

**OKAN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**

**THE IMPACT OF CUSTOMER RELATIONSHIP
MANAGEMENT APPLICATION ON BUSINESS
PERFORMANCE:
APPLIED TO THE CHEMICAL INDUSTRY**

**Tuğrul Aydın KAYI
10DR01018**

**PhD THESIS
BUSINESS ADMINISTRATION PROGRAM**

**ADVISOR
Prof. Dr. Gonca Telli YAMAMOTO**

ISTANBUL, January 2015

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ÖZET

MÜŞTERİ İLİŞKİLERİ YÖNETİMİNİN İŞ PERFORMANSI ÜZERİNDEKİ ETKİSİ: KIMYA ENDÜSTRİSİ ÜZERİNE BİR UYGULAMA

Globalleşme çeşitli ülkelerde pozisyonlarını güçlendirmeyi amaçlayan şirketler için önemli bir konudur. Global rekabet nedeniyle müşteri ilişkileri yönetiminin önemi giderek artmaktadır. Şirketler global pazarlarda varolabilmek için, özellikle müşterilerini elde tutmak ve pazar paylarını arttırmayı amaçlamaktadır. Bu nedenle özellikle yeni fikir ve yaklaşımlar araştırılmaktadır. Müşteri ilişkileri yönetimi, rekabetsel üstünlük sağlamak için gereken başarı faktörlerinden birisi olarak görülmektedir. Müşteri ilişkileri yönetimi ve SAP CRM ile ilgili akademik ve iş yaşamında bir çok araştırma bulunmasına rağmen, SAP CRM'in önemli bileşenleri, kritik başarı faktörleri ve iş performansı arasındaki ilişkileri inceleyen sınırlı sayıda araştırma vardır. Literatürde, özellikle kimya endüstrisi için bu değişkenleri inceleyen bir çalışma bulunamamıştır. Buna göre, bu çalışmanın amacı müşteri ilişkileri yönetiminin kritik başarı faktörleri, SAP CRM'in önemli bileşenleri ve iş performansı arasındaki ilişkileri incelemektir. Bunlara ek olarak, kritik başarı faktörlerinin ve SAP CRM'in önemli bileşenlerinin iş performansı üzerine ve daha detaylı olarak toplam performans, pazarlama performansı ve finansal performans etkilerini olan etkilerini araştırmak çalışmanın diğer bir amacını oluşturmaktadır. Üçüncü olarak, araştırma yapılan şirkete bağlı olan ve 14 farklı ülkede bulunan şubeleri GLOBE çalışmasına göre gruplandırılmıştır. Bu gruplandırmanın amacı, kritik başarı faktörleri, SAP CRM'in önemli bileşenleri ve iş performansı açısından algısal farklılık bulunup bulunmadığının anlaşılmasıdır. Araştırmanın modeli, bu amaçlara yönelik geliştirilmiş ve şirketin 14 farklı ülkesinde bulunan şubelerinden elde edilen verilere göre bilimsel yöntemlere dayalı olarak test edilmiştir.

Bu çalışma için veri toplama yöntemi olarak anket seçilmiştir. Araştırma modeline göre doğrulayıcı veri analizleri yapılmıştır. Araştırma bulguları, SAP CRM'in önemli bileşenleri ile iş performansı arasında genel anlamda anlamlı bir ilişki olmadığını göstermiştir. Diğer taraftan, SAP CRM'in önemli bileşenlerinin hiç bir iş performansı değişkenleri üzerine etkisinin olmadığı söylenememektedir. Elde edilen bulgulara göre, SAP CRM'in önemli bileşenlerinin şirketin genel performansı üzerinde etkisinin olduğu belirlenmiştir. Diğer bir ifadeyle, söz konusu bileşenlerin uygulanmasının şirketin genel performansı ve toplam karlılığı üzerinde pozitif etkisinin olduğu belirlenmiştir. Pazarlama performansı açısından, SAP CRM'in önemli bileşenlerinin genel anlamda bir etkisinin olmadığı belirlenmiştir. Ancak, SAP CRM'in önemli bileşenlerinin her birinin pazarlama performansı üzerinde farklı etkilerinin olduğu bulunmuştur. Buna benzer olarak, bu bileşenlerin genel anlamda finansal performans üzerinde etkisinin olmadığı belirlenmiştir. Ancak, finansal performans üzerinde söz konusu bileşenlerin ayrı ayrı ve farklı olarak etkilerinin olduğu saptanmıştır. Kritik başarı faktörlerini hakkında ise bu faktörlerin iş performansı üzerinde genel olarak etkisini olmadığı belirlenmiştir. Buna karşılık, uygulamaya başlangıç adımlarını planlanması ve ölçme, izleme ve değerlendirme kriterlerinin iş performansı üzerinde etkisinin olduğu saptanmıştır. Bunlara ek olarak, GLOBE çalışmasına göre gruplandırılan şirketin şubeleri arasında algısal farklılık olmadığı bulunmuştur. Bu tüm şubelerin, araştırma modelindeki tüm değişkenler üzerinde görüş birliği içinde olduğunu ifade etmektedir.

Bu çalışma teoride ve uygulamada, SAP CRM'in önemli bileşenleri ile kritik başarı faktörlerinin iş performansı üzerindeki etkilerini ortaya çıkaran modelin geliştirilmesi ve doğrulanması açısından katkıda bulunmuştur. Çalışmanın kapsamı nedeniyle, bu araştırma SAP CRM uygulamaları ve iş performansı parametreleri arasında bağlayıcı rol oynamaktadır. Bu çalışma, literatürdeki boşluğu doldurmakla beraber, şirket yöneticilerine ve müşteri ilişkileri yönetiminden sorumlu müdürlere temel oluşturmaktadır.

Anahtar kelimeler: Müşteri ilişkileri yönetimi, SAP CRM, Globe çalışması, iş performansı, kritik başarı faktörleri, CRM yazılımları.

Date: 14.01.2015

SUMMARY

THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT APPLICATION ON BUSINESS PERFORMANCE: APPLIED TO THE CHEMICAL INDUSTRY

Globalization is one of the key topic for the companies to expand their position in different countries. Because of the global competition, customer relationship management importance growing. Companies especially looking for a new ideas and approaches to retain their customer and increase market share to survive in Global market. Customer relationship management (CRM) is perceived as a one of the success factor stand out from the competition with this approach. Although, in academic and business life there are lots of study related with customer relationship management (CRM) and SAP CRM, research investigating the relationship between key components of SAP CRM, critical success factors and business performance can be found in a limited number only. In the literature, there was no study to examine this variables and their relationships in the chemical industry particularly. Accordingly, the main objective of this study is to examine the relationship between critical success factors of customer relationship management, key components of SAP CRM and business performance parameters. In addition to this, analyzing the impact of critical success factors and key components of SAP CRM sales on business performance and more specifically overall, marketing and financial performance are another aims of the study. Thirdly, different branches of the company are located in 14 different country are clustered according to GLOBE study and analyzed to understand perception differences between clusters in terms of critical success factors, key components of SAP CRM SAP and business performance. The research model developed for these purposes and tested empirically through data obtained from the different branches of the company operating in chemical industry.

Questionnaire is the data collection method used for this study. Based on the research model, confirmatory data analyses were performed. Findings indicate that key

components of SAP CRM have no impact on business performance in general. On the other hand, it cannot be said that each key components of SAP CRM has no effect on any of business performance parameters. It is apparent that key components of SAP CRM have impact on overall performance of the company. That means the implementation of the components have direct impact on the company's overall performance and overall profitability. In terms of marketing performance, key components of SAP CRM in general have no impact on it. On the other hand each key component has different effect on marketing performance. Similarly, key components of SAP CRM key components have no effect on financial performances. In contrast to this, SAP CRM key components' variables have different effect on financial performance parameters particularly. Findings about critical success factors, it is apparent that mentioned factors in general no impact on business performance. On the other hand, using phase rollout schedule and measuring, monitoring and tracking has positive impact on business performance. Additionally, there is no perception differences between cluster according to GLOBE study. This means, all branches of the company have a common understanding in terms of research model variables.

This study contributes both to the theory and practice significantly by developing and validating a model that reveals the impact of SAP CRM key components and critical success factors on business performance. Due to the nature of its content, this study has the role to be a bridge between SAP CRM application and business performance parameters of the company. It also addresses to filling the gaps in literature and constitutes a basis for executives and customer relationship managers.

Keywords: Customer relationship management, SAP CRM, Globe study, business performance, critical success factors, CRM software.

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ABBREVIATIONS

B2B	: Business to Business
B2C	: Business to Consumer
CSF	: Critical Success Factors
CRM	: Customer Relationship Management
ERP	: Enterprise Resource Planning
GLOBE	: Global Leadership and Organizational Behaviour
IT	: Information Technology
ROA	: Return on Asset
ROI	: Return on Investment
SFA	: Sales Force Automation
SAP CRM	: SAP Customer Relationship Management

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CHAPTER 1. INTRODUCTION

Competitive advantage is increasingly considered to be one of the key drivers of long-term success of an organization in today's competitive markets. As a result the influence of competitive advantage on performance has attracted a number of empirical studies providing evidence of a positive effect. Therefore, given the importance of competitive advantage in relation to the competitive position of the firm, a number of studies have tried to identify the main determinants and consequences of a firm's competitive advantage (Kamya et al, 2010). Furthermore, competitive advantage, customer-centric approaches are becoming important day by day.

Kim (2012) explains "A connected customer relationship management (CRM) approach allows brands to seize the data opportunity and gain competitive advantage". CRM is one of the hottest topics for gaining competitive advantage and it is current issue in the fields of business strategy, information technology, and marketing management. Firms today must focus on delivering the highest value to customers through better communication, faster delivery and personalized products and services.

This growth along international borders increases the need for a globally consolidated CRM system. When implemented on a global scale, CRM is dependent on various macroeconomic (e.g., trade barriers, country-specific corporate culture) and microeconomic (e.g., the firm's marketing activities, customer relationship orientation) factors. As the number of factors increases, customers become increasingly more heterogeneous, an issue that both academics and practitioners must face (Kumar et al, 2011).

Chang (2007), estimate that the cost of winning a new customer is five times higher than that of maintaining an existing customer. Reichheld & Sasser (1990) states that increasing customer retention rates by 5% increases profits by 25% to 95%. CRM also provides detailed information to companies about their customer as well as sales

and marketing performances is done by employees of companies. Furthermore, if the companies know better their customer, it helps to retain them.

As can be seen from the results, understanding customer is ultimate goal associated with customer relationship management.

By the help of advanced software technology , a lot of different CRM software such as salesforce.com, SAP CRM, now is being used by companies worldwide. Columbus (2014) indicated that Salesforce.com is the world's leading CRM software vendor with 14% market share in 2012 (\$2.5B in sales), surpassing SAP (12.9%, \$2.3B in sales), Oracle (11.1%, 2.01B in sales), Microsoft (6.3%, \$1.1B in sales), IBM (3.6%, \$649M in sales) and all others. As a result, SAP CRM is the second popular CRM software, This is one of the reason is being selected as a subject of this study.

SAP CRM is a software tool based on a customer-centric business philosophy. SAP CRM manages all aspects of the customer relationship throughout the marketing, sales, and service operations within a business (Katta, 2013,). One of the expected impacts of CRM that effects companies' business performances.

Business performance can be most generally defined as the ability to achieve set or necessary outcomes and be successful. Reflecting on the complexity of business, it is obvious that performance should be perceived as multidimensional (Holienska, 2012, p. 23).

This study focuses on the Chemical Industry, investigating the impact of customer relationship management on business performance. It also investigates SAP CRM Sales application parameters.

Thus, this research intends to answer the following questions:

1. Is there a difference between country clusters in terms of business performance?
2. Is there a positive impact of SAP CRM Sales Application on the business performance of the company?
3. Is there any positive impact of CRM Critical Success Factors on the business performance of the company?
4. Is there any significant difference between country clusters in terms of SAP CRM Sales Application?
5. Is there a positive impact of CRM Critical success factors on SAP CRM Sales Application?

By fulfilling the research aim the contribution of the study to literature will be the comprehensive investigation of SAP CRM sales applications' impact on business performance. The purpose of this research model is to explain the relationships between Critical success factors, GLOBE Study and SAP CRM Sales applications. Additionally, it also aims to explore the impact of SAP CRM Sales applications on business performance parameters. Therefore, the conclusions drawn will have implications for CRM and SAP CRM literature. This study contributes to explain SAP CRM success factors and key components of SAP CRM implementation differences for different branches belong to one multinational company. Besides, business performance of the mentioned branches compared to explain the differences expected results can be used as a guidance for further SAP CRM project which intend to use for multinational companies have different branches in different countries and cultures.

Chapter 2, will explain the relevant literature review. The literature review attempts to examine both the theoretical and the empirical studies concerning aspects of the study such as customer relationship management, SAP CRM sales applications, business performances and GLOBE study. Chapter 3 will provide the discussion of

research design and methodology of the study. Chapter 4 will present the model findings. The statistical analysis of the results will be discussed in the same chapter with the help of the other studies. Finally, Chapter 5 will put forward the conclusions regarding the study along with a summary of the findings, implications, and suggestions for further research.

CHAPTER 2. LITERATURE REVIEW

Although there are many different articles in literature relate CRM, just a few articles related with CRM software. After extended literature survey shows that the companies' resources are much more than academic articles about CRM software implementation. More recently, it was found that companies that promote an atmosphere of innovation or risk taking, hence creating a climate for employees to act in the best interest of customers tend to fare better in their CRM outcomes. But very little has been published about the deployment of CRM software, and its impact on company performance (Ang and Buttle, 2006). Besides, Chung et al. (2012) reported that different types of organizational culture significantly and positively influence the implementation level of CRM activities. Especially, the other research gap that there is no research can be found about between cultural differences and CRM deployment.

Parallel evolution of CRM will be presented in the literature survey. Reflecting this propensity, the literature survey for this study will commence with a review of relationship marketing literature, followed by a literature survey regarding four main pillars of the study; customer relationship management and key components of SAP CRM, critical success factors, business performance parameters The aim here is not to present a complete and thorough review of all the literature regarding these concepts. However it aims to examine and emphasize research relating specifically to this study.

2.1 Customer Relationship Management

There are lots of definitions of CRM, in this chapter, CRM definition is given in accordance with four main pillar of the study.

CRM is used as a management tool, a business project, an enabling technology and/or deeper understanding customer with analytics from several researchers.

Customer Relationship Management is used as a management tool for managing relations with customers (Madhoushi et al., 2011).

Kim et al. (2003) define CRM in terms of business processes and technologies that seek to understand a company's customer.

IBM (2012) defines customer relationship management (CRM) is an area ideally suited for analytics because it can be made far more effective through deeper understanding.

Customer relationship management (CRM) is concerned with the business processes and enabling technologies that focus on managing and improving relationships with customers in the areas of sales, marketing, and customer support and service (Shanks et al, 2009).

Other researchers have focused on drivers and elements as necessary components in any CRM effectiveness. For example, Levine (2000) says CRM consists of two sides, a strategic side and an implementation side. The first set is the strategic factors and the second set is the technical factors (Osarenkhoe & Bennani, 2007; Reinartz et al., 2004).

Similarly, Pedron and Saccol (2009) states that there are different CRM definitions can be found based on their extended literature research. Table 2.1. Shows that CRM definition is divided into 3 part. Part one explains CRM definition in terms of CRM as a philosophy Secondly, CRM definition is given according to strategically approach. Last part is mentioned about CRM as technological tool.

Table 2.1: Different CRM Approaches (Pedron and Saccol, 2009)

Approach	Definition	Source	Approach	Definition	Source
CRM as Philosophy	CRM refers to the idea that the most effective way to achieve loyalty is by proactively seeking to build and maintain long- term relationships with customers.	Zablah, Bellenger and Johnston (2004)	CRM as Technological Tool	Software, tools and systems can be viewed as technology- based applications to support the CRM process. They include database capabilities to collect and analyze customer information using statistical techniques such as data mining.	Ngai (2005, p. 588)
	A philosophy of doing business that will affect the entire enterprise.	Newell (2003)		“Leveraging technology to engage individual customers in a meaningful dialogue so that firms can customize their products and services to attract, develop, and retain customers”.	Campbell (2003, p. 375)
	Resources destined for relationship building and maintenance efforts should be allocated based on customers’ lifetime value to the firm.	Zikmund, Mcleod and Gilbert (2003)		CRM is a macro level process that subsumes numerous sub- processes, such as prospect identification and customer knowledge creation.	Srevastava, Shervani and Fahey (1999)
CRM as Strategy	CRM is the strategic use of information, processes, technology, and people to manage the customer’s relationship with a company across the whole customer life cycle.	Kincaid (2003, p. 41)		Technology does play a substantial role in CRM efforts by, among other things, seamlessly linking front and back office functions to provide for the efficient and defective management of interactions across different customer touch- points. (...) thus, it seems that both over and underestimating the role that technology plays in CRM initiatives can have detrimental effects on firms’ relationship management efforts.	Zablah et al. (2004, p. 479)
	CRM is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer.	Parvatiyar and Sheth (2001, p. 5)		“To some executives, customer relationship management (CRM) is a technology or software solution that helps track data and information about customers to enable better customer service”.	Peppers and Rogers (2004, p. 5)
	Resources destined for relationship building and maintenance efforts should be allocated based on customers’ lifetime value to the firm.	Ryals (2003)			

It can be understood from various definition of CRM that impacts different functions of firms. Besides, it consist of different determinants, each of those is aimed by firms to gain competitive advantage. Figure 2.1 clearly shows that the determinants of CRM

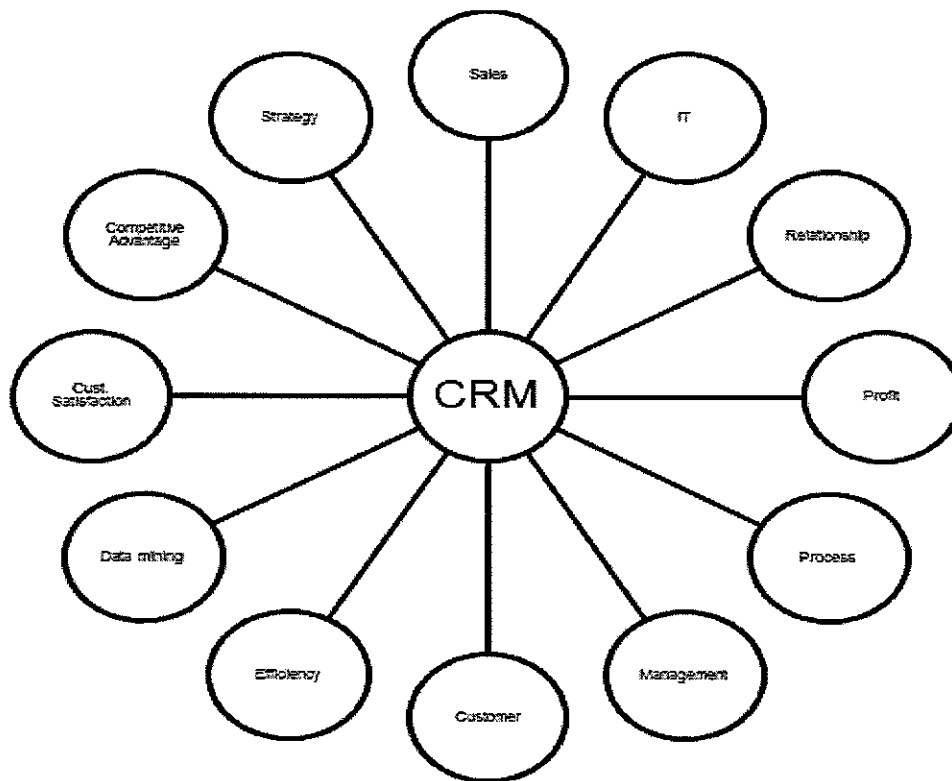


Figure 2.1 Mind Maps of CRM Determinants

Figure 2.1 explains main determinants of CRM. To identify these determinants, Focus group qualitative research technique was used. Gibbs (1997) explains focus group organized discussion with a selected group of individuals to gain information about their views and experiences of a topic. This method was used to define main determinant of CRM. Focus group was prepared between 4 academicians and asked them what is the determinants of CRM. The results also consist of definition of CRM.

