considered an important outcome of following CRM because employees like this fast system of data management and easier way of communication.

It has been understood from the managers' responses that some of them feel worry about the security after implementation of this system. A staff can betray the company as they can easily misuse the customers' data because these are easily accessible to them. All of the managers have recognized Salesforce feasible and suitable in the current business structure of India especially for the SMEs. Start-up companies cannot invest money and time for managing the data manually. In this context, Salesforce CRM system is perfect for them. Mailsync is mostly used by the companies. Initially, it costs a lot because the companies need to purchase CRM space online but further procedures are easy.

The companies have started to witness certain changes in their overall organizational work process after implementing Salesforce. The biggest changes have been taken place in the performance of the employees as they are now more satisfied than before. Managers are also happy with this easy tracking system of CRM. The scope of misleading customers has been reduced for the sales person so these small and medium scale enterprises are experiencing financial profitability during the last 1 to 2 years.

It can be stated based on the managers' responses that the fast-growing economy of India highly depends on its SME industry so its consistent progress consists of a positive sign for the country's economy.

4.5 Summary

From the data analysis section, it could be summarized that that CRM is one of the important resources to improve the Sales force condition in India. Using the CRM helps the companies to know the preferences of the consumers regarding a particular product which guides them in framing a better marketing strategy to enhance their sales as these are their main objectives. However, in recent times the internet infrastructure in India is not up to the mark which might create some challenges in implementing the technologies in practical use. Through the Data analysis it could be concluded that the government along with the company should mutually cooperate with each other so that they could apply the CRM to improve their sales in present era. This chapter will help the researcher to identify the effectiveness of the CRM in the sales environment as in recent times the Sales Force operating in India had experienced a huge decline in their sales activities. This would improve the revenues of the companies, through better execution of the technology in the sales field.

Chapter 5: Conclusion and Discussion

5.1 Conclusion

This chapter has concluded the entire study with the findings of this particular theme. The different segments of this study have been organized by elaborating multiple sections like requirements of Customer Relationship Management in India, importance of CRM in marketing era of this country, benefits of customer relationship management along with development of salesforce CRM. The study has been arranged by providing multiple information regarding CRM in small and medium enterprise of this country. This research paper has included some essential facts that are related with this context like the emergence of CRM and how this has impacted Indian small and medium enterprises. This case has been depicted that the small and medium enterprises of this country have driven Sales force to the next step of development in India. The primary aspect of this study is to evaluate the impact of Customer Relationship Management in Indian business culture. CRM is referred as an important marketing technique for monitoring a relationship between potential customers and organization. This strategy has helped the consumers to stay connected with the organization. Indian SMEs have implemented this technique in order to manage sales department, productivity and contact management. Indian government has declared the Small and Medium Development Act in the year of 2006 to control the formation of small and medium enterprises of this country and this act has been successfully involved for maintaining growth sustainability of the organizations. Different objectives have been derived from the analysis of this study over this particular topic of CRM in SME's India. These objectives are as follows:

5.2 Linking with Objectives

- *To critically evaluate the Current Scenario of SME in India*

India has been leading as one of the leading members among the developed countries in the perspective of economic growth and substantial heights of development. Indian organizations have accepted this concept to enhance the consumers and organizations relationship for the betterment of the operational management. As CRM software is used to enrol the consumer's details and the basic needs of the customers to provide goods as per their desires. The concept of Customer Relationship Management has been successfully involved in Indian small and medium enterprises as this method organizes the facts about the potential customers of the organization to create a complete record of companies and individuals. SME is regarded as the comparatively small and medium organizations with a minimum 25% of its share are in the acquisition of any other company. Over past few years SMEs of India have prevented their role in the manufacturing industry and have been deprived from economic growth and have become a torchbearer in rural and regional manufacturing area. In recent years SMEs of this country have been developed due to the production of extended quality of products. This is to be mentioned that the small and medium enterprises have become the prominent employment providing sectors of India. These sectors have employed more than 2 million individuals in agriculture. The small-scale business has met successfully with long-term expectations of the country economic demands in terms of contribution to GDP, exports and employment and thus this has been equated with the socio-economic development of India.

- *To critically evaluate the importance of CRM in marketing practices in India*

This has been observed from the analysis of this topic customer relationship management has impacted the Indian business culture excessively. The marketing criteria can be accomplished with the involvement of consumers in a particular enterprise. There are multiple reasons behind using CRM in marketing epoch of India as customer's requirements are driven with the help of this concept and the company's senior executives can have the essential information regarding their potential customers for enhancing their business practices to large extent .After

collecting essential facts, appropriate business strategies are introduced for increasing the quality of both product and services can be introduced in small enterprises to disclose the importance of their particular farm in front of the users and the users are satisfied with the purchasing habits of their required products . Companies are adopted this customer relationship management to keep sustainability of their products and services that enhance the organizational reputation of the company.

- *To critically evaluate the benefits of CRM*

The study has been prepared over the different aspects of CRM in Indian organizations and benefits of CRM are one of them. This concept is appropriate to enhance the customer and company relationship as the customer's needs are prominently analysed with the help of this software. Customer relationship management can develop the ability of cross-selling. This method is applicable to increase the coordination between team members, senior executives and customers. Small and medium enterprises have installed this software to encourage the staff satisfaction and in order to increase profit margin and revenue.

- *To critically evaluate the challenges of CRM in Indian SMEs*

Indian government has initiated to implement CRM in Indian farms but this implementation has not done successfully due to lack of finance, lack of strategies, complicated structure along with lack of enthusiasm between customers and providers. The allocated cost for license purchasing is exceeded and the small and medium enterprises have faced challenges due to the right selection of techniques to install customer relationship management within the business environment. Crisis related to the changes in migration of the customers data, adding customer fields in order to access customer ID to check and control. Indian SMEs have adopted complicated techniques to fix the customer and company relationship within the organization.

- *To critically evaluate the theories that has been adopted to mitigate the issues.*

As customer relationship management is regarded as the holistic method for enhancing the economic growth, retaining and increasing customer involvement in a particular company. Although Indian SMEs have experienced troubles due to finance, lack of collaboration, lack of data integrity during the instalment of this concept within the premises. Indian companies have adopted the theory of reasoned action and Baumol's sales or revenue Maximization theory to enhance customer connection with the company's betterment.

5.3 Discussion

From the study this can be stated that CRM is regarded as the blueprint for monitoring the connectivity between the company and consumers. In recent years customer relationship management has played a great role in gaining customer's impression over the Indian SMEs. The Indian SMEs have been provided with customer relationship management in order to enhance the development and success factors of their business culture. Sales Force Automation, HR management and Lead Management along with customer services have considered as the primary success factors of CRM to improve the economic and social structure of an organization in India. CRM is highly required in Indian economic phenomenon as this method is appropriate to enhance the company-customer interface and customer relationship management is included to keep consistency in the production and services of that particular company. Although, this management procedure has faced problems during its instalment but the Indian SMEs have adopted reasoned action and Boumol's sales maximization theory to mitigate the issues.

Chapter 6: Recommendation

There are some recommendations for the betterment of CRM procedure in Indian SMEs that will rejuvenate the customer's involvement with the profit section of an organization.

Inclusion of dedicated knowledgeable user:

The small and medium enterprises should appoint a knowledgeable user who is totally aware about the usage of CRM software for the improvement of internal factors of an organization. A dedicated employee for managing this software can get the information first about the released products, budget and software updates.

Overcome rejection and negative attitudes:

CRM should be implemented in Indian SMEs for changing the purchasing habits of the consumers. The adaptation of this procedure should reduce negative attitude and rejection or uncertainties among the buyers. Since the installation of this software has changed the purchasing habits of consumers but the companies should accept this CRM method for dealing with negative attitudes in all levels. This is to be specified the companies should analyze the customer's need for taking preparation to deal with negative attitudes.

Identify the key consumers:

CRM in Indian SMEs is required to identify their key customers and the organizations have to focus on the four major elements including customer position, nature of need, fulfilling customer needs and length of customer relationship with the company. The position of the customers should be detected for increasing their interest towards the new products and services. Moreover length of customer relationship should be identified to assist the organization to determine their key consumers.

Build a team:

Every organization should build a CRM team to assure the consistency of the project. The decision-making power should be given to each and everybody of the company to maintain

sustainability in a business strategy. Efforts should be required to establish a team that can comprise employees covering of all the segments People, technology and processes should be considered as the vital elements that will be affected. Team work will enhance the productivity of a particular organization and that will enhance the customer's involvement excessively.

Chapter 7: References

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Chapter 8: Appendices

I. Questions for Interview:

Question 1: According to you, what are the core benefits of using the software system, named, Salesforce CRM, for Indian SMEs?