On the other hand, CRM is now a buzzword, and many consulting firms have been profiting by selling this kind of solution, which promises to guarantee a competitive advantage by using IT to support a close relationship between an organization and its customers (Pedron and Saccol, 2009)

Furthermore, CRM is known to be a strategic approach where organizations implement new processes enabling them to create long term profitable relationship with their customers (Agrawal and Berg, 2009).

Moreover, Sellers' market and buyers' market can be changed in CRM manner. CRM implementation influenced companies operated in automotive industry. They now not only focus on the automotive design but also focus on customer services. As stated by Kircher et al (2007), the implementation of CRM leads to a significant paradigm shift in a company's focus in the automotive industry, for example, presumed customer requirements were only taken into account when designing vehicles in the past. Now, however, a new focus on customer-related activities goes above and beyond product features, to include, for example, customer-focused services.

Besides, the transition from a sellers' market to a buyers' market described in the introduction underlines the necessity of this paradigm shift, which moves a company's focus from the product to the customer and to the customer's current and potential future needs (Holland 2004; Kirchler, 2009).

In addition to this, CRM is an approach to retain customer by analyzing customer behavior. Chang (2007) estimate that the cost of winning a new customer is five times higher than that of maintaining an existing customer, while Reichheld & Sasser (1990) estimate that the retention of an additional 5% of customers, can increase

profit by nearly 100%. Similarly, Kotler (1997), has pointed out that the need for customer retention is demonstrated by the fact that the cost of attracting a new customer is estimated to be five times the cost of keeping a current customer happy. Clearly, understanding the consumer is the key goal associated with customer relationship management. On the other hand, Slavens (2001) remarks that CRM can bring a more customer oriented vision to the company through its data sharing tools

With CRM the firm can learn about the customer and enable it to take a bigger slice of the created value. Building customer-firm relationships, it seems, has been a one-sided development for the benefit of the marketer (Nguyen, 2011).

Shank et al. (2009) reported benefits of CRM system as follows:

CRM System Benefits Framework

1. Benefits for Operational Level of Management
 - a. Improved customer data management
 - b. Improved process management
 - c. Improved customer service
 - d. Empowerment of staff
 - e. Improved productivity
 - f. Enables real-time responsiveness to trends
2. Benefits for Tactical Level of Management
 - a. Facilitates market segmentation
 - b. Facilitates key account management
 - c. Improved channel management
 - d. Improved analysis, reporting and forecasting
3. Benefits for Strategic Level of Management
 - a. Improved customer satisfaction
 - b. Improved business performance
 - c. Improved value-added partnerships
 - d. Improved innovative use of CRM systems.

Although, CRM brings benefits to company, deployment process of CRM lead to some difficulties, especially for the companies which is non-customer oriented.

Perdon and Saccol (2009) stated some previously non customer-oriented companies that acquired a CRM system, either as a result of the influence of information technology (IT) consulting or competitors have faced difficulties in CRM initiatives. Some of these problems are outlined below (Yamamoto, 2014):

- Misunderstanding the system
- Directors/managers act their personal intuition
 - Unable to detect the system
 - Unable to transfer the correct subjects to the system
- Avoid using CRM in the first place
- Not to perform necessary CRM activities

First of all, managers have problems with proving the importance and return on CRM investment to top managers. Frequently, they solve this problem by manipulating the metrics and financial values of taxes involved. CRM initiatives require a commitment from the top management (Ryals & Knox, 2001) and, generally, it is only possible if the managers perceive a favorable Return on Investment.

2.1.1. CRM as a Project

Some researchers describe CRM as a project. As CRM is a complex project that involves all departments in a company, firms usually try to adopt CRM on a large scale. Many of them fail due to few resources and little energy for a careful CRM adoption in all departments at the same time. As a result of the failure of the first trial, project members sometimes propose a second trial, with a narrow scope in the early stages, followed by widening the dimensions of the project. Several authors (Chalmeta, 2006; Goodhue, Wixom, & Watson, 2002; Peppers & Rogers, 2004) claim that companies should not implement all kinds of information technology (IT) at the same time, adopting instead a progressive policy of IT investment.

Furthermore, CRM is a tool that can convert customer information to customer related actions. CRM tool adoption requires the rethinking of organizational processes. The redesigning of business processes allows companies to integrate customer knowledge into the actual core processes (Raman, Wittmann, & Rauseo, 2006; Ryals & Knox, 2001). It is necessary to decide which processes will be changed and whether the CRM package will be customized or not. Some companies do not “waste time” on such a reflection and adopt the software without an exhaustive analysis of the processes. The consequences are dangerous, e.g. information islands, and resistance becomes even stronger. In other cases, companies extremely customize the tool in order to continue with traditional processes, spending a great amount of money, time and effort. The fact is that companies usually do not rethink their processes in the face of a CRM tool adoption.

Additionally, the integration of various information systems in the organization and previous work with legacy data are relevant issues. The integration of different information systems and knowledge repositories across organizational boundaries make customer data reliable (Peppard, 2000). Frequently, CRM packages do not cover all the information necessary for dealing with customers. The maintenance of several information systems will demand the CRM supplier’s knowledge of legacy systems.

There is also employee resistance to CRM software as a result of the elements discussed above. Training programs are offered to employees, generally in connection with technological issues rather than behavioral aspects related to a CRM philosophy. The technological CRM focus overlaps with the attention paid to customers. Employees must receive training programs which cover technological and organizational changes (Raman et al., 2006).

The growing interest in customer relationship management (CRM) reflects a dramatic strategic shift in the way market leaders relate to customers and think about the value of customers to the firm. Early CRM practices focused on automating some marketing, sales and service activities in order to increase efficiency and cut costs.

Recent CRM practices also apply analytical and decision capabilities to the management of these activities as well as integrate supply-chain practices in formulating and executing customer-centric business models for maximizing customer value (Benaroch, 2014)

2.2 Customer Relationship Management Implementations in Chemical Industry

CRM also provide benefits that types of customers include business-to-business (B2B), business-to consumer (B2C), or a mix of both. Companies that operate in the B2B model sell their products and services directly to other companies. CRM is one of the commonly used software among Chemical Industry. For example, specialty chemical and plastics companies, such as Dow Chemical, Dow Corning, or BASF, typically sell their products to other manufacturing companies rather than to end consumers (Katta, 2013).

Microsoft (2011) stated that a well-defined and executed customer relationship management (CRM) strategy, with CRM at its center, can help chemicals manufacturers manage complex sales channels, drive collaboration to improve product innovation, and identify their most profitable offerings and services. With CRM, organizations can draw together the levers that impact customer demand and loyalty, helping to increase “return on relationship” for every firms’ customer serve.

2.3 Customer Relationship Management Softwares

Customer management software is an important component of both analytical and operational customer relationship management (CRM) implementations. Companies that do employ CRM software are generally satisfied with their return on investment (ROI) from the software. CRM data suggest that companies’ level of satisfaction with software performance varies directly with its reported impact on business profitability (Ang and Buttle, 2006). On the other hand, Rigby et al. (2002) reported that before implementing any CRM software, the four perils of CRM should be considered mentioned below:

- Implementing CRM before creating a customer strategy.

- Installing CRM technology before creating a customer-focused organization.
- Assuming that more CRM technology is better.
- Stalking, not wooing, customers. Identify right customers.

CRM Software was primarily intended to help sales employees complete the following key tasks (Kirchler 2007):

- Manage customer contacts
- Organize sales activities
- Classify sales opportunities
- Analyze developments in sales
- Collect information about customers and products

Besides, Daniel et al. (2002) also suggest that a company must be willing to change its culture before implementing a CRM program.

It can be said that most of large companies is using enterprise resource planning to optimize their functions. Additionally, Enterprise resource planning (ERP) is a cross functional software that used by different departments of companies. Likewise, generally CRM software is also used to increase efficiency of companies as well as cross functional software. SAP CRM is one of the integrated software to SAP ERP solutions. In contrast to this, even the other major CRM packages have lot of facilities, their some functions is very limited for integration for other departments which is not directly related to sales. Their CRM packages currently on the market have very limited "back-end" functionality as yet (Wilson, at al, 2002). Enterprise Resource Planning (ERP) and CRM have some similarities and differences. For example, the implementation of both of these systems should be viewed from a strategic point of view, rather than only that of a software implementation perspective. But, each system

has its own view or focus. While the ERP's focus is on internal processes and resource management, such as employees and finance, from the viewpoint of manufacturing certain products, the CRM approach consists of marketing, selling, customer service and call center models, thereby focusing on the customer.

CRM and ERP are really just a carefully crafted collection of database tables with a set of routines that keep the employees from messing up the information (Driver and Gartner, 2009). The both system allows employees that convert necessary data to information. Therefore, it helps to improve systematical approach of employees.

While CRM is used to manage contacts, accounts, opportunities, activities, marketing, etc., ERP is designed to manage operations and business functions, such as product planning, purchasing, inventory, customer service, order tracking and other back-end business processes (Maleki and Anand, 2008). The combination the two system improve customer centric approach and give a competitive advantages.

In the aspect of information technologies CRM is understood as the complex of software and technologies, automating and performing business processes in the following areas: sales, marketing, service, and customer support (Urbanskiene, at al, 2008) When information and system quality is high, user satisfaction will increase (Kim, 2004). On the other hand, information quality is one of the user responsibilities. When user starts to have meaningful output from the system, it gradually helps to increase system usage and update system when necessarily.

Companies invest in customer relationship management (CRM) programmes, they need to design new forms of relationship with those directly affected: their customers (Maklan, at al, 2008). But, before making such an investment, companies should have customer centric approach.

CRM is a 360 degree projection which requires not only technology implementation but also strategic decision making and other integration in an organization (Sin et al., 2005), However, Esfahani's study (2005, as cited in Alipour et al. 2013) shows that although CRM implementation can have many benefits for the

company and customers, but a recent study estimated that 70 percent of companies fail eventually and these companies generally have ignored the complexity of CRM and about organization's readiness to implement CRM have not done careful examination. Thus, a series of circumstances, situations, challenges is leading to the ultimate success or failure of CRM implementation. As a result, even though CRM benefits organizations, it still can result in failure if companies do not know how to properly utilize it. Its function is to raise revenues by increasing customer loyalty and boost sales volume. A CRM package can ensure that all customer-facing packages draw on a common data model.

An important aspect of the CRM definition that we wanted to examine was its association with technology. This is important because CRM technology is often incorrectly equated with CRM (Reinartz, Krafft, and Hoyer 2004), and a key reason for CRM failure is viewing CRM as a technology initiative (Kale 2004).

Most organizations fail to implement CRM because they only focus on information system and do not understand customer needs and what services to provide (Rigby, Reichheld and Scheffer, 2002).

The development of the communication systems and the development of new technologies have led to the creation of many CRM software. (Dimutrescu and Fuciu, 2009).

The policy for evaluating and rewarding employees in a company that has adopted CRM is another crucial issue. The alignment of organizational mission, vision, technology and goals is an important CRM adoption issue (Chalmers, 2006; Ryals & Knox, 2001).

Stamford (2014) indicated competition intensified as major players continued to vie for broader market penetration internationally, and more widespread functionality adoption within midsize to large enterprises. The top five CRM vendors accounted for 50 percent of CRM software revenue in 2013. Salesforce.com continued to be the largest vendor overall in the CRM market with 16.1 percent of the market. SAP remained in the

No. 2 position in the overall CRM space, but is still the leader in terms of revenue and market share for the sub segments of customer service and e-commerce.

Table 2.2 CRM Market Share by Software

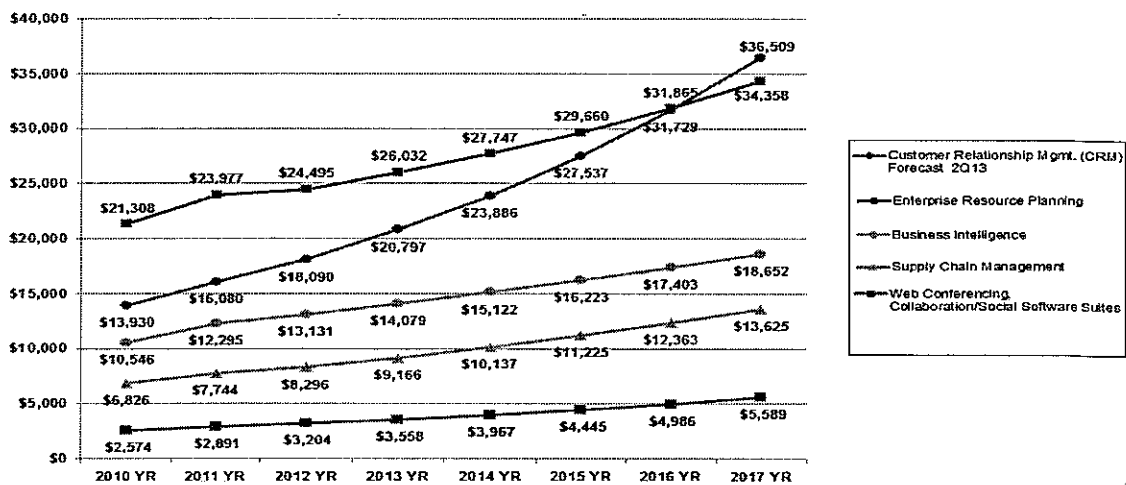
Company	2013 Revenue	2013 Market Share (%)	2012 Revenue	2012-2013 Growth (%)
salesforce.com	3,290.30	16.1	2,525.60	30.3
SAP	2,621.50	12.8	2,327.10	12.7
Oracle	2,096.50	10.2	2,015.20	4
Microsoft	1,392.40	6.8	1,134.00	22.8
IBM	792.1	3.9	649.1	22
Others	10,283.50	50.2	9,351.20	9.9
Total	20,476.30	100	18,002.20	13.7

Source: Gartner (May 2014)

Siebel is one of the CRM software company defines CRM is integration of the processes that sales and marketing management, customer service and product development (Yamamoto, 2012).

From the data in the below table, it is apparent that CRM is expected to be leader position among enterprise softwares within 3 years.

Table 2.3: Worldwide Enterprise Software Revenue by Sub segment 2010-2017 (Millions of US Dollars)



2.4. SAP Customer Relationship Management Applications

SAP CRM is a software tool based on a customer-centric business philosophy (Katta, 2013).

The main purpose of SAP CRM (SAP Customer Relationship Management Module) is to provide continuous and satisfactory customer service in today's global economy; customers have a huge choice of product selection from across the world. They consider price, quality, availability, durability, and service after purchase. SAP CRM concentrates on all these facts to help enterprises with their decision-making (Joshi, 2012).

2.5 Key Components of SAP CRM Sales

The key components of SAP CRM are Marketing, Sales, Service, and Analytics. These key components provide the necessary tools and automated processes to engage the customer, process and fulfill sales orders, and provide customer service and support (Katta, 2013).

1. Marketing

Informs the customer about new products and services via marketing and campaigning programs.

2. Sales

Creates opportunities, quotations, and sales orders, and performs logistics management, such as order delivery, tracking, and billing.

3. Service

Responds to customer service requests, collects feedback from the customers about the products and services, and runs analytics.

4. Analytics

Provides reports and dashboards that can be used to fine-tune future marketing programs and campaigns, sales and service forecasting, and predictive analysis.

Below the figure, it can be seen that the position of each key components of SAP CRM according to marketing, sales and services.

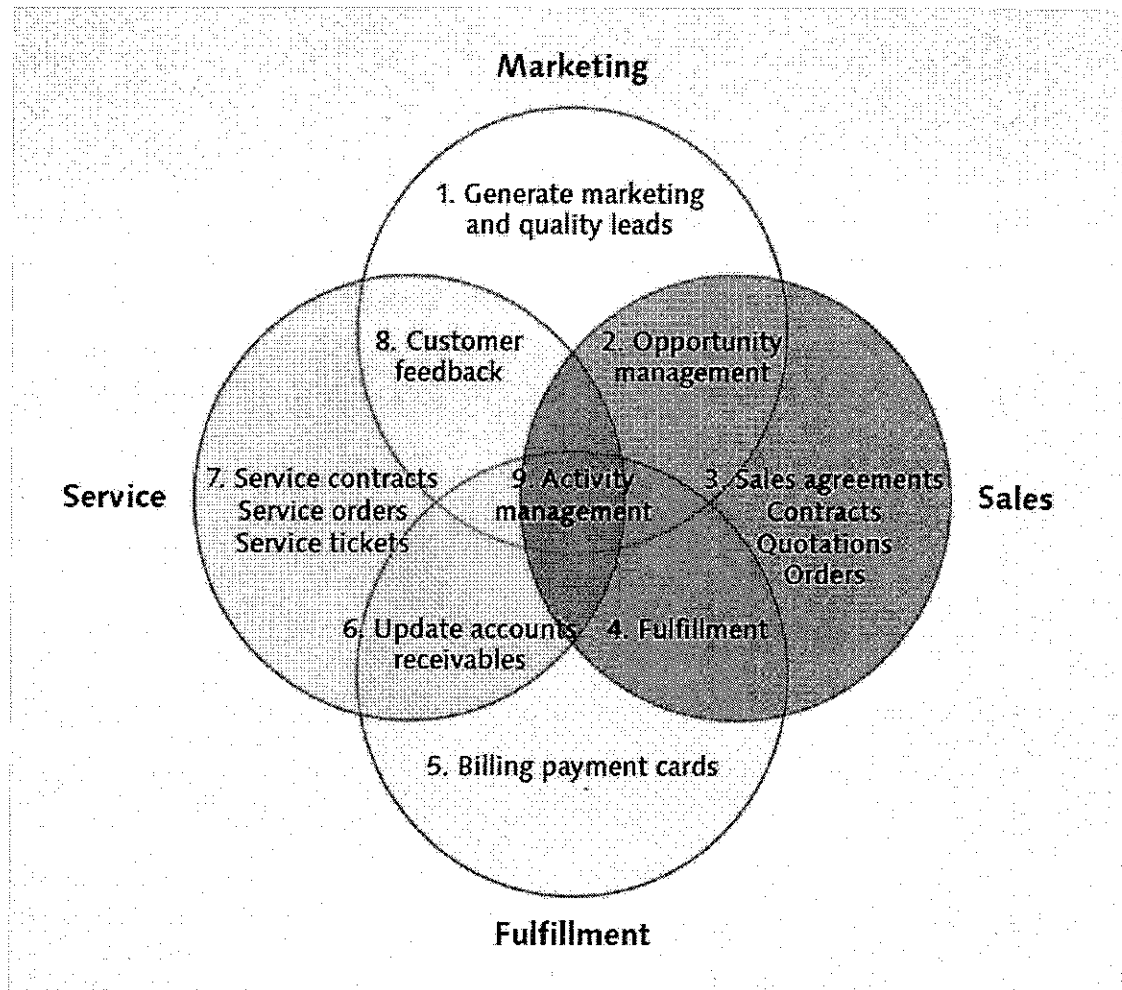


Figure 2.2 Components of CRM (Katta, 2013)

This study focuses on key components of SAP CRM sales. In contrast to this, SAP CRM marketing and services are out of scope. Because, the chemical company does not use the mentioned facilities of SAP CRM.