Question 2: What are the main challenges associated with several CRM activities of Indian SMEs?

Question 3: What are the two essential features of Salesforce CRM software system?

Question 4: Do you believe that Salesforce CRM software has a significant role in bringing an impact on the business of Indian SMEs?

Question 5: According to you, what is the success factor of Salesforce CRM software in the Indian SMEs?

Question 6: For how long, your organisation is associated with using the Salesforce CRM software?

Question 7: What is the execution challenge of Salesforce CRM software that has been faced by your organisation?

Question 8: What is the implementation challenge of Salesforce CRM that has been faced by your company?

Question 9: What is the after implementation challenge of Salesforce CRM that has been faced by your organisation?

Question 10: Name a common CRM issue along with its solution, as per your thinking

II. Interview Transcript:

Interview 1

Question 1: According to you, what are the core benefits of using the software system, named, Salesforce CRM, for Indian SMEs?
Answer: I would say Using salesforce CRM system Provides us centralised system. Which means that we can access the tool from anywhere. We can even use it on your Mobile phones or Tablets. Earlier the system was only based on Desktop Computers which was not so convenient. Now it doesn't matter if the person is in office or on the clients' location they can easily access it. It also allows us the 360 View to any specific client on the system which helps us to know if any activities are done to that client.

Question 2: What are the main challenges associated with several CRM activities of Indian SMEs?

Answer: The salesforce CRM when installed new is a bit difficult to understand to the new employees. It requires quite of a time to train somebody who is going to use the system. The salesperson has to go through a training in order to understand the system. Earlier we were using another application which had different functionalities. And even salesforce has its own GUI it requires to train the professional and let them know how to use it and need to provide with some instructions. Salesforce provides single sign in facility which is easy but as we have integrated a lot of other tools with salesforce which requires us to train staff according to the tool we have integrated with the system.

Question 3: What are the tools that you have integrated with Salesforce CRM?
Answer: Currently we have integrated Tally and Mailsync for marketing purposes.

Question 4: What are the two essential features of Salesforce CRM software system?
Answer: I would say the email checking is there which plays very important role. You can track all the conversation between client and the salesperson. Which helps managers to understand what the salesperson has done until now, what are his past activities. All these features provide centralised view. From salesforce tool we can even generate reports and we can view details about any past or future clients which has already been stored on the system. We can even plan our meetings, activities using this tool.
Salesforce also provides us a calendar feature where we can map our own journeys which could be a very essential features for service persons who travels to different locations for sales purposes. Salesforce helps them to track their meetings and generate reports about it. But we have to purchase Google API for that mapping purpose.

Question 5: Have you ever worked on any other CRM tool or Do you wish to work on any other CRM tool?
Answer: As I have worked on salesforce I am happy with its features, I don't think I will ever shift on any other CRM as it is pretty much good than others. Also, it has a lot of features that are essential for assigned work. One of the features could be we can add notes to any contact which easily lets us know about how the work is going on with the client.

Q6: How long have you guys been using Salesforce CRM?
Ans; From last 1.5 years we have been using salesforce CRM.

Q7: Have you ever came across any of your friends or colleagues who uses any CRM tool other than salesforce and have you discovered any feature that they have and salesforce doesn't?
Answer: No not yet, but if I come across any of my friend who uses any other tool other than Salesforce I would definitely recommend them to use salesforce. Because salesforce CRM is a cloud-based technology which makes it easily accessible from any device or from anywhere.

Q8. What is the implementation challenge of Salesforce CRM that has been faced by your company? Is it easy to install on the system or it requires a huge IT support to install it?
Answer: No, it is very easy to install the CRM tool on any device. As I already told you that the system is compatible with all the major devices available in market. So, you just to log in with your credentials provided to you. By using the URL provided we can login into the system. The best thing is it is based on cloud which makes it flexible and doesn't require any server management. But if you want to integrate any other software tool with salesforce might cost you a bit as it requires APIs to connect it to the system. In order to integrate the system, we must have to contact the salesforce developer team, who can help us to integrate the required

tool. Only for integration purposes we need to contact Salesforce admin, but overall to use it doesn't require much of the IT knowledge.

Salesforce provides essential feature required for any sales professional like Marketing cloud, Sales cloud and Service Cloud which pretty much cover all the basic requirements. If the company needs any additional feature salesforce will charge you for that.

Q9. What do you think, Is salesforce CRM a feasible solution to the SMEs in India? Will it be cost effective for SMEs or is it a bit expensive?
Answer: Salesforce CRM isn't much expensive as you can only ask for the features as per your requirements. And you can buy the license for specific amount of people, For example if a company requires salesforce for 10 Users the company can purchase license only for 10 People. It costs 25$ for a month per user. Although there are different editions for different purposes, if you want to buy sales cloud it will cost you 75$ per user. The custom software costs 25$ per user per month. So it depends upon the companies requirements.

Q10: For what purpose are you guys using Salesforce CRM?
Answer: We are basically using it for tracking leads. We have a marketing cloud for our company which is integrated with mailsync. Which helps us to generate leads, and whatever activities we perform on the lead are stored on the tool and we can track them at any point of time. We can follow up or get in touch with the leads from the software. Since from Lead generation to converting it into an opportunity we do everything on the Salesforce CRM. We don't have to switch application to do all these tasks. Like if a customer showed interest in your product and he requires some quotation, we can easily customise quotation for the particular customer.

Q11: What could be one issue that you would like to focus on? And do you have any solution for that?
Answer: I would say I am 99% Happy with the salesforce System although there could be one issue "Security" Which is if any staff member wants to betray the company they can easily do so. As the data from salesforce can be accessible from anywhere and from any device provided the user has valid login credentials. It usually never happens but there could be a possibility.

Q12: Are you guys Happy with the salesforce CRM? Have you achieved customer satisfaction after introduction of Salesforce CRM?
Answer: Yes, because we are spending less time in managing spreadsheets. Salesforce has all the essential features in one software. So instead of spending time in managing data, we focus more on making customers happier. And it has actually improved our business. From last year I have observed that salesforce is helping us in improving customer satisfaction and improve our business. As it helps us to provide leads from all possible sources such as phone calls, Emails, Or the clicks we receive from online marketing campaign can be integrated with salesforce CRM. If someone puts a request on our website we easily receive the request on the application. Even if you have a tollfree number and if someone gives a missed call on that it gets captured on your application, so you don't miss an opportunity. As I earlier mentioned we can also track all the email communication on salesforce. Which makes salesforce all in one CRM tool.

Q13: Would you recommend this salesforce CRM to any other SME?
Answer: I would definitely recommend it to someone who is looking for a CRM tool. It is a little bit expensive but it does the justice to the money we are paying. As by using this tool we can make customers happy than spending time in managing data and keeping track of all the

follow ups. As you can send Quotation for any required product to the customer. It also helps in billing and generating invoice. As I already mentioned we have integrated salesforce with Tally the account part can also be done on the salesforce system.

Interview 2

Q.1 According to you what are the core benefits of using Salesforce CRM for SMEs?
Our company is a real estate company, we deal with customer across Mumbai region. Earlier we were using Sell. Do for our Marketing campaigns and to manage our customer base. As Sell, do is Real estate specific CRM tool but the problem with sell.do was its cost. And it was actually meant for large businesses. We being medium business most of the functionalities in tool were of no use to us. But with the introduction of salesforce CRM which is a cost-effective tool helped us managing leads with lesser charges. Which I believe is one of the core benefits.

Q2. Why people should use salesforce CRM?
The reason Sales professional should go with salesforce CRM is because of its Friendly user interface. User will easily be able to learn about the CRM functionality just by looking at the tool. Salesforce has got easy to use User Interface. Salesforce CRM can not only be accessed on Desktop or PC but user can also download in both Android and iOS versions on his phone

and can access it with an ease on the go. Salesforce can easily be integrated with Google apps such as google sheets, drive which gives its user a more flexibility to use the tool.

Q3. Do you think there are any challenges users face while using Salesforce CRM?
Salesforce is a Big platform and it allows to integrate variety of tools professionals use but the only challenge sometimes we face is, we store all our clients' information on the CRM tool. But when we wish to search for a specific client using its generic id it becomes hard to find the client using the id. User has to use some other field to search for that particular client. If we want to add or search for a client requires a lengthy process which could be a minus about the tool.

Q4. How long your organization is using salesforce CRM?
Last 2 years we are using Salesforce CRM.