The SAP CRM Sales component helps sales professionals achieve this goal by providing the functionality they need to turn insight into action and to acquire, grow, and retain profitable relationships. Using the Sales application, companies can plan and analyze the entire sales lifecycle, find new ways to speed the sales cycle, uncover new areas of revenue potential, and determine new methods for improving sales productivity (Katta, 2013).

- Accounts and Contacts Management
- Activity Management
- Sales Planning and Forecasting
- Territory Management
- Opportunity Management
- Product Configuration and Pricing
- Quotation and Order Management
- Billing and Contract Management
- Incentives and Commissions Management
- Time and Travel Management
- Sales Analytics

In this study, surveyed The Chemical Company only uses only 6 functions of key components of SAP CRM sales. Detailed information is given below only 6 of them which are used actively by the company. Katta (2013) explains the key components of SAP CRM sales as follows:

2.5.1. Accounts and Contacts Management

This component is used for capture, monitor, store, and track all critical information about customers, prospects, and partners, as well as perform contact management, account planning, segmentation, relationship management, and interaction tracking.

2.5.2. Activity Management

This component helps that develop loyal and profitable customer relationships. It can be achieved complete visibility into all sales activities, collaboration, and team efficiency, with support for visit planning, account profiling, and bidirectional synchronization with leading groupware solutions.

2.5.3. Sales Planning and Forecasting

This component helps companies plan and forecast accurately across all sales channels, manage budgets and opportunities, and allocate resources efficiently. It also lets companies proactively handle trends, shortfalls, and opportunities; optimize supply chain planning and execution; perform strategic planning and account planning; and monitor the planning cycle.

2.5.4. Territory Management

This component, it can be optimized companies account coverage with clear territory definition, assignment, and scheduling, as well as have complete visibility into team distribution. Companies can recognize and rapidly respond to shifting market demands by placing the right resources in the right locations to optimize team performance.

2.5.5 Opportunity Management

This component, companies can manage their sales cycle more effectively, predictably, and at a lower cost. Companies can also obtain full visibility into the opportunity pipeline, improve team communication, and route leads to the right sales people. Companies are able to improve opportunity planning, team selling, influence modeling, opportunity hierarchies, and sales processes and selling methodologies.

2.5.6. Sales Analytics

SAP CRM Sales analytics provide sets of analytical data geared to both sales managers and sales people. Easy slice-and-dice functionality allows sales managers and sales people to view sales statistics by region, area, territory, and key account level.

2.6. Business Performance

The purpose of CRM is that it should considerably enhance firm performance (Nguyen, 2011).

Business performance can be most generally defined as the ability to achieve set or necessary outcomes and be successful. More specifically, in the context of business financial performance from the perspective of strategy, performance should reflect and

measure the change of the financial state of a business, or the financial outcomes that result from its decisions and the execution of those decisions, as well as values of future opportunities for the business created during the measurement period. According to these requirements reflecting the complexity of business, it is obvious that performance should be perceived as multidimensional (Holienska, 2012).

Ang and Buttle (2006) found that the intelligent application of CRM software can yield improvements in business performance.

In contrast to this, Reimann et al. (2010) note CRM did not affect business performance. Business performance variables such as marketing, financial affect business performance indirectly.

Chung et al., (2012) reported that measured the performance of firms by their ability to make profits and by their sales growth. Shrader (2001) measured business performance by profit rate and growth of sales. Farrell (2000) suggested that business performance referred to the customer maintenance rate, new product success rate, growth of sales, return on investment, and overall performance of one firm compared with others. Tippins & Sohi (2003) measured organizational performance by profit rate, return on investment, customer maintenance rate, and growth of sales. Kirca *et. al.* (2005) measured performance by overall business performance, profit rate, sales, and market share. Baker & Sinkula (1999) probed the influence of innovative activities on corporate performance by measuring sales revenue, market share, and profit rate. Slater & Narver (2000) evaluated the performance of firms by return on investment. In the research of Su *et.al.* (2003) business performance is measured by a firm's profits and customer satisfaction. Pelham (2000) measured the performance of firms through corporate efficiency, growth and market share, and ability to make a profit.

In this study, research model is aimed to measure business performance. Business performance is measured by three different parameters. These are marketing, financial and overall performance. In other words, business performance consists of marketing, financial and overall performance. Effect of business performance is

measured by combining its' three sub parameter effects against other variables such as key component of SAP CRM, GLOBE Clustering and CRM critical success factor. Detailed information about these parameters is given below.

2.6.1. Marketing Performance

CRM is often viewed as a marketing application of IT. In fact, it is not that simple. To achieve business goals successfully (such as sales growth, market share and market share growth) (Chen et al., 2009).

Day and Bulte (2003), surveyed among 345 firms from various industries found that, CRM has a positive impact on Companies business performances variable as Customer retention, sales growth and profit.

Sin et al (2005), found that positive impact of CRM on marketing and financial performances. Survey was conducted among 215 financial firms.

Chun et al (2012) reported the implementation of CRM can increase profits and the market share of products or services.

Marketing performance parameters is defined as sales growth, market share and market share growth for this study.

Above the mentioned reasons, marketing performance is considered as a one of important parameters of the model.

2.6.2. Financial Performance

CRM programs at companywide, functional, and customer facing levels. Traditional financial measures such as sales volume and revenue, return on investment (ROI), return on asset (ROA), return on sales (ROS), profitability, market share, transaction cost, expected contribution margin and cash flows are commonly used to evaluated performance of CRM efforts (Jain et al, 2007)

Reinartz et al (2004) found a negative relationship between CRM technologies and the economic performance of firms. From a sample of 211 Swiss, German and Austrian companies across five industries (hospitality, power utilities, financial services and online retailing), they found that the more sophisticated companies are in their CRM technologies, the *worse* is their economic performance.

Starkey and Woodcock (2002) claim that returns on CRM investments can be as high as 400 per cent over the full life of a CRM project. Another investigation of sales force automation (SFA) in both Europe and the USA reported that SFA helped companies lift their revenues by an average of \$ 22 million, even though the payback period was about 6 – 7 years.

Ang and Buttle (2006) found that larger companies tend to be less satisfied with software ROI, while service companies appear to be more likely to adopt CRM software than companies in other sectors.

In this case, financial performance parameter is defined as return on sales, return on assets, and return on investment.

2.6.3. Overall Performance

Ata (2008) stated that general overall performance measure is achieved by measure overall performance and overall profitability. Similarly, this study defines overall performance, overall performance and overall profitability.

2.7. Critical Success Factors

Critical Success Factor (CSF) was first developed by Daniel (1961). It has gained recognition after Rockart (1979) published his paper, which later was cited in many academic business administrations and in professional information systems publications.

These are the metrics by which the programme will be judged and the indicators that support effective management of the program implementation. That 70 per cent of senior managers are ‘not in a position to properly assess the success of their program 18

suggests insufficient attention has been given to defining the critical success factors (Woodcock et al, 2011).

Maleki and Anand reported (2008), critical success model for ERP implementation by Somers and Nelson (2001):

- Use of consultants
- Project team/competence
- Vendor–customer partnerships
- Use of vendors' development and customization tools
- Vendor support
- User training and education
- Management of expectations
- Careful selection of the appropriate package
- Project management
- Customization
- Data analysis and conversion
- Business process reengineering
- Defining the architecture choices
- Dedicated resources
- Change management
- Clear goals and objectives
- Education on new business processes
- Interdepartmental communication
- Interdepartmental cooperation

In addition this, Payne and Frow (2006) examined CRM adoption in a range of industry sectors and concluded that 75 per cent of companies did not have a definition of CRM and 61 per cent did not have a framework for CRM strategy. It appears doubtful that businesses can implement an effective CRM strategy if they are not clear on what CRM is and do not have a framework for developing their strategy. Therefore, defining a clear strategy and definition of CRM is one of the key success factors.

Winer (2001) considers the basic elements to be: a database of customer activity, analysis of the database to support customer target selection criteria, tools for targeting the selected customers, mechanisms for building relationships with the targeted customers, mechanisms for ensuring customer privacy, and metrics for measuring the success of the CRM program.

According to literature research was made by Zablah (2004) the critical success factors were identified briefly below in the table:

Table 2.4: Critical Success Factors of CRM Implementation Efforts (Zablah, at al, 2004)

Factor/Characteristic	Sources
1. Customer Orientation	Rigby, Reichheld, and Scheffer (2002); Ryals and Knox (2001); Ryals and Payne (2001); Sheth and Sisodia (2001); Wilson, Daniel, and McDonald (2002)
2. Long-Term Orientation	Ryals and Knox (2001)
3. Cross-Functional Integration	Massey, Montoya-Weiss, and Holcom (2001); Ryals and Knox (2001); Wilson, Daniel, and McDonald (2002)
4. Organization-Wide Commitment	Ryals and Knox (2001)
5. Specification of Customer Data Ownership	Massey, Montoya-Weiss, and Holcom (2001); Ryals and Payne (2001)
6. CRM Training/Specialized Skill Development	Ryals and Payne (2001); Shoemaker (2001)
7. Presence of CRM Champion	Ryals and Knox (2001); Ryals and Payne (2001); Wilson, Daniel, and McDonald (2002)
8. Top Management Buy-In	Yu (2001)
9. Compensation Structure Congruent with CRM Philosophy	Dauids (1999); Sheth and Sisodia (2001); Shoemaker (2001)
10. Focus on Change Management	Rigby, Reichheld, and Scheffer (2002); Wilson, Daniel, and McDonald (2002); Yu (2001)
11. Phased Technology/Strategy Implementation	Wilson, Daniel, and McDonald (2002)
12. Failure to Understand Benefits	Ryals and Payne (2001)
13. Poor Data Quality/Quantity	Ryals and Payne (2001)
14. Adequate Performance Metrics (i.e., ROI for CRM)	Ryals and Knox (2001); Ryals and Payne (2001); Winer (2001)
15. Adequate Financial Commitment	Ryals and Payne (2001); Yu (2001)

Additionally, the extend literature suggests that the relative success of CRM initiatives is heavily influenced by the interplay between three key organizational elements: people, processes and technology (Zablah, at al, 2009).

If an organization is in the early stages of CRM development, it is useful to start with an overview audit of the five key CRM processes to help get senior management understanding and buy-in at an early stage. These are performance assessment process, information management process, multi-channel integration process, value creation process, strategy development process. The overview form of readiness audit can be used to rapidly form an initial view on the key CRM priorities, to define the relative

importance of these priorities and to determine where effort needs to be applied (Payne and Frow, 2006).

Maliki and Anand, (2008) explained many of these factors, such as establishing measurable business goals, getting executive support up front, using trained, experienced consultants, investing in training to empower end users, are common with CSFs in ERP implementation.

In this study, critical success factors for SAP CRM Sales are considered as below explained:

- Measurability of Business Goals
- Operational Alignment (Business and IT)
- Executive Support
- Consultant Qualification
- Training of Users
- Functionality of Business Goals
- Level of Customization
- End User Involvement
- Using a Phased Rollout Schedule
- Measuring, Monitoring, and Tracking

For the details of the critical success factors is given below.

2.7.1. Measurability of Business Goals

In CRM implementation, companies need to define the specific business benefits that they expect their CRM project to deliver. Like any other strategic implementation, in CRM implementation, companies should clarify exactly what they are trying to achieve. and the goals should be quantitatively articulated such as increase average revenue per sale, improvement in customer retention rates, lowering of customer acquisition costs, improvement in forecast accuracy, improvement in customer response times, improvement sales close rates, etc. (Maliki and Anand,2008).

2.7.2. Operational Alignment (Business and IT)

CRM is driven by technology. However, it is not about technology. Technology is only a means to improve the company's customer driven business processes. Therefore, for ensuring successful implementation, companies should create operational structures that reinforce it. Accordingly, both business sponsors and technical personnel should be responsible for the design and implementation of the system. To have an effective CRM system, business goals, focusing on producing meaningful results, drive functionality. Business and IT managers are aligned behind a well-defined set of measurable objectives, which in turn guide system design (Maliki and Anand, 2008).

Without sharing information and allowing the IT department to be resourceful, CRM cannot be successful. Another reason that CRM failure is very common is that companies do not embrace the customer-centric vision (Kale, 2007). If the leader does not believe in a more customer-centric vision, then the company will certainly not adopt that attitude to go along with CRM implementation (Galimi, 2004).

CRM technology is often incorrectly equated with CRM (Reinartz, Krafft and Hoyer 2004) and a key reason for CRM failure is seeing CRM as a technology initiative (Kale 2004).

We believe that CRM is not merely technology applications for marketing, sales and service, but rather, when fully and successfully implemented, a cross-functional, customer-driven, technology-integrated business process management strategy that maximizes relationships and encompasses the entire organization (Ku, 2010).

Recent research suggests that 60% of managers will view their CRM implementations as failures. One primary reason is the lack of fit between CRM business processes and the capabilities of the CRM technology (Brohman, et al, 2003).

2.7.3. Executive Support

CRM projects are strategic initiatives and therefore, should be actively supported by management. As in the case of ERP, without executive endorsement, including and explanation of how the new system supports organizational goals, its initiative can be viewed only as fad (Maliki and Anand, 2008).

Without top management in support of the project, CRM is doomed to be unsuccessful (Elmuti, et al, 2008). CRM projects are notorious for failing due to top management's inability to clearly define CRM goals (Bull, 2003; Galimi, 2004; Hughes et al., 2009).

Before adopting CRM in an organization, top managers should clearly understand why their purposes for implementing it, as well as the benefits for their organizations. When approving a project which CRM project team schemes out, top managers should continuously support and authorize them to achieve the objective. However, top management should emphasize not only CRM systems itself but also arrangement of personnel. Customer-centric management requires top management support and commitment to CRM throughout the entire CRM implementation (Chen and Popovich, 2003). Top management should sufficiently empower customer-centric managers to implement CRM as well as provide adequate resources. Furthermore, employees should receive training which helps them understand CRM and how to solve problems and communicate with their customers.

In order to avoid peril, it is suggested attention to 4 key points. First, creating a customer strategy is crucial. Implementing CRM without creating a strategy to clearly target their customers, conduct segment analysis and decide marketing objectives is like building a house without engineering measures or architectural plans. Second, organizations much change to match CRM systems. Third, executives should estimate if CRM is essential for their organizations. Most top managers regard CRM as a very important approach and adopt it to create a competitive advantage even though their companies are not prepared to implement CRM. Finally, treating customers properly is difficult. Most CRM projects focus on the wrong target customers or use wrong approaches to treat proper customers (Wu, 2006).

Top management should build job evaluations and reward systems to ensure successful implementation of CRM and quality employee performance (Chen and Popovich, 2003).

Osarenkhoe and Bennani (2007) have found that to implement sustainable CRM strategy required the endorsement by and commitment from top management (Yue, et al., 2010).

2.7.4. Consultant Qualification

In order to be sure that system integrators can actually deliver a CRM project on-time and on-budget, companies should use consultants who are both thoroughly trained in implementation methodologies for the applications. They have the requisite experience in deploying these applications and are considering the same. At least, they should hire consultants who have been certified by the software provider (Maliki and Anand, 2008).

2.7.5. Training of Users

As another Critical Success Factor (CSF) in CRM implementation, training should not come as an afterthought: It should train employees how to effectively execute the business processes with the help of CRM systems, while focusing on demonstrating how software features and functionalities can be used. Moreover, it should also focus on “change management” since its implementation often entails changes to companies’ business processes. Employees must understand how the new processes and CRM technology will help the company better serve customers. Employees will be eager to adapt them once they understand how the system will make them more effective in the long run. Furthermore, organizations must involve end users from the very beginning not only in designing the CRM solution itself but also in developing the associated training (Maliki and Anand, 2008).

Training should continue after CRM implementation project is finished. Because, organizational similarity between lead and lag regions/countries positively influences the learning effect between the two (Kumar et al., 2011).

2.7.6. Functionality of Business Goals

CRM projects need to be driven by business goals, every configuration decision becomes important. For example, if a feature does not directly help the company better

serve the customers; it probably does not need it. Moreover, companies might use CRM technology to expand the scope of functional areas. (Morteza, et al., 2008)

2.7.7. Level of Customization

Firms should first consider the applications' existing functionality before starting to customize their CRM applications. Customization is often the most costly, time-consuming, and complex component of a CRM implementation. Therefore, choosing a CRM solution which meets companies' requirements out of the box can dramatically lower the total cost of ownership over the life of the solution (Maliki and Anand, 2008).

2.7.8. End User Involvement

These changes mentioned above can accelerate and advance to form CRM systems. In sum, re-engineering a customer-centric business model requires cultural change and an expectation that all employees anticipate the new innovation (Chen and Popovich, 2003).

2.7.9. Using a Phased Rollout Schedule

In a phased deployment schedule, the focus in each phase is on a specific CRM objective and is designed to ensure a quick win. ie., to gain a meaningful result in a reasonable amount of time. In a phased implementation, each successive phase leverages the work and experience from prior phases, so that each phase produces a significant business impact in a reasonably short amount of time. Companies should benchmark their business processes as early as possible, identify the performance metrics for those processes, and measure how the CRM system affects those metrics. Furthermore, they should periodically survey their customers to determine the impact of the CRM solution on customer attitudes and behavior. The results of the monitoring process should be reported to all managers and personnel having a stake in firm's CRM system. Companies should measure, monitor, and track the system's effectiveness, with an eye to continuously improving performance once the system goes begins to operate (Maliki and Anand, 2008).

2.7.10. Measuring, Monitoring, and Tracking

Companies should measure, monitor, and track the system's effectiveness, with an eye to continuously improving performance once the system goes begins to operate (Maliki and Anand, 2008).

Trembly (2007) estimates failure rates are approximately 70%. Furthermore, Kale (2007) believes CRM projects fail to meet their objective range anywhere from 60% to 80% of the time.

2.8. Global Leadership and Organizational Behavior (GLOBE) Study

GLOBE is an acronym The “Global Leadership and Organizational Behavior Effectiveness” (House, 2004). GLOBE is a multi-phase, multi method project examining interrelationship between societal culture, organizational culture and leadership. About 150 social scientists and management scholars from 61 countries representing all major regions of the world are engaged in this long-term programmatic series of cross-cultural leadership studies. The meta-goal of GLOBE is to develop empirically based theories to describe, understand and predict the impact of specific cultural variables on leadership and organizational processes, and to determine their effectiveness.

GLOBE empirically established nine cultural dimensions that make it possible to capture the similarities and/or differences in norms, values, beliefs –and practices— among societies. GLOBE is the most comprehensive study to date that empirically researched the relationship between culture and leader behavior in so many societies, with so many different quantitative and qualitative measures and methods, and in so many different organizations (Hoppe, 2007).

The 10 cultural clusters were differentiated on the basis of nine cultural dimensions (Mensah and Chen, 2012):

- (1) Power distance,
- (2) Uncertainty avoidance,
- (3) Institutional collectivism,
- (4) In-house collectivism,

- (5) Gender egalitarianism,
- (6) Assertiveness,
- (7) Performance orientation,
- (8) Future orientation,
- (9) Humane orientation.

Below the figure illustrates country clusters according to GLOBE Study.