Q5. Is it an easy procedure to install Salesforce CRM? I heard that Salesforce CRM isn't an easy to install application.
Salesforce CRM requires to buy some CRM space online and then it is easy to install. Salesforce is compatible with almost all the major platforms. But integration of Salesforce with other external application could be a bit of hectic procedure, you might need to take help of salesforce admin to install on the system. But once a new staff is trained with the features then it could be a great help. But for beginner it could be a hard task to create Campaigns and manage all the previous data. But Installation of salesforce isn't much difficult as we just have to use our credentials provided to login into system.

Q6. What is the main purpose of Salesforce CRM that you guys are implementing it for?
We use Salesforce CRM to manage our online marketing campaigns. For example, if we buy Google advertising for our product. Salesforce CRM helps to keep a record of all the clicks or views the advertise had. It also helps to manage all campaign related data. We have integrated salesforce system with our website and we also integrate it with all the online marketing campaigns we run. It also helps us to understand if a particular campaign is actually being helpful to the company or not. And whatever leads we generate here are collected on this platform which may help us to convert those leads into opportunity.

Q7. What could be one of the major people might face while using Salesforce CRM?
One of the biggest challenge beginners face while salesforce CRM is tracking down part. As salesforce CRM is used for a lot of purposes for Marketing, Sales, Services It has got a huge amount of data on it. While tracking down some leads we sometimes couldn't find some data with the generated generic IDs. A lot of times we have to track down a person by their names or their phone numbers which could be a bit hectic problem for beginners but once you get used to the tracking system it would not be a huge hustle to track the leads.

Q8. What do you think about the price of Salesforce CRM for SMEs? Is it worth of buying it for SMEs?
Salesforce CRM has got a lot of functionalities and it depends upon the companies' needs. If a company is just looking for marketing cloud they can only opt for Marketing cloud. If they want to integrate salesforce with any other existing software it could be a bit expensive to buy APIs required for it. But the Salesforce CRM for SMBs is a packed version of Sales cloud, Marketing cloud and Service cloud which fulfils all the basic Customer relationship management tool.

Q9. Would you recommend salesforce CRM to New start-ups that India is growing recently? As our Prime minister is promoting Start-ups in India?

Yes, I would definitely recommend it to the Start-ups as it will help them to manage their leads. And managing leads from the beginning could help them to have a huge customer base and could be huge benefit in near future as they might use the data for cross selling. And Initially the investment on the Salesforce CRM won't let the company to hustle to manage data and invest more for the paper works. Salesforce can also be used to generate invoices.

Q10. Have you ever worked on any other CRM tool other than Salesforce?

Our company deals with Real estate market so I have worked on Sell. Do which is specifically meant for this industry. As it was industry specific it had all functionalities that we required but it wasn't much cost effective. So, we changed our CRM tool to Salesforce and it also does the job with more ease and in a cost-effective manner. Sell.do was priced at 50$ per user per month but salesforce is much cheaper with 25$ per month per user.

Q11. Do you recommend Salesforce CRM to SMEs? And What do you think about the initiatives govt. of India taking to boost start-ups?

Yes, I do recommend Salesforce CRM for Start-ups as the salesforce will help small businesses to manage their leads in the beginning. So, they won't have to hustle much to manage their data.

Interview 3

Question 1. According to your point of view, why do you need to use Salesforce CRM in your enterprise?

Answer: I would like to share that India has one of the fastest growing markets now and we needed a more centralized and organized system to deal with the competition. At a certain point, it became quite costly to manage the hardware infrastructure so we needed to apply Salesforce CRM. Now we can access data from anywhere by using mobile or tablets.

Question 2. How long your organization is using Salesforce CRM?

Answer: We have successfully installed Salesforce CRM and using it for the last 3 years.

Question 3. What kind of changes you have observed after using Salesforce CRM?

Answer: Once ineffective interaction with the customers was a major problem for us but now we have been capable of responding to our customers. Now we have a clear idea about the customers' requirements and employees also happy by satisfying the customers. Our

responsibilities have been increased as we need to keep accessible and accurate records of customer needs, preferences, transactions and others.

Question 4. According to you, what are the significant features of Salesforce CRM?
Answer: I like to mention that Salesforce CRM now helps the managers in tracing the conversation between sales person and the customer. There is no scope for the sales person to mislead a customer. We receive customers' complaints immediately and take necessary action. Salesforce has mitigated the problem of incomplete data as now clients can easily find out and understand the detailed information. The biggest feature of the tool is that it can take customer satisfaction to the next level.