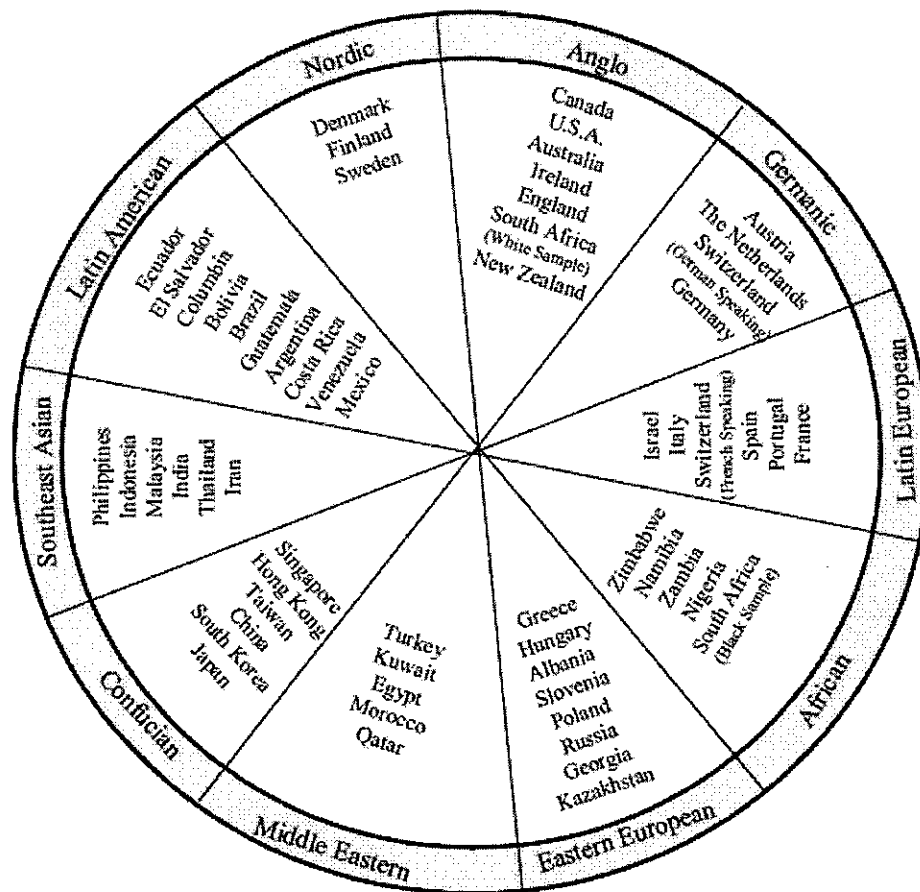


Figure 2.3: Country Clusters According to GLOBE

From GLOBE data in the above figure, it is apparent that all major countries divided into 10 different Cluster. Sample size of this study is 15 comprises 5 of ten GLOBE Clusters.

The results of the generalized cross-regional diffusion model indicate that there is untapped market potential in the Global CRM market, with varying adoption patterns across regions. The authors also propose a conceptual framework to understand the factors that affect cross-regional learning in Global CRM adoption (Kumar et al., 2011).

Recent researches show intercultural differences affect CRM perception. For example, most of the North American executives mentioned that CRM system implementation has helped them not only to manage their customers to their customers' satisfaction but also to do so profitably. In contrast, the executives from the Asia-Pacific region believed that it would be beneficial to implement a CRM system so that their firms could realize the benefits that North American firms have experienced from CRM (Kumar et al., 2011).

The legal and cultural aspects of different countries, regions, and states greatly influence CRM strategy (Katta, 2013). SAP CRM critical success factors, key components of SAP CRM and their effects on business performances could be different from one cluster to another cluster.

As a result, GLOBE country cluster is added to the research model so as to measure cultural perceptual differences from the one cluster to another one. On the other hand, SAP CRM is standard software is using for 15 different branches of the company. Therefore, understanding cluster differences is one of the major part of the global SAP CRM application to reach overall effectiveness in one company.

CHAPTER 3.

RESEARCH DESIGN AND METHODOLOGY

In this chapter information about the research design and methodology are provided. This chapter consists of the objective of research, research model, research questions, hypothesis of the study, research design, type of data, time horizon, sample size, sampling method, Data collection instrument and method, initial questionnaire, reliability, operationalization of variables and data analysis.

The Table seen below is a summary of the methodological structure of the research

Table 3.1: Methodological Structure of the Study

Research Type	Quantitative Research
Research Design	Exploratory / Descriptive Research Design
Type of Data	Primary data
Study Setting	The Chemical Company
Time Horizon	Cross-sectional
Data Collection	Questionnaire
Sampling Method	All Population was selected
Sampling Units	The Chemical Company' branches located in 16 different countries
Sample Size	31
Data Analysis	Descriptive Analysis, Non parametric tests

It is understood from the table seen above that the methodological structure of survey is designed according to objective of research and its research questions.

3.1. Objective of the Research

The main purpose of this research is to examine customer relationship management applications in one company by using different branches located different countries and determine their differences, investigate the impact of perceived critical success factors on their business performance such as marketing, financial and overall performances. Classify countries according to critical success factors and proposal a

model for Chemical Industry. On the other hand, to define which key components of SAP CRM implementation affect business performance indicators.

In this context, Chemical companies operating in one company located different countries are going to be investigated considering their CRM usage. This investigation is going to be performed by applying survey methodology to a target group of sixteen companies to be selected according to above mentioned CRM usage in this investigation, there are two sets of dependent and independent variables. In the first part of the model, key components of SAP CRM sales defined by independent variables as critical success factors. Whereas in the second part of the model business performance structure as dependent variable measured by indicators as sales, sales growth and market share is going to be determined Mann Whitney U and pearson correlation coefficient tests. Mann-Whitney U is a non-parametric test methodology and generally used for testing two independent group differences. Additionally, it is recommended as a statistical decision strategy for comparing two independent groups (Cebolero and Olmos, 2013).

3.2. Research Model

According to the research questions to be answered the research model figured out seen below. Research questions are listed in next topic.

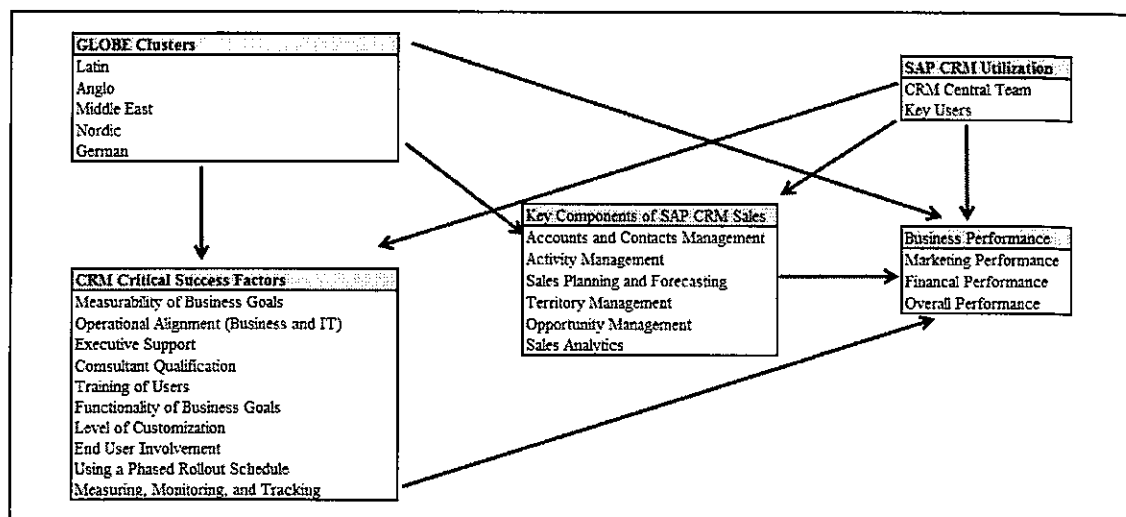


Figure 3.1.: Research Model

3.3. Research Questions

According to the literature survey, the research seeks answers to following questions which contribute to research objectives.

3.3.1 Research questions on business performance:

1. Is there any significant impact of key components of SAP CRM sales on the marketing performance of the company?
2. Is there any significant impact of key components of SAP CRM sales on the financial performance of the company?
3. Is there any significant impact of key components of SAP CRM sales on the overall performance of the company?
4. Is there any significant impact of key components of SAP CRM sales on the business performance of the company?

3.3.2. Research questions on Key Components of SAP CRM

5. Is there any significant impact of accounts and contacts management of SAP CRM Sales on business performance?
6. Is there any significant impact of activity management of SAP CRM Sales on business performance?
7. Is there any significant impact of sales planning and forecasting of SAP CRM Sales on business performance?
8. Is there any significant impact of territory management of SAP CRM Sales on business performance?
9. Is there any significant impact of opportunity management of SAP CRM Sales on business performance?

10. Is there any significant impact of sales analytics of SAP CRM Sales on business performance?

3.3.3. Research questions related to GLOBE Clustering

GLOBE clustering research questions are being investigated to define perception differences between clusters according to the research model parameters like Business performance, key component of SAP CRM sales and critical success factors.

3.3.3.1. Differences according to Business Performance Parameters

11. Is there a significant difference between clusters according to the GLOBE study in terms of marketing performance?

12. Is there a significant difference between clusters according to the GLOBE study in terms of financial performance?

13. Is there a significant difference between clusters according to the GLOBE study in terms of overall performance?

14. Is there a significant difference between clusters according to the GLOBE study in terms of business performance?

3.3.3.2. Differences according to Key Components of SAP CRM Sales Parameters

15. Is there a significant difference between clusters according to the GLOBE study in terms of accounts and contract management?

16. Is there a significant difference between clusters according to the GLOBE study in terms of activity management?

17. Is there a significant difference between clusters according to the GLOBE study in terms of sales planning and forecasting?

18. Is there a significant difference between clusters according to the GLOBE study in terms of territory management?

19. Is there a significant difference between clusters according to the GLOBE study in terms of opportunity management?

20. Is there a significant difference between clusters according to the GLOBE study in terms of sales analytics?

3.3.3.3. Differences according to Critical Success Factors

21. Is there a significant difference between clusters according to the GLOBE study in terms of Measurability of business goals?

22. Is there a significant difference between clusters according to the GLOBE study in terms of operational alignment (Business and IT)?

23. Is there a significant difference between clusters according to the GLOBE study in terms of executive support?

24. Is there a significant difference between clusters according to the GLOBE study in terms of consultant qualification?

25. Is there a significant difference between clusters according to the GLOBE study in terms of training of users?

26. Is there a significant difference between clusters according to the GLOBE study in terms of functionality of business goals?

27. Is there a significant difference between clusters according to the GLOBE study in terms of level of customization?

28. Is there a significant difference between clusters according to the GLOBE study in terms of end user involvement?

29. Is there a significant difference between clusters according to the GLOBE study in terms of using phased out rollout schedule?

30. Is there a significant difference between clusters according to the GLOBE study in terms of measuring, monitoring and tracking?

3.3.4. Research Questions related to perception differences between The CRM Project Management team and Key Users

The study also explores that perception differences between The CRM Project Management team and country key users.

3.3.4.1. Differences according to Business Performance Parameters

31. Is there a significant difference between The CRM Project Management team and Key Users in terms of marketing performance?

32. Is there a significant difference between The CRM Project Management team and Key Users in terms of financial performance?

33. Is there a significant difference between The CRM Project Management team and Key Users in terms of overall performance?

34. Is there a significant difference between The CRM Project Management team and Key Users in terms of business performance?

3.3.4.2. Differences according to Key Components of SAP CRM Sales Parameters

35. Is there a significant difference between The CRM Project Management team and Key Users in terms of accounts and contract management?

36. Is there a significant difference between The CRM Project Management team and Key Users in terms of activity management?

37. Is there a significant difference between The CRM Project Management team and Key Users in terms of sales planning and forecasting?

38. Is there a significant difference between The CRM Project Management team and Key Users in terms of territory management?

39. Is there a significant difference between The CRM Project Management team and Key Users in terms of opportunity management?

40. Is there a significant difference between The CRM Project Management team and Key Users in terms of sales analytics?

3.3.4.3. Differences according to Critical Success Factors

41. Is there a significant difference between The CRM Project Management team and Key Users in terms of Measurability of business goals?

42. Is there a significant difference between The CRM Project Management team and Key Users in terms of operational alignment (Business and IT)?

43. Is there a significant difference between The CRM Project Management team and Key Users in terms of executive support?

44. Is there a significant difference between The CRM Project Management team and Key Users in terms of consultant qualification?

45. Is there a significant difference between The CRM Project Management team and Key Users in terms of training of users?

46. Is there a significant difference between The CRM Project Management team and Key Users in terms of functionality of business goals?

47. Is there a significant difference between The CRM Project Management team and Key Users in terms of level of customization?

48. Is there a significant difference between The CRM Project Management team and Key Users in terms of end user involvement?

49. Is there a significant difference between The CRM Project Management team and Key Users in terms of using phase rollout schedule?

50. Is there a significant difference between The CRM Project Management team and Key Users in terms of measuring, monitoring and tracking?

3.3.5. Research questions related to CRM Critical Success Factors

51. Is there any significant impact of measurability of business goals of CRM Critical Success Factors on business performance?

52. Is there any significant impact of operational alignment of CRM Critical Success Factors on business performance?

53. Is there any significant impact of executive support of CRM Critical Success Factors on business performance?

54. Is there any significant impact of consultant qualification of CRM Critical Success Factors on business performance?

55. Is there any significant impact of training of users of CRM Critical Success Factors on business performance?

56. Is there any significant impact of functionality of business goals of CRM Critical Success Factors on business performance?

57. Is there any significant impact of level of customization of CRM Critical Success Factors on business performance?

58. Is there any significant impact of end user involvement of CRM Critical Success Factors on business performance?

59. Is there any significant impact of using phased rollout schedule of CRM Critical Success Factors on business performance?

60. Is there any significant impact of measuring, monitoring and tracking of CRM Critical Success Factors on business performance?

3.4. Hypotheses of the Study

The hypothesis explained below aims to explore the relationships and impacts related to dependent and independent variables.

3.4.1. Hypotheses on business performance

H1. Key components of SAP CRM sales have a significant impact on the financial performance of the company.

H2. Key components of SAP CRM sales have a significant impact on the marketing performance of the company.

H3. Key components of SAP CRM sales have a significant impact on the overall performance of the company

H4. Key components of SAP CRM sales have a significant impact on the business performance of the company.

3.4.2. Hypotheses on Key Components of SAP CRM

H5. Accounts and contacts management of SAP CRM Sales has significant impact on business performance.

H6. Activity management of SAP CRM Sales has significant impact on business performance.

H7. Sales planning and forecasting of SAP CRM Sales has significant impact on business performance.

H8. Territory management of SAP CRM Sales has significant impact on business performance.

H9. Opportunity management of SAP CRM Sales has significant impact on business performance.

H10. Sales analytics of SAP CRM Sales has significant impact on business performance.

3.4.3. Hypotheses on GLOBE Clustering

GLOBE clusters research questions are investigated to define perception differences according to the research model parameters such as business performance, key component of SAP CRM sales and critical success factors.

3.4.3.1. Differences according to Business Performance Parameters

H11. There is a significant difference between clusters according to the GLOBE study in terms of marketing performance.

H12. There is a significant difference between clusters according to the GLOBE study in terms of financial performance.

H13. There is a significant difference between clusters according to the GLOBE study in terms of overall performance.

H14. There is a significant difference between clusters according to the GLOBE study in terms of business performance.

3.4.3.2. Differences according to Key Components of SAP CRM Sales Parameters

H15. There is a significant difference between clusters according to the GLOBE study in terms of accounts and contract management.

H16. There is a significant difference between clusters according to the GLOBE study in terms of activity management.

H17. There is a significant difference between clusters according to the GLOBE study in terms of sales planning and forecasting.

H18. There is a significant difference between clusters according to the GLOBE study in terms of territory management.

H19. There is a significant difference between clusters according to the GLOBE study in terms of opportunity management.

H20. There is a significant difference between clusters according to the GLOBE study in terms of sales analytics.

3.4.3.3. Differences according to Critical Success Factors

H21. There is a significant difference between clusters according to the GLOBE study in terms of Measurability of business goals.

H22. There is a significant difference between clusters according to the GLOBE study in terms of operational alignment (Business and IT).

H23. There is a significant difference between clusters according to the GLOBE study in terms of executive support.

H24. There is a significant difference between clusters according to the GLOBE study in terms of consultant qualification

H25. There is a significant difference between clusters according to the GLOBE study in terms of training of users.

H26. There is a significant difference between clusters according to the GLOBE study in terms of functionality of business goals.

H27. There is a significant difference between clusters according to the GLOBE study in terms of level of customization.

H28. There is a significant difference between clusters according to the GLOBE study in terms of end user involvement.

H29. There is a significant difference between clusters according to the GLOBE study in terms of using phased out rollout schedule.

H30. There is a significant difference between clusters according to the GLOBE study in terms of measuring, monitoring and tracking.

3.4.4. Hypotheses related to perception differences The CRM Project Management team and Key Users

The hypothesis in this section aims to explore perception differences between the two groups of the model structures such as business performance, key component of SAP CRM sales and critical success factors.

3.4.4.1. Differences according to Business Performance Parameters

H31. There is a significant difference between The CRM Project Management team and Key Users in terms of marketing performance.

H32. There is a significant difference between The CRM Project Management team and Key Users in terms of financial performance.

H33. There is a significant difference between The CRM Project Management team and Key Users in terms of overall performance.

H34. There is a significant difference between The CRM Project Management team and Key Users in terms of business performance.

3.4.4.2. Differences according to Key Components of SAP CRM Sales Parameters

H35. There is a significant difference between The CRM Project Management team and Key Users in terms of accounts and contract management.

H36. There is a significant difference between The CRM Project Management team and Key Users in terms of activity management.

H37. There is a significant difference between The CRM Project Management team and Key Users in terms of sales planning and forecasting.

H38. There is a significant difference between The CRM Project Management team and Key Users in terms of territory management.

H39. There is a significant difference between The CRM Project Management team and Key Users in terms of opportunity management.

H40. There is a significant difference between The CRM Project Management team and Key Users in terms of sales analytics.

3.4.4.3. Differences according to Critical Success Factors

H41. There is a significant difference between The CRM Project Management team and Key Users in terms of Measurability of business goals.

H42. There is a significant difference between The CRM Project Management team and Key Users in terms of operational alignment (Business and IT).

H43. There is a significant difference between The CRM Project Management team and Key Users in terms of executive support.

H44. There is a significant difference between The CRM Project Management team and Key Users in terms of consultant qualification.

H45. There is a significant difference between The CRM Project Management team and Key Users in terms of training of users.

H46. There is a significant difference between The CRM Project Management team and Key Users in terms of functionality of business goals.

H47. There is a significant difference between The CRM Project Management team and Key Users in terms of level of customization.

H48. There is a significant difference between The CRM Project Management team and Key Users in terms of end user involvement.

H49. There is a significant difference between The CRM Project Management team and Key Users in terms of using phase rollout schedule.

H50. There is a significant difference between The CRM Project Management team and Key Users in terms of measuring, monitoring and tracking.

3.4.5. Hypotheses related to CRM Critical Success Factors

H51. There is a significant impact of measurability of business goals of CRM Critical Success Factors on business performance.

H52. There is a significant impact of operational alignment of CRM Critical Success Factors on business performance.

H53. There is a significant impact of executive support of CRM Critical Success Factors on business performance.

H54. There is a significant impact of consultant qualification of CRM Critical Success Factors on business performance.

H55. There is a significant impact of training of users of CRM Critical Success Factors on business performance.

H56. There is a significant impact of functionality of business goals of CRM Critical Success Factors on business performance.

H57. There is a significant impact of level of customization of CRM Critical Success Factors on business performance.

H58. There is a significant impact of end user involvement of CRM Critical Success Factors on business performance.

H59. There is a significant impact of using phased rollout schedule of CRM Critical Success Factors on business performance.

H60. There is a significant impact of measuring, monitoring and tracking of CRM Critical Success Factors on business performance.

3.5 Type of Data

The data collected for this research is “primary data”. Curtis (2014) explains usage of primary data is collected by the researcher with a specific goal in mind. Primary data was generally collected through surveys, focus groups, in-depth interviews or experiments.

Because the purpose of the study was to fill gaps in this area primary data method was selected as a method

3.6. Time Horizon

The research was “cross sectional” research. Data collection period took place during between February and March 2014. For further research possibilities such as to explain time effect on any dependent or independent variable in future. The study could become a longitudinal study.

3.7. Sample Size

The sample size was 31 key users 3 CRM Central team members represent total population from 16 different countries. The Questionnaire was collected by e-mail from key users. The initial contact response rate of 38% means that 13 surveys were collected. 8 respondent’s response was obtained after the second contact. Therefore, the total response rate reached 62% which is quite enough to represent to overall sample size. There were 21 surveys was respondents from 14 different countries.

3.8. Sampling Method

As sample, all key users and the CRM central team was selected. The study was prepared to collect the required information from key users and the CRM Central team. Therefore, all population was selected to send the questionnaire.

3.9 Data Collection Instrument and Method

The data collection method was through questionnaire. This structure allowed one to explore all research questions mentioned above. The same Questionnaire was sent to all respondents. Targeted respondents were key users and the CRM Central team was expected to fill in it. It was sent to all targeted key users via e-mail.

3.10 Pilot Study

In order to conduct the pilot study, 3 CRM central users were selected as CRM experts. Considering that there are examples of pilot studies in the literature were made with 15 participants as the number of experts (Chien and Norman, 2004), the number of participants of 21 has been found appropriate. However, because total population is so small, 16 CRM members were targeted to test the hypothesis.

The designed questionnaire was sent to authorize persons of the CRM team. In each of these 3 were sent directly via e-mail considering the requirement of expertise and they were requested to return the questionnaires via e-mail completing it. When sending the questionnaire an additional request was made to them as the experts evaluate the intelligibility of each question and give feedback accordingly.

3 questionnaires were returned and analysed for reliability.

3.11 Reliability Analysis

Cronbach's alpha coefficient of value greater than 0,60 indicates satisfactory internal consistency. Some of the dimensions in the questionnaire were represented by one-item scales. Therefore the reliabilities of those could not be examined. Among the other items, reliability analysis was conducted using Cronbach's alpha coefficient.

The table below shows the reliability of each item for the pilot study.

Table 3.2.: Reliability of the Study

Construct / Dimension	Number of items	Cronbach's alpha	Result
Measurability of Business Goals	3	0,834	Accept
Operational Alignment	3	0,623	Accept
Executive Support	3	0,914	Accept
Consultant Qualification	2	0,712	Accept
Training Of Users	4	0,884	Accept
Functionality of Business Goals	2	0,876	Accept
Level of Customization	4	0,716	Accept
End user involvement	2	0,881	Accept
Using Phase Rollout Schedule	1	-	Accept
Measuring, monitoring and Tracking	1	-	Accept
SAP CRM Sales Application	6	0,897	Accept
Business Performance	8	0,955	Accept

3.12. Update of the Questionnaire

Considering the outcomes of the pilot study reliability analysis performed, in the first section of the questionnaire, the Critical Success Factor ranking methodology changed and from the selected three the most important factors were ranked from 1 as the most important to 10 as the least important.

3.13. Operationalization of variables

The Research model consisted of dependent and independent variables such as the GLOBE Country cluster, CRM critical success factors, key components of SAP CRM sales, business performance and perception differences by CRM Central team and key users.

The GLOBE study represents for the respondents' located country. Therefore there is no specific question to specify the GLOBE study. Like the GLOBE study the CRM central team and Key users were defined prior to the questionnaire. The first part of the questionnaire was designed to measure CRM Critical success factors adapted from previous research (Maleki and Anand, 2008). 10 different CRM critical success factors were adapted from mentioned research. For this part, 25 questions were asked to measure them with the 5 Likert scale. The other variable was key component of SAP CRM Sales have which has its origins in previous research (Katta, 2013). 6 various factor of SAP CRM sales were asked of respondents with the 7 Likert scale to measure their impact. There were 8 different business performance parameters grouped by overall, financial and marketing performances. The 7 Likert scale was used to generate the results. These business performance parameters adjusted from PhD Thesis. Additionally, just selected parameters are used to in this study. Other parameters which don't include in the model are not significantly related with the model (Ata, 2008).

3.14. Data Analysis Method

The Data collected through the questionnaire was analyzed using SPSS 19.0. Descriptive statistics, factor analysis, and Cronbach's alpha was used to explain variables and prove their reliability.

Hypotheses about perception differences by Country clustering and the CRM team and Key users were explained by using non- parametric statistical methodology called the Mann-Whitney U test and Kruskal Wallis test when it is necessary.

Hypothesis regarding Critical Success Factors, key components of SAP CRM and Business Performances were described via the Kendall Tau Correlation Test.

For investigating the differences between the GLOBE clusters pairwise comparison test was used.

CHAPTER 4. RESEARCH FINDINGS

In this chapter, the findings of the research are presented. First, the reliability of the findings is presented. Then, the sample profile is explained. Lastly, the Hypotheses are investigated via statistical methodology with underlying assumptions.

4.1. Reliabilities of the Scales

The reliability of the study is analyzed via Cronbach's Alpha. Brown (2002) states that the Cronbach alpha estimate (often symbolized by the lower case Greek letter α) should be interpreted just like other internal consistency estimates, that is, it estimates the proportion of variance in the test scores that can be attributed to true score variance. Put more simply, the Cronbach alpha is used to estimate the proportion of variance that is systematic or consistent in a set of test scores. It can range from 00.0 (if no variance is consistent) to 1.00 (if all variance is consistent) with all values between 00.0 and 1.00 also being possible. For example, if the Cronbach alpha for a set of scores turns out to be .90, you can interpret that as meaning that the test is 90% reliable, and by extension that it is 10% unreliable ($100\% - 90\% = 10\%$).

As it is explained in the following table Cronbach's coefficient is higher than 0.6, it could be assumed the study is reliable.

Table 4.1.: Cronbach's Alpha Values

Cronbach's alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent (High Stake Testing)
$0.7 \leq \alpha < 0.9$	Good (Low Stake Testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Results of Reliability Analysis for the items in the Study are as follows

Case Processing Summary

		N	%
Cases	Valid	18	85,7
	Excluded ^a	3	14,3
	Total	21	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,906	25

Cronbach's alpha of this study of 0.906 indicates satisfactory internal consistency. For each items the reliability analysis using Cronbach's Alpha coefficient was conducted. The results of the reliability analysis can be found in Table 4.2. Some of dimensions of the questionnaire are one item scale. Thus, the reliabilities of those could not be investigated.

Table 4.2.:Results of Reliability Analysis for the Items in the Study

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Customization is time-consuming component of a CRM implementation	25,00	149,17	-,257	<u>.918</u>
Customization is complex component of a CRM implementation	24,94	147,23	-,197	<u>.915</u>
Technical personnel should be responsible for the design and implementation of the system	25,83	143,44	-,007	<u>.914</u>
Customization is the most costly component of a CRM implementation	25,11	143,39	,014	<u>.911</u>
Firms should first consider the applications' existing functionality before starting to customize their CRM applications.	24,77	142,48	,082	<u>.909</u>
System integrators can actually deliver a CRM project on-time and on-budget, companies should use consultants	26,22	139,71	,184	<u>.909</u>
Business managers should be responsible for the design and implementation of the system	25,55	134,26	,322	<u>.908</u>
The Company should hire consultants who have been certified by the software provider	26,38	136,01	,319	<u>.907</u>
For ensuring successful implementation, companies should create operational structures that reinforce	25,00	137,88	,392	,905
Employees must understand how the new processes	24,83	134,97	,585	,902
Companies might use CRM technology to expand the scope of functional areas	25,16	132,85	,554	,902
Unless companies solicit and act on end user input, they run the risk of implementing systems	25,05	130,87	,601	,901
CRM implementation, the goals should be quantitatively articulated	25,05	130,05	,642	,900
CRM projects are strategic initiatives	24,55	130,14	,748	,898
CRM technology will help the company better serve customers	24,50	130,14	,750	,898
In a phased deployment schedule, the focus in each phase is on a specific CRM objective and is designed to ensure a quick win.	25,16	125,91	,706	,898
Companies should measure, monitor, and track the system's effectiveness, with an eye to continuously improving performance once the system begins to operate	24,61	129,78	,771	,898
Companies need to define the specific business benefits that they expect their CRM project to deliver	24,66	129,76	,779	,898
Companies should incorporate the knowledge of frontline professionals into SAP CRM system design if they want to successfully implement their CRM solutions.	24,88	129,39	,792	,897
Without executive endorsement, including and explanation of how the new system supports organizational goals, its initiative can be viewed only as a fad.	24,72	125,85	,747	,897
It should train employees how to effectively execute the business processes with the help of CRM systems, while focusing on demonstrating how software features and functionalities can be used.	24,72	128,44	,871	,896
CRM implementation, companies should clarify exactly what they are trying to achieve.	24,38	128,25	,883	,896

it should also focus on “change management” since its implementation often entails changes to companies’ business processes.	24,94	125,58	,818	,895
CRM projects should be actively supported by management	24,44	124,73	,846	,895
CRM projects need to be driven by business goals	24,77	124,41	,881	,894

According to the table seen above, every item was investigated using “Cronbach's Alpha if Item deleted”, the coefficients which are underlined means that if the item was extracted from study, the total internal consistency would have been increased. It also means, the items results would be different from the other results.

Nevertheless, total Cronbach’s Alpha coefficient is 0.9. Thus, this is not mandatory to remove any item from this study.

Additionally, two component factor analyses have been used for reliability analysis to understand the reliability results consistency.

Methodology: principal components

Rotation: Varimax

Table 4.3.:Rotated Component Matrix

	Component	
	1	2
CRM implementation, companies should clarify exactly what they are trying to achieve.	,884	-,215
CRM implementation, the goals should be quantitatively articulated	,719	-,098
Companies need to define the specific business benefits that they expect their CRM project to deliver	,785	,031
Business managers should be responsible for the design and implementation of the system	,388	,311
For ensuring successful implementation, companies should create operational structures that reinforce	,476	-,301
CRM projects are strategic initiatives	,727	-,249
CRM projects should be actively supported by management	,898	-,084

Without executive endorsement, including and explanation of how the new system supports organizational goals, its initiative can be viewed only as a fad.	,774	-,424
The Company should hire consultants who have been certified by the software provider	,305	-,004
It should train employees how to effectively execute the business processes with the help of CRM systems, while focusing on demonstrating how software features and functionalities can be used.	,915	-,071
it should also focus on “change management” since its implementation often entails changes to companies’ business processes.	,846	,105
Employees must understand how the new processes	,664	,009
CRM technology will help the company better serve customers	,828	,015
CRM projects need to be driven by business goals	,937	-,168
Companies might use CRM technology to expand the scope of functional areas	,626	-,330
Companies should incorporate the knowledge of frontline professionals into SAP CRM system design if they want to successfully implement their CRM solutions.	,846	,172
Unless companies solicit and act on end user input, they run the risk of implementing systems	,687	,318
In a phased deployment schedule, the focus in each phase is on a specific CRM objective and is designed to ensure a quick win.	,763	-,154
Companies should measure, monitor, and track the system’s effectiveness, with an eye to continuously improving performance once the system begins to operate	,818	-,302
Technical personnel should be responsible for the design and implementation of the system	<u>-,043</u>	<u>-,523</u>
System integrators can actually deliver a CRM project on-time and on-budget, companies should use consultants	<u>,150</u>	<u>-,390</u>
Firms should first consider the applications’ existing functionality before starting to customize their CRM applications.	<u>,090</u>	<u>,374</u>
Customization is the most costly component of a CRM implementation	<u>,036</u>	<u>,827</u>
Customization is time-consuming component of a CRM implementation	<u>-,244</u>	<u>,797</u>
Customization is complex component of a CRM implementation	<u>-,212</u>	<u>,625</u>

It is understood from the factor analysis that the underlined components belong to a second component. As it can expected these items are the same as the underlined items in the Table above which were extracted from the study to increase reliability of the research. As a result, two different test methodologies were used to understand of

reliability and consistency of the study. According to these results mentioned above, it can be said that the study is highly reliable and consistent.

4.2 Sample Profile

In this section of study consists of 34 key user and the CRM central team located in different countries. The questionnaire was sent to all key users and central CRM Team. 21 of total sampling responded to the survey. It represents 62% response rate. The characteristic and demographic detail of the respondents is explained in the following sections.

4.2.1. Country Profile

The responses were analyzed with regards to the Companies which to operate in different countries. The table below explains the number of respondents from the country which has a branch of the company.

Table 4.4.: Country Profile of the Study

	Frequency	Percent	Valid Percent	Cumulative Percent
Swiss	1	4.8	4.8	4.8
Turkey	2	9.5	9.5	14.3
Germany	1	4.8	4.8	19.0
Norway	1	4.8	4.8	23.8
Russia	2	9.5	9.5	33.3
Belgium	2	9.5	9.5	42.9
Denmark	1	4.8	4.8	47.6
UK	1	4.8	4.8	52.4
Spain	1	4.8	4.8	57.1
France	1	4.8	4.8	61.9
Central-CRM Team	3	14.3	14.3	76.2
Netherland	1	4.8	4.8	81.0
Italy	2	9.5	9.5	90.5
Poland	1	4.8	4.8	95.2
Sweden	1	4.8	4.8	100.0
Total	21	100.0	100.0	

4.2.2. GLOBE Study Profile

The GLOBE study consists of 10 different clusters. The sample profile includes 6 clusters because, target respondents are from Europe. Respondents' profiles according to the GLOBE study cluster can be seen in the table below.

Table 4.5 GLOBE Clustering

	Frequency	Percent	Valid Percent	Cumulative Percent
Nordic	3	14.3	14.3	14.3
Anglo	1	4.8	4.8	19.0
Germanic	8	38.1	38.1	57.1
Latin European	4	19.0	19.0	76.2
Eastern European	3	14.3	14.3	90.5
Middle Eastern	2	9.5	9.5	100.0
Total	21	100.0	100.0	

4.2.3. Key Users Role in the Company

CRM key user respondents also have different jobs in their companies. There are two missing answers. Apart from these, 17 of total respondents have a commercial job profile in their companies. Additionally, 12 of them are working in a managerial position.

Table 4.6.: Key Users Role in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Customer Service Center Manager	3	14.3	15.8	15.8
Commercial Sales Support Manager	2	9.5	10.5	26.3
Sales Manager	4	19.0	21.1	47.4
Marketing	3	14.3	15.8	63.2
Key Account Manager	1	4.8	5.3	68.4
CRM Central Project	3	14.3	15.8	84.2
Technical Sales Support Manager	2	9.5	10.5	94.7
Business Development Manager	1	4.8	5.3	100.0
Total	19	90.5	100.0	
Missing	2	9.5		
Total	21	100.0		

4.2.4. Responses by Tenure

The average tenure of key users answered questionnaire is about 16 years. It shows they are quite experienced their business processes and their business environment. 3 of them did not answer the related question.

Table 4.7 Responses by Tenure

	Frequency	Percent	Valid Percent	Cumulative Percent
2,00	1	4.8	5.6	5.6
7,00	2	9.5	11.1	16.7
8,00	2	9.5	11.1	27.8
10,00	1	4.8	5.6	33.3
11,00	1	4.8	5.6	38.9
14,00	1	4.8	5.6	44.4
15,00	1	4.8	5.6	50.0
16,00	2	9.5	11.1	61.1
17,00	1	4.8	5.6	66.7
20,00	1	4.8	5.6	72.2
22,00	1	4.8	5.6	77.8
25,00	2	9.5	11.1	88.9
27,00	1	4.8	5.6	94.4
30,00	1	4.8	5.6	100.0
Total	18	85.7	100.0	
Missing	2	9.5		
System	1	4.8		
Total	3	14.3		
Total	21	100.0		

4.2.5. Responses by Age

Average age of Key users is about 41. 4 of them did not answer the question. It indicates that the CRM key users and Central project teams as indicated by their tenure have been working in the companies' different branches for a very long time.

Table 4.8.: Responses by Age

	Frequency	Percent	Valid Percent	Cumulative Percent
24,00	1	4.8	5.9	5.9
28,00	1	4.8	5.9	11.8
29,00	1	4.8	5.9	17.6
35,00	1	4.8	5.9	23.5
37,00	1	4.8	5.9	29.4
38,00	1	4.8	5.9	35.3
40,00	1	4.8	5.9	41.2
41,00	1	4.8	5.9	47.1
42,00	2	9.5	11.8	58.8
44,00	1	4.8	5.9	64.7
45,00	1	4.8	5.9	70.6
47,00	1	4.8	5.9	76.5
50,00	2	9.5	11.8	88.2
51,00	2	9.5	11.8	100.0
Total	17	81.0	100.0	
Missing	4	19.0		
Total	21	100.0		

4.2.6. Responses by Gender

As explained in the table below. Female key users represent 23.8 % of the total sample size. On the other hand, male key users represent about 76%.

Table: 4.9.: Responses by Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	16	76.2	76.2	76.2
Female	5	23.8	23.8	100.0
Total	21	100.0	100.0	

4.2.7. Responses by Education

According to education level of respondents, it is determined that the education level of around 66.6 % are university graduates or higher.

Table: 4.10.: Responses by Education

	Frequency	Percent	Valid Percent	Cumulative Percent
High School	7	33.3	33.3	33.3
University	12	57.1	57.1	90.5
Master / Ph.D.	2	9.5	9.5	100.0
Total	21	100.0	100.0	

4.2.8. Responses by Turnover of Companies

The turnover of the companies is classified according to the table to understand their operational turnover. The fact that 53% of them achieve a relatively large turnover than others means that their turnover is higher than 15.000.000 Euro per year

Table 4.11 Responses by Turnover of Companies

	Frequency	Percent	Valid Percent	Cumulative Percent
1.000.001 - 5.000.000 EUR	3	14.3	16.7	16.7
5.000.001 - 10.000.000 EUR	1	4.8	5.6	22.2
10.000.001 - 15.000.000 EUR	3	14.3	16.7	38.9
>15.000.001 EUR	11	52.4	61.1	100.0
Total	18	85.7	100.0	
Missing	3	14.3		
Total	21	100.0		

4.2.9. Responses by Number of Employees

The number of employees result is similar to the turnover of the companies. It indicates as expected that more turnover requires more employees to manage the business. 9 of the respondents had more than 40 employees which represents 43 of total sample size.

Table 4.12 Responses by Number of Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
<10	3	14.3	16.7	16.7
10-20	2	9.5	11.1	27.8
20-30	1	4.8	5.6	33.3
30-40	3	14.3	16.7	50.0
>40	9	42.9	50.0	100.0
Total	18	85.7	100.0	
Missing	3	14.3		
Total	21	100.0		

4.2.10. Responses by Number of Customer

The least question answered was how many customers the companies have. 9 respondents did not answer it. Unlike the questions regarding companies' turnover and number of employee questions, the table shows there is no dominant customer frequency between the options.

Table 4.13 Responses by Number of Customer

	Frequency	Percent	Valid Percent	Cumulative Percent
<250	3	14.3	25.0	25.0
250-500	1	4.8	8.3	33.3
500-750	3	14.3	25.0	58.3
750-1000	3	14.3	25.0	83.3
>1001	2	9.5	16.7	100.0
Total	12	57.1	100.0	

Missing	9	42.9		
Total	21	100.0		

4.2.11. Responses by Last Three Year Revenue Trend of Companies

Of all the respondent companies that operated in Europe 56 % of them stated that revenues declined within last three years. It could be explained by macroeconomic recession of European countries over last three years. Only 3 of them indicated that their company's revenues had increased compared to the last three years. The effects of business performance parameters and CRM become especially more important because of the decreasing revenues so as to recover from it again.