Question 5. What difficulties have you faced in implementation of Salesforce CRM?
Answer: The first challenge we face in estimating the cost before implementing Salesforce. Otherwise there is no problem as the installation procedure is quite easy and the tools used in the system, are available in market. Integration of the Salesforce with another system was also a difficult stage but it was not an issue because the Salesforce developer team helped us in entire process.

Question 6. Have you identified any particular issue in Salesforce CRM and prefer any other tool for better performance of your firm?
Answer: I would like to highlight the point of "security" that can be a severe issue in using Salesforce CRM. Otherwise, we also bother about the proper maintenance of the system. All of the managers still have not accustomed with the data migration policy and the technique of tracking down.
I do not have a very clear concept but HubSpot CRM was also in my preference list because numerous companies are now using it as the apt substitute of Salesforce.

Question 7. Do you think that all the employees are satisfied with this technical advancement?
Answer: Yes, I am happy to share that the employees and also the managers are certainly happy as now they do not need to spend much time in managing and supervising the spreadsheets. The last year was amazing as we received continuous positive feedback from our customers and we have appreciated our employees for this success. It has surely made them satisfied as well. Better customer engagement has increased the opportunities of earning more incentive so ultimately the salespersons are also happy.

Question 8. What was your main purpose of adopting this process and how far you have been successful?
Answer: We first decided to implement Salesforce CRM for improving our shattered communication system with the customers. It was necessary for us to track the conversation and activities of the sales person. In fact, our goal was to offer utmost satisfaction to our customers. Apart from that, information management was also our concern. It has not been easier to identify, document and record every interaction company makes with the customers. Simultaneously, we can also maintain and categorise these data for future reference.

Question 9. Do you like to recommend Salesforce CRM to the start-up companies in India?
Answer: Definitely, I like to recommend Salesforce CRM to all the start-up business as well as the medium scale organizations. It is true that a plenty investment is required initially but the ultimate outcome will surely satisfy them. So many activities such as making your customers happy, maintaining their data, keeping records of the selling procedure, marketing

management and many more are possible with the help of this tool. I think it is the high time for SMEs in India to start using Salesforce.

Question 10. Have you witnessed any other SME that has not received positive outcome even after implementing Salesforce CRM?
Answer: Yes, I have experienced that a start-up company was completely devastated after implementing Salesforce CRM and the owner was one of my friends. However, there were certain reasons also. First of all, they invested in Salesforce but finally failed to balance the costs so started suffering from financial problems. The two other managers did not support as they did not have proper knowledge about it.

III. Questionnaire for Survey:

By continuing with this survey, you are agreeing that:
(1) You have read and understood the Participant Information Sheet,
(2) Questions about your participation in this study have been answered satisfactorily,
(3) you are aware of the potential risks (if any), and
(4) you are taking part in this research study voluntarily (without coercion).

https://docs.google.com/document/d/1COEWB4Lwy4f5SZ05N7OxidxRVcfSJPwV8yORcIgK-JE/edit?usp=sharing

1. Please fill below your Name, Gender and Job Title separated by comma *
2. Are you currently Involved with Indian small and medium Enterprise? *
    a. Yes
    b. No
3. How far do you agree the impact of information Technology on CRM. *
    a. Strongly Disagree

     b. Disagree
     c. Agree
     d. Strongly Agree

4. What issue do you think pose the substantial risk in the execution of CRM in Indian SMEs? *
     a. Cost related to the software
     b. Insufficient Knowledge
     c. Data migration policy
     d. Maintenance

5. Which success factors can enhance the CRM most according to your opinion? *
     a. Human
     b. Technology
     c. Process

6. How far do you agree that implementation of the CRM will accomplish the customer's requirements?
     a. Strongly Disagree
     b. Disagree
     c. Agree
     d. Strongly Agree

7. How far do you agree that implementation of CRM will impact the company's economic growth? *
     a. Strongly Disagree
     b. Disagree
     c. Agree
     d. Strongly Agree

8. How far do you agree that the installation procedure of CRM is not appropriate enough in Indian business culture? *
     a. Strongly Disagree
     b. Disagree
     c. Agree
     d. Strongly Agree

9. Please indicate the time period from when you are aware of the CRM implementation in your favourite enterprise. *
     a. 0-6 Months
     b. 6 Months to 1 Year
     c. 1 to 3 Years
     d. 5 Years +