Table 4.14 Responses by Last Three Year Revenue Trend of Companies

	Frequency	Percent	Valid Percent	Cumulative Percent
Declined	10	47.6	55.6	55.6
Stayed the same	5	23.8	27.8	83.4
Grown	3	14.3	16.7	100.0
Total	18	85.7	100.0	
Missing	3	14.3		
Total	21	100.0		

4.3. Findings on Hypotheses

In this section, finding on hypothesis are presented. First of all, findings related to business performances are examined. Afterwards, hypothesis about, key components of SAP CRM, GLOBE clustering, perception differences The CRM Project Management team and key users, and CRM critical success factors is examined.

4.3.1. Findings on Hypotheses about Business Performance

H1. Key Components of SAP CRM Sales has a significant impact on the financial performance of the company.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

The main hypothesis has been previously explained. The table below analyses the correlation between each key component of CRM and each financial performance parameter.

Table 4.15 Correlation Table-1 for H1

			Return on Sales	Return on Assets	Return on Investment
Kendall's tau_b	Accounts and Contacts Management	Correlation Coefficient	0.162	,398*	0.371
		Sig. (2-tailed)	0.406	0.042	0.051
		N	21	21	21
	Activity management	Correlation Coefficient	0.264	,402*	0.319
		Sig. (2-tailed)	0.166	0.035	0.086
		N	21	21	21
	Sales Planning and Forecasting	Correlation Coefficient	,524**	,597**	,484**
		Sig. (2-tailed)	0.006	0.002	0.009
		N	21	21	21
	Territory Management	Correlation Coefficient	0.363	,466*	,372*
		Sig. (2-tailed)	0.054	0.014	0.043
		N	21	21	21
	Opportunity Management	Correlation Coefficient	,505**	,616**	,528**
		Sig. (2-tailed)	0.008	0.001	0.004
		N	21	21	21
	Sales Analytics	Correlation Coefficient	,398*	,561**	,459*
		Sig. (2-tailed)	0.036	0.003	0.013
		N	21	21	21

The significant correlations between the parameters are analyzed below.

Return on Sales: The financial parameters correlate significantly between 0.01 and 0.05 with sales planning and forecasting, opportunity management and sales analytics. That means, return on sales, as one of the financial parameters correlated with sales planning and opportunity management, such as, customer visits and sales analytics, as

expected. As a result, proper usage of sales analytics, activity management and opportunity management improves return on sales.

Return on Assets: Sales planning and forecasting, opportunity management and sales analytics have a significant correlation with Return on Assets at 0.01 Level. In addition to this, Activity management and Territory Management have a significant correlation with Return on Assets at 0.05 level.

Return on Investment: Sales planning and forecasting, opportunity management have a significant correlation with Return on Investment at 0.01 Level. Furthermore, Territory Management and sales analytics have a significant correlation with Return on Investment at 0.05 level.

The following table explains the correlation between financial performance and the Key component of SAP CRM sales parameters. Return on Sales, Return on Assets and Return on Investment parameters and financial performance parameters. Three different financial parameters are converted to an average to become the new financial parameter. New variable is the financial parameter and the SAP CRM sales parameters correlation results can be seen in the table below.

Table 4.16 Correlation Table-2 for H1

Correlations			
			FINANCIAL PERFORMANCE
Kendall's tau_b	Accounts and Contacts Management	Correlation Coefficient	0.334
		Sig. (2-tailed)	0.071
		N	21
	Activity management	Correlation Coefficient	0.309
		Sig. (2-tailed)	0.088
		N	21
	Sales Planning and Forecasting	Correlation Coefficient	,532**
		Sig. (2-tailed)	0.003
		N	21
	Territory Management	Correlation Coefficient	,383*
		Sig. (2-tailed)	0.033

	Opportunity Management	N	21
		Correlation Coefficient	,560**
		Sig. (2-tailed)	0.002
	Sales Analytics	N	21
		Correlation Coefficient	,454*
		Sig. (2-tailed)	0.012
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

According to the correlation analysis, financial performance has a significant relationship at 0.01 level with sales planning and forecasting, opportunity management. In addition to this, at 0.05 level territory management and sales analytics have a significant relationship with financial performance. As a result, each key components of SAP CRM sales have a different significant impact on financial performances.

Furthermore, six different key components of SAP CRM sales parameters are taken on average for conversion to a new variable which is Key Component of SAP CRM Sales. The new variable is the key component of SAP CRM Sales and financial performance parameters correlation results can be seen in the table below.

Table 4.17 Correlation Table-3 for H1

Correlations				
		Financial Performance		
		Return on Sales	Return on Assets	Return on Investment
Key Components of SAP CRM Sales	Pearson Correlation	0,328	0,389	,483*
	Sig. (2-tailed)	0,147	0,082	0,027
	N	21	21	21
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

According to the correlation analysis, the Key Component of SAP CRM Sales and Return on Investment has a significant correlation at the 0.05 level.

The following table explains the correlation between financial performance and the Key component of SAP CRM sales parameters

Table 4.18 Correlation Table-4 for H1

Correlations			
		FINANCIAL PERFORMANCE	
Key Components of SAP CRM Sales		Pearson Correlation	0,427
		Sig. (2-tailed)	0,054
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

According to the correlation analysis, the Key Component of SAP CRM Sales and financial performance have no significant correlation at the 0.05 level. Consequently, H_0 cannot be rejected.

H2. Key Components of SAP CRM Sales has a significant impact on the marketing performance of the company.

H_0 : There is no significant relationship between variables

H_1 : There is a significant relationship between variables

Firstly, before main hypothesis, the table below analyses the correlation between each key components of SAP CRM sales and each marketing parameters.

Table 4.19 Correlation Table-1 for H2

Correlations					
			Marketing Performance		
			Sales Growth	Market Share	Market Share Growth
Kendall's tau_b	Accounts and Contacts Management	Correlation Coefficient	0.257	0.276	,456*
		Sig. (2-tailed)	0.174	0.144	0.017
		N	21	21	21
	Activity management	Correlation Coefficient	0.284	0.302	0.306
		Sig. (2-tailed)	0.124	0.102	0.102
		N	21	21	21
	Sales Planning and Forecasting	Correlation Coefficient	0.211	,477**	,541**
		Sig. (2-tailed)	0.255	0.01	0.004
		N	21	21	21
	Territory Management	Correlation Coefficient	0.139	0.342	,409*
		Sig. (2-tailed)	0.449	0.061	0.027
		N	21	21	21
	Opportunity Management	Correlation Coefficient	0.182	0.326	0.338
		Sig. (2-tailed)	0.322	0.075	0.069
		N	21	21	21
	Sales Analytics	Correlation Coefficient	,478**	,500**	,526**
		Sig. (2-tailed)	0.009	0.006	0.005
		N	21	21	21

This table shows that there are significant correlations between parameters as follows:

Sales Growth: Sales analytics has a significant correlation with Sales growth at 0.01 level.

Market Share: Sales planning and forecasting and sales analytics have a significant correlation with market share at 0.01 level.

Market Share Growth: sales planning and forecasting and sales analytics have a significant correlation with market share growth at 0.01 level. Furthermore, Accounts and Contacts Management and territory management also have a significant relationship with market share growth at 0.05 level.

The table below explains the correlation between marketing performance and the Key component of SAP CRM sales parameters. Sales growth, market share and market share growth parameters are marketing performance parameters. Three different marketing performance parameters are averaged and then converting them to the new variable which is the marketing performance parameter. The new variable and SAP CRM sales parameters correlation results are shown as follows:

Table 4.20 Correlation Table-2 for H2

Correlations			
			MARKETING PERFORMANCE
Kendall's tau_b	Accounts and Contacts Management	Correlation Coefficient	0.306
		Sig. (2-tailed)	0.09
		N	21
	Activity management	Correlation Coefficient	0.333
		Sig. (2-tailed)	0.059
		N	21
	Sales Planning and Forecasting	Correlation Coefficient	,425*
		Sig. (2-tailed)	0.016
		N	21
	Territory Management	Correlation Coefficient	0.297
		Sig. (2-tailed)	0.088
		N	21
	Opportunity Management	Correlation Coefficient	0.233
		Sig. (2-tailed)	0.183
		N	21
	Sales Analytics	Correlation Coefficient	,569**
		Sig. (2-tailed)	0.001
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

The results of the correlation analysis are shown in the table: marketing performance has a significant relationship at the 0.01 level with sales analytics. Furthermore, at the 0.05 level sales planning and forecasting have a significant relationship with marketing performance. As a result, each Key Component of SAP CRM sales has a different significant impact on marketing performance.

Besides this, six different key components of SAP CRM sales parameters are averaged and then converted to a new variable which is the Key Component of SAP CRM Sales. The new variable is a key Component of the SAP CRM Sales and marketing performance parameters. The correlation analysis can be seen from these results in the table below.

Table 4.21 Correlation Table-3 for H2

Correlations				
		Marketing Performance		
		Sales Growth	Market Share	Market Share Growth
Key Components of SAP CRM Sales	Pearson Correlation	0,241	0,129	0,244
	Sig. (2-tailed)	0,294	0,578	0,286
	N	21	21	21
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

From the correlation analysis in the table above, it can be seen that there is no significant relationship between each key Component of SAP CRM Sales and marketing performance parameters.

As can be seen from the results the table below explains the correlation between marketing performance and the Key component of SAP CRM sales parameters.

Table 4.22 Correlation Table-4 for H2

Correlations		
		MARKETING PERFORMANCE
Key Components of SAP CRM Sales	Pearson Correlation	0,232
	Sig. (2-tailed)	0,311
	N	21
*. Correlation is significant at the 0.05 level (2-tailed).		
**. Correlation is significant at the 0.01 level (2-tailed).		

The results shown that Key Component of SAP CRM Sales and marketing performance has no significant correlation at the 0.05 level. Consequently, H_0 cannot be rejected.

H3. Key Components of SAP CRM Sales has a significant impact on the overall performance of the company.

H_0 : There is no significant relationship between variables

H_1 : There is a significant relationship between variables

Firstly, the table below analyses the correlation between each key components of CRM and each overall performance parameter.

Table 4.23 Correlation Table-1 for H3

			Overall performance	
			Overall performance	Overall profitability
Kendall's tau_b	Accounts and Contacts Management	Correlation Coefficient	0.251	0.14
		Sig. (2-tailed)	0.187	0.46
		N	21	21
	Activity management	Correlation Coefficient	,407*	0.28
		Sig. (2-tailed)	0.028	0.129
		N	21	21
	Sales Planning and Forecasting	Correlation Coefficient	,410*	0.282
		Sig. (2-tailed)	0.028	0.128
		N	21	21
	Territory Management	Correlation Coefficient	0.271	0.173
		Sig. (2-tailed)	0.14	0.346
		N	21	21
	Opportunity Management	Correlation Coefficient	0.352	0.24
		Sig. (2-tailed)	0.056	0.192
		N	21	21
	Sales Analytics	Correlation Coefficient	,574**	,525**
		Sig. (2-tailed)	0.002	0.004
		N	21	21

In the table above the survey results are broken down by key components of SAP CRM and overall performances. The correlation analysis results as follows.

Overall performance : The overall performance parameters correlates significantly at 0.01 and 0.05 level activity management, sales planning and forecasting and sales analytics.

Overall profitability: Sales analytics and overall profitability has a significant relationship at 0.01 level.

The following analysis explains the correlation between the overall performance and Key component of SAP CRM sales parameters. Overall performance and overall profitability are overall performance parameters. Two different overall performance

parameters are averaged and converted to a new variable which is the overall performance parameter. The new variable and SAP CRM sales parameters correlation results are shown in the table below.

Table 4.24 Correlation Table-2 for H3

Correlations			
			OVERALL PERFORMANCE
Kendall's tau_b	Accounts and Contacts Management	Correlation Coefficient	0.18
		Sig. (2-tailed)	0.325
		N	21
	Activity management	Correlation Coefficient	,385*
		Sig. (2-tailed)	0.031
		N	21
	Sales Planning and Forecasting	Correlation Coefficient	0.347
		Sig. (2-tailed)	0.052
		N	21
	Territory Management	Correlation Coefficient	0.247
		Sig. (2-tailed)	0.162
		N	21
	Opportunity Management	Correlation Coefficient	0.333
		Sig. (2-tailed)	0.06
		N	21
	Sales Analytics	Correlation Coefficient	,619**
		Sig. (2-tailed)	0
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

According to the correlation analysis, overall performance has a significant relationship at the 0.01 level with sales analytics. Furthermore, at the 0.05 level activity has a significant relationship with overall performance. As a result, each Key Component of SAP CRM sales has a different significant impact on overall performance

Moreover, six different key components of SAP CRM sales parameters are averaged to a new variable which is the key component of SAP CRM Sales. The new

variable is a key component of SAP CRM Sales and overall performance parameters correlation results can be seen below the table.

Table 4.25 Correlation Table-3 for H3

Correlations			
		Overall performance	
		Overall performance	Overall profitability
Key Components of SAP CRM Sales	Pearson Correlation	,485*	,460*
	Sig. (2-tailed)	0,026	0,036
	N	21	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

From the data in the table above, it is apparent that key component of SAP CRM sales has a significant relationship with overall performance and overall profitability at 0.05 level.

The following table explains the correlation between overall performance and key component of SAP CRM sales parameters.

Table 4.26 Correlation Table-4 for H3

Correlations		
		OVERALL PERFORMANCE
Key Components of SAP CRM Sales	Pearson Correlation	,501*
	Sig. (2-tailed)	0,021
	N	21
*. Correlation is significant at the 0.05 level (2-tailed).		
**. Correlation is significant at the 0.01 level (2-tailed).		

The results of the correlation analysis show that key component of SAP CRM sales and overall performance has a significant correlation at the 0.05 level. As a result,

H_0 rejected. In other words, the key components of SAP CRM application significantly affect the overall performance of The Company within the significance level of 5 %.

H4. Key Components of SAP CRM Sales has a significant impact on the business performance of the company

H_0 : There is no significant relationship between variables

H_1 : There is a significant relationship between variables

It can be seen in the analysis below which explains the correlation between the Key component of SAP CRM and business performance parameters. Overall, performance and financial performance and marketing performance are business performance parameters. Three different business performance parameters are average to a new variable which is the business performance parameter. The new variable and key components of SAP CRM sales parameters correlation results are shown in the table below.

Table 4.27 Correlation Table for H4

Correlations			
			BUSINESS PERFORMANCE
Key Components of SAP CRM Sales		Pearson Correlation	0,413
		Sig. (2-tailed)	0,063
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

The results are shown in the table above key component of SAP CRM sales has a no significant relationship with business performance. Consequently, H_0 cannot be rejected. Even though, there are significant relationships between sub parameters of business performance, In general there is no significant relationship. Therefore, it can be said that to affect the business performance directly it is not necessary to implement for

All key components of SAP CRM. In particular, activity management, sales planning and forecasting, opportunity management and sales analytics is significantly affect business performance directly. On the other hand Accounts and contacts management and territory management has no direct impact on business performance.

Different authors provide conflicting views on the impact of CRM software on business performance Thirty-one per cent of a sample of 202 projects reports that CRM software had improved their ability to sell and service their customers.

4.3.2. Findings on Hypotheses about Key Components of SAP CRM

H5. Accounts and Contacts management of Key Components of SAP CRM Sales has significant impact on business performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

The table below explains the correlation between accounts and contact management and business performance parameters. Overall performance and financial performance and marketing performance are business performance parameters. Three different business performance parameters are averaged and converted to a new variable which is the business performance parameter. The new variable and accounts and contacts management correlation results are shown in the table below.

Table 4.28 Correlation Table for H5

Correlations			
			BUSINESS PERFORMANCE
Kendall's tau_b	Accounts and Contacts Management	Correlation Coefficient	0.337
		Sig. (2-tailed)	0.056
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

Based on correlation analysis, there is no significant relationship between accounts and contacts management and business performance. Therefore, H_0 cannot be rejected.

H6. Activity Management of Key Components of SAP CRM Sales has significant impact on business performance.

H_0 : There is no significant relationship between variables

H_1 : There is a significant relationship between variables

Activity management is one of the parameter of key components of SAP CRM sales. Business performance is obtained from overall performance, financial performance and marketing performance. The correlation table for above-mentioned variable is given below

Table 4.29 Correlation Table for H6

Correlations			
			BUSINESS PERFORMANCE
Kendall's tau_b	Activity management	Correlation Coefficient	,433*
		Sig. (2-tailed)	0.012
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

In this table, the correlation results show that there is a significant relationship between activity management and business performance at 0.05 level. In conclusion, H_0 rejected. Additionally, it is clear that the SAP CRM activity management module directly effects business performance generally. Katta (2013) explains that every sales process includes different type of activity such as sales calls, appointments, and other tasks. Activity management allows companies and their partners collaboratively

manage, execute these sales related activities, As a result, effective activity management can be said increase overall performance for the company.

H7. Sales planning and forecasting of SAP CRM Sales has significant impact on business performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

Sales planning and forecasting is one of the parameters of key components of SAP CRM sales. Business performance is obtained from overall performance, financial performance and marketing performance. The table below shows the results of correlation analysis.

Table 4.30 Correlation Table for H7

Correlations			
			BUSINESS PERFORMANCE
Kendall's tau_b	Sales Planning and Forecasting	Correlation Coefficient	,480**
		Sig. (2-tailed)	0.005
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

The results show that there is a significant relationship between sales planning, forecasting and business performance at 0.01 level. It could also be said that H₀ is rejected. In other words, proper usage of sales planning and forecasting module of SAP CRM affects the company's business performance directly.

H8. Territory management of SAP CRM Sales has significant impact on business performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

Territory management is one of the parameters of the key components of SAP CRM sales, business performance is obtained from overall performance, financial performance and marketing performance. Obtained results are given as follows:

Table 4.31 Correlation Table for H8

Correlations			
			BUSINESS PERFORMANCE
Kendall's tau_b	Territory Management	Correlation Coefficient	0.321
		Sig. (2-tailed)	0.06
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

As seen from these results, H₀ cannot be rejected. It is apparent that territory management and business performance are the variables that have no significant relationship between them.

H9. Opportunity management of SAP CRM Sales has significant impact on business performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

Opportunity management is one of the parameters of key components of SAP CRM sales. Business performance is obtained from overall performance, financial performance and marketing performance. The results are shown in the table below:

Table 4.32 Correlation Table for H9

Correlations			
			BUSINESS PERFORMANCE
Kendall's tau_b	Opportunity Management	Correlation Coefficient	,350*
		Sig. (2-tailed)	0.041
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

In this table, the correlation results show that there is a significant relationship between opportunity management and business performance at 0.05 level. In conclusion, H_0 is rejected. In addition to this, SAP CRM opportunity management directly effects business performance generally. Besides that, it is known The Company uses opportunity management effectively.

H10. Sales analytics of SAP CRM Sales has significant impact on business performance.

H_0 : There is no significant relationship between variables

H_1 : There is a significant relationship between variables

Sales analytics is one of the parameters of key components of SAP CRM sales. Business performance is obtained from overall performance, financial performance and marketing performance. The results are shown in the table below:

Table 4.33 Correlation Table for H10

Correlations			
			BUSINESS PERFORMANCE
Kendall's tau_b	Sales Analytics	Correlation Coefficient	,601**
		Sig. (2-tailed)	0,003
		N	21
*. Correlation is significant at the 0.05 level (2-tailed).			