10. How far do you agree that Salesforce CRM helps improving customer satisfaction? *
     a. Strongly Disagree
     b. Disagree
     c. Agree
     d. Strongly Agree

11. Is the growth of SMEs in India been contributing significantly to the economy of India? *
     a. Yes
     b. No

IV. Minutes of the Meeting:

Dissertation Meeting/Progress Monitoring Report

Name of Student: Rohit Patole   Student No.: 10383715
Name of Supervisor: Mr. David Duff   Meeting No.: 01
Date of meeting: 12Th June 2019
Location of meeting: Castle House (Reception)

Review/Comment on Progress Made (since last meeting):

How does using Salesforce CRM affect customer satisfaction of the Indian SMEs?
First Meeting

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:
Time plan,
Submission of First meeting presentation,
Start with literature review,
Target population

Overall Summary/Conclusion of Meeting:
Time Plan,
Literature review,
Target Audience for primary research

Date of next meeting: 4ᵗʰ July 2019
Signed: _____Mr. David Duff_____ *Supervisor*
Signed: _____Rohit Patole_____ *Student*

N.B. Complete and keep for records of each student meeting (Copy for supervisor & student).

Dissertation Meeting/Progress Monitoring Report

Name of Student: Rohit Patole   Student No.: 10383715
Name of Supervisor: Mr. David Duff   Meeting No.: 02
Date of meeting: 4ᵀʰ July 2019
Location of meeting: Castle House (Reception)

Review/Comment on Progress Made (since last meeting):

Finished with Literature Review. Derive Themes from the Literature Review and send the draft.

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:

Submitted Literature Review,
Methodology,
Making Questionnaire

Overall Summary/Conclusion of Meeting:
Formatting Literature Review
Methodology
Target Audience for primary research

Date of next meeting: 18th July 2019
Signed: _____Mr. David Duff_____ *Supervisor*
Signed: _____Rohit Patole_____ *Student*

N.B. Complete and keep for records of each student meeting (Copy for supervisor & student).

Dissertation Meeting/Progress Monitoring Report

Name of Student: Rohit Patole   Student No.: 10383715
Name of Supervisor: Mr. David Duff   Meeting No.: 03
Date of meeting: 18th July 2019
Location of meeting: Castle House (Reception)

Review/Comment on Progress Made (since last meeting):

Methodology section completed

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:
Rolled out the Questionnaire waiting for responses,
Lined up 3 interviews.
Start writing Introduction

Overall Summary/Conclusion of Meeting:
Acquire all responses,
Conduct 3 interviews,
Introduction

Date of next meeting: 1st August 2019
Signed: _____Mr. David Duff_____ *Supervisor*
Signed: _____Rohit Patole_____ *Student*

N.B. Complete and keep for records of each student meeting (Copy for supervisor & student).

Dissertation Meeting/Progress Monitoring Report

Name of Student: Rohit Patole   Student No.: 10383715
Name of Supervisor: Mr. David Duff   Meeting No.: 04
Date of meeting: 1st August 2019
Location of meeting: Castle House (Reception)

Review/Comment on Progress Made (since last meeting):

Received 67 responses from Questionnaire.
Done with 2 Interviews.
1 more Interview is lined up.

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:
Discussed issues regarding Salesforce,
Derived conclusion from the Data.

Overall Summary/Conclusion of Meeting:
Start with Data Analysis,
Use Frequency analysis for Survey result,
Use Thematic coding for Qualitative results

Date of next meeting: 23rd August 2019
Signed: _____Mr. David Duff_____ *Supervisor*
Signed: _____Rohit Patole_____ *Student*

N.B. Complete and keep for records of each student meeting (Copy for supervisor & student).

Dissertation Meeting/Progress Monitoring Report

Name of Student: Rohit Patole   Student No.: 10383715
Name of Supervisor: Mr. David Duff   Meeting No.: 05
Date of meeting: 23rd August 2019
Location of meeting: Castle House (Reception)

Review/Comment on Progress Made (since last meeting):

Quantitative data is analysed using Frequency analysis technique, and Qualitative data is analysed using thematic coding technique.

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:
Format the dissertation,
Include self-reflection in dissertation.
Poster

Overall Summary/Conclusion of Meeting:
Ready To submit

Signed: _____Mr. David Duff_____ *Supervisor*
Signed: _____Rohit Patole_____ *Student*

N.B. Complete and keep for records of each student meeting (Copy for supervisor & student).