In the correlation table, there is a significant relationship between sales analytics and business performance at 0.05 level. In conclusion, H_0 is rejected. Moreover, SAP CRM sales analytics directly affect business performance generally. Additionally, usage rate of sales analytics of SAP CRM is common between branches of the company.

Scatter Plot of Variables

All correlations results can be seen in the map below that shows all correlated variables within three different groups. Each group consists of key components of SAP CRM and business performance variables. The map not only analyses paired comparison but also analyses the strength of the correlation compared to the other paired analysis. In other words, positioning of variables is done based on correlation analysis and the strength of relationship compared to other variables.

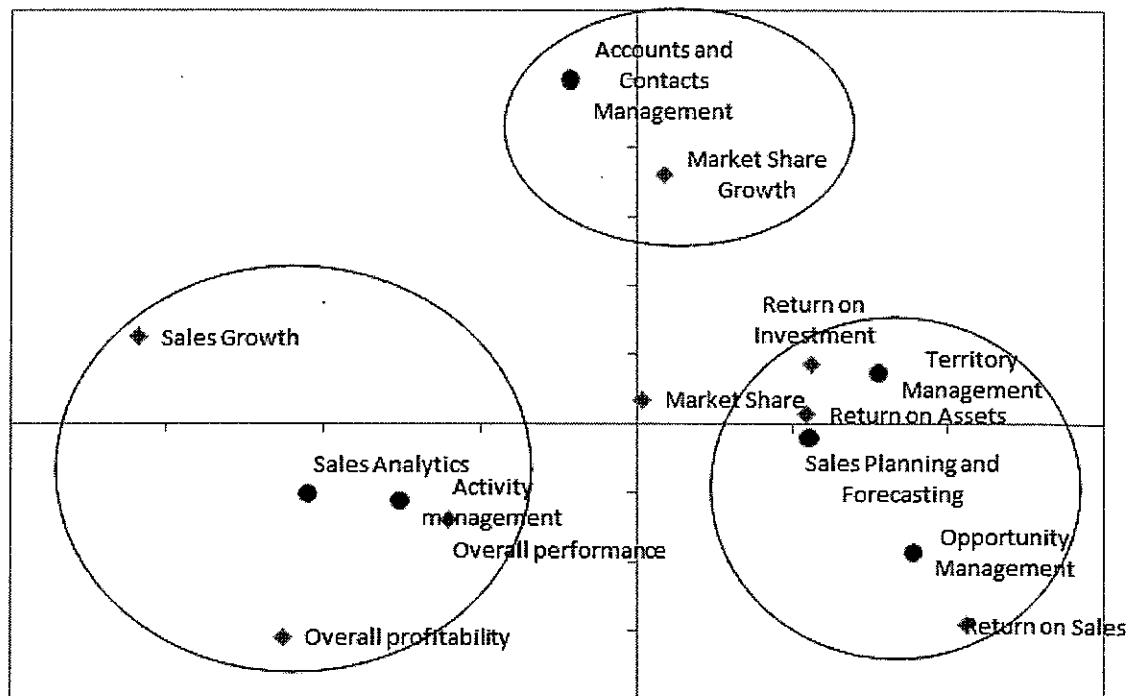


Figure 4.1 Scatter Plot of Variables

The figure illustrates the relationship between Key Component of SAP CRM and Business Performance variables. It can be seen from the above analysis that there are three different based on the mentioned criteria.

First, “Opportunity Management”, “Sales Planning and Forecasting”, “Territory Management” are key components of SAP CRM. Sales have a significant relationship with business performance variables of “Return on Sales”, “Return on Assets” and “Return on Investment”.

Secondly, “Sales Analytics and “Activity management” ” are key components of SAP CRM. Sales have a significant relationship with business performance variables of “Overall performance”, “Overall profitability”, “Sales Growth”.

Thirdly, “Accounts and Contacts Management” ” is key components of SAP CRM. sales have a significant relationship with business performance variables of market share growth.

4.3.3. Findings on Hypotheses about GLOBE Clustering

Sharma and Iyer (2007) reported that national and regional heterogeneity are significant factors determining the success of CRM implementation.

GLOBE study consists of 10 different clusters. Sample profiles include 6 of them. According to the survey, it will be analyzed using 6 different GLOBE clustering. The Kruskal-Wallis non parametric test is used in this section. Pursuing this further, once the differences are found, pairwise comparison is made. The survey conducted for the company consisted of 14 different country branches that use SAP CRM actively. The purpose of the hypothesis given below is to investigate the differences between different country clusters. The following section explains the hypothesis analysis about GLOBE clustering.

4.3.3.1. Differences according to Business Performance Parameters

H11. There is a significant difference between clusters according to GLOBE study in terms of marketing performance.

H11a. There is a significant difference between clusters according to GLOBE study in terms of sales growth.

H11b. There is a significant difference between clusters according to GLOBE study in terms of market share.

H11c. There is a significant difference between clusters according to GLOBE study in terms of market share growth

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Before the main hypothesis is explained, the significant differences between below sales growth, market share and market share growth and GLOBE clustering differences are investigated separately. In other words, sales growth, market share and market share growth are analyzed separately so as to explain significant differences between GLOBE Clustering.

The Kruskal-Wallis test was carried out with GLOBE clustering as grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.34 Kruskal Wallis Test for H11a-H11b-H11c

Hypothesis Test Summary	Test	Sig.	Decision
Sales Growth	Independent Samples Kruskal-Wallis Test	0.689	Retain the Null Hypothesis
Market Share	Independent Samples Kruskal-Wallis Test	0.843	Retain the Null Hypothesis
Market Share Growth	Independent Samples Kruskal-Wallis Test	0.211	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Sales Growth and GLOBE Clustering: H0 cannot be rejected because $p=0,689$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of sales growth. Accordingly it can be indicated that GLOBE clusters have no significant impact on sales growth.

Market share and GLOBE Clustering: H0 cannot be rejected because $p=0,843$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of market share. Therefore, it can be explained that GLOBE clusters have no significant impact on market share.

Market share growth and GLOBE Clustering: H0 cannot be rejected because $p=0,211$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of market share growth. Consequently it can be explained that GLOBE clusters have no significant impact on market share growth.

Marketing performance is an independent variable that is obtained from sales growth, market share and market share growth. The following table explains the result of main hypothesis.

Table 4.35 Kruskal Wallis Test for H11

Hypothesis Test Summary	Test	Sig.	Decision
Marketing Performance	Independent Samples Kruskal-Wallis Test	0.751	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Marketing performance and GLOBE Clustering: H0 cannot be rejected because $p=0,751$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of marketing performance. Thus, it can be explained that GLOBE clusters have no significant impact on marketing performance.

H12. There is a significant difference between clusters according to GLOBE study in terms of financial performance.

H12a. There is a significant difference between clusters according to GLOBE study in terms of return on sales.

H12b. There is a significant difference between clusters according to GLOBE study in terms of return on assets.

H12c. There is a significant difference between clusters according to GLOBE study in terms of market return on investment.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Before the main hypothesis is explained, the significant differences between below return on sales, return on asset, return on investment and GLOBE clustering differences is investigated separately.

The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.36 Kruskal Wallis Test for H12a-H12b-H12c

Hypothesis Test Summary	Test	Sig.	Decision
Return on Sales	Independent Samples Kruskal-Wallis Test	0.665	Retain the Null Hypothesis
Return on Assets	Independent Samples Kruskal-Wallis Test	0.167	Retain the Null Hypothesis
Return on Investment	Independent Samples Kruskal-Wallis Test	0.158	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Return on Sales and GLOBE Clustering: H_0 cannot be rejected because $p=0,665$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %,

there is no significant difference between GLOBE clusters in terms of return on sales. As a result, it can be indicated that GLOBE clusters have no significant impact on return on sales.

Return on Asset and GLOBE Clustering: H_0 cannot be rejected because $p=0,167$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of return on assets. Therefore, it can be explained that GLOBE clusters have no significant impact on return on assets.

Return on Investment and GLOBE Clustering: H_0 cannot be rejected because $p=0,158$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of return on investment growth. Consequently it can be explained that GLOBE clusters have no significant impact on return on investment.

Financial performance is an independent variable that is obtained from return on sales, return on asset, and return on investment. The table explains the result of main hypothesis.

Table 4.37 Kruskal Wallis Test for H12

Hypothesis Test Summary	Test	Sig.	Decision
Financial Performance	Independent Samples Kruskal-Wallis Test	0.194	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Financial performance and GLOBE Clustering: H_0 cannot be rejected because $p=0,194$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of financial performance. Thus, it can be explained that GLOBE clusters have no significant impact on financial performance.

H13. There is a significant difference between clusters according to GLOBE study in terms of overall performance.

H13a. There is a significant difference between clusters according to GLOBE study in terms of overall performance.

H13b. There is a significant difference between clusters according to GLOBE study in terms of overall profitability.

H₀: All categories have the same distribution

H₁: At least one category has a different distribution

Prior to explaining main hypothesis, the significant difference between below overall performance and overall profitability and GLOBE clustering differences is investigated separately.

The Kruskal-Wallis test was carried out with GLOBE clustering as a grouping variable considering the amount of data. Obtained results are given as follows:

Table 4.38 Kruskal Wallis Test for H13a-H13b

Hypothesis Test Summary	Test	Sig.	Decision
Overall Performance	Independent Samples Kruskal-Wallis Test	0.869	Retain the Null Hypothesis
Overall Profitability	Independent Samples Kruskal-Wallis Test	0.863	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Overall Performance and GLOBE Clustering: H₀ cannot be rejected because $p=0,869$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of overall performance. As a result, it can be indicated that GLOBE clusters have no significant impact on overall performance.

Overall Profitability and GLOBE Clustering: H0 cannot be rejected because $p=0,863$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of overall profitability. Therefore, it can be explained that GLOBE clusters have no significant impact on overall profitability.

Overall performance is independent variable that obtained from overall performance, overall profitability. Below the table explains the result of main hypothesis.

Table 4.39 Kruskal Wallis Test for H13

Hypothesis Test Summary	Test	Sig.	Decision
Overall Performance	Independent Samples Kruskal-Wallis Test	0.976	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Overall Performance and GLOBE Clustering: H0 cannot be rejected because $p=0,976$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of overall performance. Therefore, it can be explained that GLOBE clusters have no significant impact on overall performance.

H14. There is a significant difference between clusters according to GLOBE study in terms of business performance.

Business performance is an independent variable that is obtained from marketing performance, financial performance and overall performance. The table below explains the hypothesis result.

Table 4.40 Kruskal Wallis Test for H14

Hypothesis Test Summary	Test	Sig.	Decision
Business Performance	Independent Samples Kruskal-Wallis Test	0.691	Retain the Null Hypothesis

Business Performance and GLOBE Clustering: H_0 cannot be rejected because $p=0,691$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of business performance. Therefore, it can be explained that GLOBE clusters have no significant impact on business performance.

4.3.3.2. Differences according to Key Components of SAP CRM Sales Parameters

The purpose of the hypothesis below is to analyze significant differences between GLOBE clustering regarding different key components of SAP CRM sales variables

H15. There is a significant difference between clusters according to GLOBE study in terms of accounts and contract management.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Accounts and contacts management is a variable of one of key components of SAP CRM sales. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.41 Kruskal Wallis Test for H15

Hypothesis Test Summary	Test	Sig.	Decision
Accounts and Contacts Management	Independent Samples Kruskal-Wallis Test	0.378	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Accounts and contacts management and GLOBE Clustering: H_0 cannot be rejected because $p=0,378$ is greater than $\alpha=0,05$. It is possible to indicate that within the

significance level of 5 %, there is no significant difference between GLOBE clusters in terms of accounts and contacts management Therefore, it can be explained that GLOBE clusters have no significant impact on accounts and contacts management.

H16. There is a significant difference between clusters according to GLOBE study in terms of activity management.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Activity management is a variable of one of the key components of SAP CRM sales. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.42 Kruskal Wallis Test for H16

Hypothesis Test Summary	Test	Sig.	Decision
Activity Management	Independent Samples Kruskal-Wallis Test	0.270	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Activity management and GLOBE Clustering: H_0 cannot be rejected because $p=0,270$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of accounts and activity management Thus, it can be explained that GLOBE clusters have no significant impact on activity management.

H17. There is a significant difference between clusters according to GLOBE study in terms of sales planning and forecasting.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Sales planning and forecasting is a variable of one of key components of SAP CRM sales. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.43 Kruskal Wallis Test for H17

Hypothesis Test Summary	Test	Sig.	Decision
Sales Planning and Forecasting	Independent Samples Kruskal-Wallis Test	0.663	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Sales planning and forecasting and GLOBE Clustering: H0 cannot be rejected because $p=0,663$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of sales planning and forecasting. Therefore, it can be explained that GLOBE clusters have no significant impact on sales planning and forecasting.

H18. There is a significant difference between clusters according to GLOBE study in terms of territory management.

H₀: All categories have the same distribution

H₁: At least one category has a different distribution

Opportunity management is a variable of one of key components of SAP CRM sales. Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.44 Kruskal Wallis Test for H18

Hypothesis Test Summary	Test	Sig.	Decision
Territory Management	Independent Samples Kruskal-Wallis Test	0.212	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Territory management and GLOBE Clustering: H_0 cannot be rejected because $p=0,212$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of territory management. Therefore, it can be explained that GLOBE clusters have no significant impact on territory management.

H19. There is a significant difference between clusters according to GLOBE study in terms of opportunity management.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Opportunity management is a variable that one of key components of SAP CRM sales. Kruskal-Wallis test was carried out with GLOBE clustering as grouping variable considering the number of data. Obtained results are given as follows:

Table 4.45 Kruskal Wallis Test for H19

Hypothesis Test Summary	Test	Sig.	Decision
Opportunity Management	Independent Samples Kruskal-Wallis Test	0.400	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Opportunity management and GLOBE Clustering: H_0 cannot be rejected because $p=0,400$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of opportunity management. Therefore, it can be explained that GLOBE clusters have no significant impact on opportunity management.

H20. There is a significant difference between clusters according to GLOBE study in terms of sales analytics.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Sales analytics is a variable of one of key components of SAP CRM sales. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.46 Kruskal Wallis Test for H20

Hypothesis Test Summary	Test	Sig.	Decision
Sales Analytics	Independent Samples Kruskal-Wallis Test	0.348	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Sales analytics and GLOBE Clustering: H_0 cannot be rejected because $p=0,348$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of Sales analytics. Therefore, it can be explained that GLOBE clusters have no significant impact on sales analytics.

4.3.3.3. Differences according to Critical Success Factors

The purpose of the hypothesis below is to analyze significant differences between GLOBE clustering in terms of different critical success factor variables

H21. There is a significant difference between clusters according to GLOBE study in terms of measurability of business goals.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Measurability of business goals is a variable of one of critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.47 Kruskal Wallis Test for H21

Hypothesis Test Summary	Test	Sig.	Decision
Measurability of Business Goals	Independent Samples Kruskal-Wallis Test	0.362	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Measurability of business goals and GLOBE Clustering: H0 cannot be rejected because $p=0,362$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of measurability of business goals. Therefore, it can be explained that GLOBE clusters have no significant impact on measurability of business goals.

H22. There is a significant difference between clusters according to GLOBE study in terms of operational alignment (Business and IT).

H₀: All categories have the same distribution

H₁: At least one category has a different distribution

Operational alignment is a variable of one of critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.48 Kruskal Wallis Test for H22

Hypothesis Test Summary	Test	Sig.	Decision
Operational Alignment (Business and IT)	Independent Samples Kruskal-Wallis Test	0.336	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Operational alignment and GLOBE Clustering: H0 cannot be rejected because $p=0,336$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of

operational alignment. Therefore, it can be explained that GLOBE clusters have no significant impact on operational alignment.

H23. There is a significant difference between clusters according to GLOBE study in terms of executive support.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Executive support is a variable of one of critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.49 Kruskal Wallis Test for H23

Hypothesis Test Summary	Test	Sig.	Decision
Executive Support	Independent Samples Kruskal-Wallis Test	0.081	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Executive support and GLOBE Clustering: H_0 cannot be rejected because $p=0,081$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of Executive support. Therefore, it can be explained that GLOBE clusters have no significant impact on Executive support.

H24. There is a significant difference between clusters according to GLOBE study in terms of consultant qualification

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Consultant qualification is a variable of one of critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.50 Kruskal Wallis Test for H24

Hypothesis Test Summary	Test	Sig.	Decision
Consultant Qualification	Independent Samples Kruskal-Wallis Test	0.608	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Consultant qualification and GLOBE Clustering: H0 cannot be rejected because $p=0,608$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of Consultant qualification. Therefore, it can be explained that GLOBE clusters have no significant impact on Consultant qualification.

H25. There is a significant difference between clusters according to GLOBE study in terms of training of users.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Training of users is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

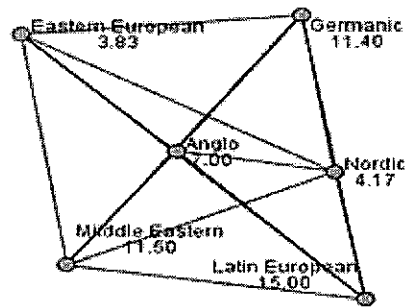
Table 4.51 Kruskal Wallis Test for H25

Hypothesis Test Summary	Test	Sig.	Decision
Training of Users	Independent Samples Kruskal-Wallis Test	0.032	Reject the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Training of users and GLOBE Clustering: H_0 is rejected because $p=0,032$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5%, there is a significant difference between GLOBE clusters in terms of training of users. Therefore, it can be explained that GLOBE clusters has differing impact on training of users.

Furthermore, pairwise comparison is made so as to investigate which cluster has different perception for training of users.

Below the figure explains the pairwise analysis between clusters.



Each node shows the sample average rank of Globe Clustering.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Eastern European-Nordic	.333	4.277	.078	.938	1.000
Eastern European-Anglo	3.167	6.049	.524	.601	1.000
Eastern European-Germanic	7.567	3.826	1.978	.048	.719
Eastern European-Middle Eastern	-7.667	4.782	-1.603	.109	1.000
Eastern European-Latin European	11.167	4.001	2.791	.005	.079
Nordic-Anglo	-2.833	6.049	-.468	.639	1.000
Nordic-Germanic	-7.233	3.826	-1.891	.059	.880
Nordic-Middle Eastern	-7.333	4.782	-1.534	.125	1.000
Nordic-Latin European	-10.833	4.001	-2.708	.007	.102
Anglo-Germanic	-4.400	5.738	-.767	.443	1.000
Anglo-Middle Eastern	-4.500	6.416	-.701	.483	1.000
Anglo-Latin European	-8.000	5.857	-1.366	.172	1.000
Germanic-Middle Eastern	-.100	4.383	-.023	.982	1.000
Germanic-Latin European	-3.600	3.514	-1.024	.306	1.000
Middle Eastern-Latin European	3.500	4.537	.772	.440	1.000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

Figure 4.2 Pairwise Comparison of GLOBE Study for Training of Users

As can be seen in the figure above, it is apparent that the clusters have a significantly different impact on training of users.

Eastern European-Germanic: H_0 is rejected because $p=0,048$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Eastern European and Germanic clusters have a significant difference in terms of training of users.

Eastern European-Latin European: H_0 is rejected because $p=0,005$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Eastern European and Latin European clusters have a significant difference in terms of training of users.

Nordic-Latin European: H_0 is rejected because $p=0,007$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Nordic and Latin European clusters have a significant difference in terms of training of users.

H26. There is a significant difference between clusters according to GLOBE study in terms of functionality of business goals.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Functionality of business goals is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.52 Kruskal Wallis Test for H26

Hypothesis Test Summary	Test	Sig.	Decision
Functionality of Business Goals	Independent Samples Kruskal-Wallis Test	0.364	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Functionality of business goals and GLOBE Clustering: H_0 cannot be rejected because $p=0,364$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in

terms of functionality of business goals. Therefore, it can be explained that GLOBE clusters have no significant impact on functionality of business goals.

H27. There is a significant difference between clusters according to GLOBE study in terms of level of customization.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Level of customization is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the number of data. Obtained results are given as follows:

Table 4.53 Kruskal Wallis Test for H27

Hypothesis Test Summary	Test	Sig.	Decision
Level of Customization	Independent Samples Kruskal-Wallis Test	0.866	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Level of customization is and GLOBE Clustering: H_0 cannot be rejected because $p=0,866$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of level of customization. Therefore, it can be explained that GLOBE clusters have no significant impact on level of customization.

H28. There is a significant difference between clusters according to GLOBE study in terms of end user involvement.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

End user involvement is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.54 Kruskal Wallis Test for H28

Hypothesis Test Summary	Test	Sig.	Decision
End User Involvement	Independent Samples Kruskal-Wallis Test	0.163	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

End user involvement and GLOBE Clustering: H0 cannot be rejected because $p=0,163$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of end user involvement. Therefore, it can be explained that GLOBE clusters have no significant impact on end user involvement.

H29. There is a significant difference between clusters according to GLOBE study in terms of using phased out rollout schedule.

H₀: All categories have the same distribution

H₁: At least one category has a different distribution

Using a phased out rollout schedule is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

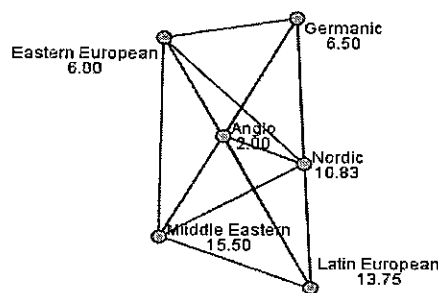
Table 4.55 Kruskal Wallis Test for H29

Hypothesis Test Summary	Test	Sig.	Decision
In a phased deployment schedule, the focus in each phase is on a specific CRM objective and is designed to ensure a quick win.	Independent Samples Kruskal-Wallis Test	0.042	Reject the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Training of users and GLOBE Clustering: H_0 is rejected because $p=0,042$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is a significant difference between GLOBE clusters in terms of phased rollout schedule.

Therefore, it can be explained that GLOBE clusters has varied impact on training of users.

Pairwise Comparisons of Globe ...



Each node shows the sample average rank of Globe Clustering.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Anglo-Eastern European	-4.000	5.770	-.693	.488	1.000
Anglo-Germanic	-4.500	5.474	-.822	.411	1.000
Anglo-Nordic	8.833	5.770	1.531	.126	1.000
Anglo-Latin European	-11.750	5.587	-2.103	.035	.532
Anglo-Middle Eastern	-13.500	6.120	-2.206	.027	.411
Eastern European-Germanic	.500	3.649	.137	.891	1.000
Eastern European-Nordic	4.833	4.080	1.185	.236	1.000
Eastern European-Latin European	7.750	3.817	2.031	.042	.634
Eastern European-Middle Eastern	-9.500	4.562	-2.083	.037	.559
Germanic-Nordic	4.333	3.649	1.187	.235	1.000
Germanic-Latin European	-7.250	3.352	-2.163	.031	.458
Germanic-Middle Eastern	-9.000	4.181	-2.153	.031	.470
Nordic-Latin European	-2.917	3.817	-.754	.445	1.000
Nordic-Middle Eastern	-4.667	4.562	-1.023	.306	1.000
Latin European-Middle Eastern	-1.750	4.328	-.404	.686	1.000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

Figure 4.3 Pairwise Comparison of GLOBE Study for Phased Rollout Schedule

Furthermore, they have different perceptions for phased rollout schedule. The figure below explains the pairwise analysis between clusters. Pairwise comparison is made so as to investigate which cluster has different perception particularly.

As can be seen in the figure above, it is apparent that the clusters have significantly varying impact on phased rollout schedule

Anglo and Latin European: H_0 is rejected because $p=0,035$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Anglo and Latin European clusters have significant difference in phased rollout schedule.

Anglo and Middle Eastern: H_0 is rejected because $p=0,027$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Anglo and Middle Eastern clusters have significant difference in terms of phased rollout schedule.

Eastern European and Latin European: H_0 is rejected because $p=0,042$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Eastern European and Latin European clusters have significant difference in terms of phased rollout schedule.

Eastern European and Middle Eastern: H_0 is rejected because $p=0,037$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Eastern European and Middle Eastern clusters have significant difference in terms of phased rollout schedule.

Germanic and Latin European: H_0 is rejected because $p=0,031$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Germanic and Latin European clusters have significant difference in terms of phased rollout schedule.

Germanic and Middle Eastern: H_0 is rejected because $p=0,031$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, Germanic and Middle Eastern clusters have significant difference in terms of phased rollout schedule.

H30. There is a significant difference between clusters according to GLOBE study in terms of measuring, monitoring and tracking.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Measuring, monitoring and tracking is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.56 Kruskal Wallis Test for H30

Hypothesis Test Summary	Test	Sig.	Decision
Companies should measure, monitor, and track the system's effectiveness, with an eye to continuously improving performance once the system begins to operate.	Independent Samples Kruskal-Wallis Test	0.598	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Measuring, monitoring and tracking and GLOBE Clustering: H_0 cannot be rejected because $p=0,163$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between GLOBE clusters in terms of Measuring, monitoring and tracking. Therefore, it can be explained that GLOBE clusters have no significant impact on Measuring, monitoring and tracking.

4.3.4. Findings on Hypotheses about Perception Differences between CRM Project Management Team and Key Users

The purpose of the hypothesis is given below to investigate differences between different country clusters. The following section explains the hypothesis analysis about GLOBE clustering.

4.3.4.1. Differences according to Business Performance Parameters

H31. There is a significant difference between The CRM Project Management team and Key Users in terms of marketing performance.

H31a. There is a significant difference between The CRM Project Management team and Key Users in terms of sales growth.

H31a. There is a significant difference between The CRM Project Management team and Key Users in terms of market share.

H31a. There is a significant difference between The CRM Project Management team and Key Users in terms of market share growth.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Before the main hypothesis is explained, about the significant differences between below sales growth, market share and market share growth in terms of CRM project management team and key users differences is investigated separately. In other words, sales growth, market share and market share growth are analyzed separately so as to explain the significant differences between CRM Project Management team and Key Users.

The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.57 Kruskal Wallis Test for H31a-H31b-H31c

Hypothesis Test Summary	Test	Sig.	Decision
Sales Growth	Independent Samples Kruskal-Wallis Test	0.792	Retain the Null Hypothesis
Market Share	Independent Samples Kruskal-Wallis Test	0.171	Retain the Null Hypothesis
Market Share Growth	Independent Samples Kruskal-Wallis Test	0.082	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Sales Growth and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,792$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of sales growth. Accordingly it can be indicated that The CRM Project Management team and Key Users have no significant impact on sales growth.

Market share and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,171$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of market share. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on market share.

Market share growth and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,082$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of market share growth. Consequently it can be explained that The CRM Project Management team and Key Users have no significant impact on market share growth.

Marketing performance is an independent variable that is obtained from sales growth, market share and market share growth. The following table explains the result of main hypothesis.

Table 4.58 Kruskal Wallis Test for H31

Hypothesis Test Summary	Test	Sig.	Decision
Marketing Performance	Independent Samples Kruskal-Wallis Test	0.200	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Marketing performance and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,200$ is greater than $\alpha=0,05$. It is possible to

indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of marketing performance. Thus, it can be explained that The CRM Project Management team and Key Users have no significant impact on marketing performance.

H32. There is a significant difference between The CRM Project Management team and Key Users in terms of financial performance.

H32a. There is a significant difference between clusters according to The CRM Project Management team and Key Users in terms of return on sales.

H32b. There is a significant difference between clusters according to The CRM Project Management team and Key Users in terms of return on assets.

H32c. There is a significant difference between clusters according to The CRM Project Management team and Key Users in terms of market return on investment.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Before the main hypothesis, the significant differences between below return on sales, return on asset, return on investment with CRM Project Management team and Key Users differences are investigated separately.

The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.59 Kruskal Wallis Test for H32a-H32b-H32c

Hypothesis Test Summary	Test	Sig.	Decision
Return of Sales	Independent Samples Kruskal-Wallis Test	0.401	Retain the Null Hypothesis
Return of Assest	Independent Samples Kruskal-Wallis Test	0.399	Retain the Null Hypothesis
Return on Investment	Independent Samples Kruskal-Wallis Test	0.340	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Return on Sales and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,401$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of return on sales. As a result, it can be indicated that The CRM Project Management team and Key Users have no significant impact on return on sales.

Return on Asset and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,399$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of return on assets. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on return on assets.

Return on Investment and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,340$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of return on investment growth. Consequently it can be explained that The CRM Project Management team and Key Users have no significant impact on return on investment.

Financial performance is independent variable that obtained from return on sales, return on asset, and return on investment. Below the table explains the result of main hypothesis.

Table 4.60 Kruskal Wallis Test for H32

Hypothesis Test Summary	Test	Sig.	Decision
Financial Performance	Independent Samples Kruskal-Wallis Test	0.324	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Financial performance and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,324$ is greater than $\alpha=0,05$. It is possible to indicate

that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of financial performance. Thus, it can be explained that The CRM Project Management team and Key Users have no significant impact on financial performance.

H33. There is a significant difference between The CRM Project Management team and Key Users in terms of overall performance.

H33a. There is a significant difference between clusters according to The CRM Project Management team and Key Users in terms of overall performance.

H33b. There is a significant difference between clusters according to The CRM Project Management team and Key Users in terms of overall profitability.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Prior to explaining the main hypothesis, the significant differences between below overall performance and overall profitability with CRM Project Management team and Key Users are investigated separately.

The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.61 Kruskal Wallis Test for H33a-H33b

Hypothesis Test Summary	Test	Sig.	Decision
Overall Performance	Independent Samples Kruskal-Wallis Test	0.270	Retain the Null Hypothesis
Overall Profitability	Independent Samples Kruskal-Wallis Test	0.405	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Overall Performance and The CRM Project Management team and Key Users:
 H_0 cannot be rejected because $p=0,270$ is greater than $\alpha=0,05$. It is possible to indicate

that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of overall performance. As a result, it can be indicated that GLOBE clusters have no significant impact on overall performance.

Overall Profitability and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,405$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of overall profitability. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on overall profitability.

Overall performance is an independent variable that is obtained from overall performance and overall profitability. The table below explains the result of main hypothesis.

Table 4.62 Kruskal Wallis Test for H33

Hypothesis Test Summary	Test	Sig.	Decision
Overall Performance	Independent Samples Kruskal-Wallis Test	0.485	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Overall Performance and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,485$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of overall performance. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on overall performance.

H34. There is a significant difference between The CRM Project Management team and Key Users in terms of business performance.

Business performance is an independent variable that is obtained from marketing performance, financial performance and overall performance. The table below explains the hypothesis result.

Table 4.63 Kruskal Wallis Test for H34

Hypothesis Test Summary	Test	Sig.	Decision
Business Performance	Independent Samples Kruskal-Wallis Test	0.396	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Business Performance and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,396$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of business performance. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on business performance.

4.3.4.2. Differences according to Key Components of SAP CRM Sales Parameters

The purpose of the hypothesis below is to analyze significant differences between The CRM Project Management team and Key Users in terms of business performance regarding different key components of SAP CRM sales variables.

H35. There is a significant difference between The CRM Project Management team and Key Users in terms of accounts and contract management.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Accounts and contacts management is a variable of one of key components of SAP CRM sales. The Kruskal-Wallis test was carried out with the CRM Project Management team and Key Users in terms of grouping variables by considering the amount of data. Obtained results are given as follows:

Table 4.64 Kruskal Wallis Test for H35

Hypothesis Test Summary	Test	Sig.	Decision
Accounts and Contacts Management	Independent Samples Kruskal-Wallis Test	0.669	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Accounts and contacts management and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,669$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of accounts and contacts management Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on accounts and contacts management.

H36. There is a significant difference between The CRM Project Management team and Key Users in terms of activity management.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Activity management is a variable of one of key components of SAP CRM sales. The Kruskal-Wallis test was carried out with CRM Project Management team and the Key Users by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.65 Kruskal Wallis Test for H36

Hypothesis Test Summary	Test	Sig.	Decision
Activity Management	Independent Samples Kruskal-Wallis Test	1.000	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Activity management and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=1.000$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of accounts and activity management. Thus, it can be explained that The CRM Project Management team and Key Users have no significant impact on activity management.

H37. There is a significant difference between The CRM Project Management team and Key Users in terms of sales planning and forecasting.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Sales planning and forecasting is a variable of one of key components of SAP CRM sales. Kruskal-Wallis test was carried out with CRM Project Management team and Key Users by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.66 Kruskal Wallis Test for H37

Hypothesis Test Summary	Test	Sig.	Decision
Sales Planning and Forecasting	Independent Samples Kruskal-Wallis Test	0.598	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Sales planning and forecasting and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,598$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on sales planning and forecasting

H38. There is a significant difference between The CRM Project Management team and Key Users in terms of territory management.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Territory management is a variable that one of key components of SAP CRM sales. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.67 Kruskal Wallis Test for H38

Hypothesis Test Summary	Test	Sig.	Decision
Territory Management	Independent Samples Kruskal-Wallis Test	0.678	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Territory management and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,678$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of Territory management. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on Territory management.

H39. There is a significant difference between The CRM Project Management team and Key Users in terms of opportunity management.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Opportunity management is a variable of one of the key components of SAP CRM sales.

The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.68 Kruskal Wallis Test for H39

Hypothesis Test Summary	Test	Sig.	Decision
Opportunity Management	Independent Samples Kruskal-Wallis Test	0.876	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Opportunity management and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,876$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of opportunity management. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on opportunity management.

H40. There is a significant difference between The CRM Project Management team and Key Users in terms of sales analytics.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Sales analytics is a variable of one of the key components of SAP CRM sales. The Kruskal-Wallis test was carried out with CRM Project Management team and Key Users by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.69 Kruskal Wallis Test for H40

Hypothesis Test Summary	Test	Sig.	Decision
Sales Analytics	Independent Samples Kruskal-Wallis Test	0.756	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Sales analytics and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,756$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of Sales analytics. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on sales analytics.

4.3.4.3. Differences according to Critical Success Factors

The purpose of the hypothesis below is to analyze significant differences between The CRM Project Management team and Key Users in terms of different critical success factor variables

H41. There is a significant difference between The CRM Project Management team and Key Users in terms of Measurability of business goals.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Measurability of business goals is a variable of one of critical success factors. The Kruskal-Wallis test was carried out with CRM Project Management team and Key Users by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.70 Kruskal Wallis Test for H41

Hypothesis Test Summary	Test	Sig.	Decision
Measurability of Business Goals	Independent Samples Kruskal-Wallis Test	0.785	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Measurability of business goals and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,785$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of measurability

of business goals. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on measurability of business goals.

H42. There is a significant difference between The CRM Project Management team and Key Users in terms of operational alignment (Business and IT).

H₀: All categories have the same distribution

H₁: At least one category has a different distribution

Operational alignment is a variable of one of critical success factors. The Kruskal-Wallis test was carried out with CRM Project Management team and Key Users by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.71 Kruskal Wallis Test for H42

Hypothesis Test Summary	Test	Sig.	Decision
Operational Alignment (Business and IT)	Independent Samples Kruskal-Wallis Test	0.758	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Operational alignment and The CRM Project Management team and Key Users: H₀ cannot be rejected because $p=0,758$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of operational alignment. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on operational alignment

H43. There is a significant difference between The CRM Project Management team and Key Users in terms of executive support.

H₀: All categories have the same distribution

H₁: At least one category has a different distribution

Executive support is a variable of one of critical success factors. The Kruskal-Wallis test was carried out with the CRM Project Management team and Key Users by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.72 Kruskal Wallis Test for H43

Hypothesis Test Summary	Test	Sig.	Decision
Executive Support	Independent Samples Kruskal-Wallis Test	0.750	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Executive support and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,750$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of Executive support. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on Executive support.

H44. There is a significant difference between The CRM Project Management team and Key Users in terms of consultant qualification.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Consultant qualification is a variable of one of critical success factors. The Kruskal-Wallis test was carried out with the CRM Project Management team and Key Users by grouping variables considering the number of data. Obtained results are given as follows:

Table 4.73 Kruskal Wallis Test for H44

Hypothesis Test Summary	Test	Sig.	Decision
Consultant Qualification	Independent Samples Kruskal-Wallis Test	0.631	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Consultant qualification and The CRM Project Management team and Key Users: H₀ cannot be rejected because $p=0,631$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of Consultant qualification. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on Consultant qualification.

H45. There is a significant difference between The CRM Project Management team and Key Users in terms of training of users.

H₀: All categories have the same distribution

H₁: At least one category has a different distribution

Training of users is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.74 Kruskal Wallis Test for H45

Hypothesis Test Summary	Test	Sig.	Decision
Training of Users	Independent Samples Kruskal-Wallis Test	0.356	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Training of users and The CRM Project Management team and Key Users: H₀ cannot be rejected because $p=0,356$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The

CRM Project Management team and Key Users in terms of Training of users. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on Training of users.

H46. There is a significant difference between The CRM Project Management team and Key Users in terms of functionality of business goals.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Functionality of business goals is a variable that one of critical success factors. Kruskal-Wallis test was carried out with The CRM Project Management team and Key Users as grouping variable considering the number of data. Obtained results are given as follows:

Table 4.75 Kruskal Wallis Test for H46

Hypothesis Test Summary	Test	Sig.	Decision
Functionality of Business Goals	Independent Samples Kruskal-Wallis Test	0.233	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05 .			

Functionality of business goals and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,233$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of functionality of business goals. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on functionality of business goals.

H47. There is a significant difference between The CRM Project Management team and Key Users in terms of level of customization.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Level of customization is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with the CRM Project Management team and Key Users by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.76 Kruskal Wallis Test for H47

Hypothesis Test Summary	Test	Sig.	Decision
Level of Customization	Independent Samples Kruskal-Wallis Test	0.878	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Level of customization is and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=0,878$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference The CRM Project Management team and Key Users in terms of level of customization. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on level of customization.

H48. There is a significant difference between The CRM Project Management team and Key Users in terms of end user involvement.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

End user involvement is a variable of one of the critical success factors. The Kruskal-Wallis test was carried out with the CRM Project Management team and Key Users by grouping variables considering the amount of data. Obtained results are given as follows

Table 4.77 Kruskal Wallis Test for H48

Hypothesis Test Summary	Test	Sig.	Decision
End User Involvement	Independent Samples Kruskal-Wallis Test	0.163	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

End user involvement and The CRM Project Management team and Key Users: H0 cannot be rejected because $p=0,163$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of end user involvement. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on end user involvement.

H49. There is a significant difference between The CRM Project Management team and Key Users in terms of using phase rollout schedule.

H₀: All categories have the same distribution

H₁: At least one category has a different distribution

Using phased out rollout schedule is a variable of one of the critical success factors.

The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.78 Kruskal Wallis Test for H49

Hypothesis Test Summary	Test	Sig.	Decision
Using Phase Rollout Schedule	Independent Samples Kruskal-Wallis Test	0.347	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Training of users and The CRM Project Management team and Key Users: H0 is rejected because $p=0,347$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is a significant difference between The CRM Project

Management team and Key Users in terms of training of users. Therefore, it can be explained that The CRM Project Management team and Key Users has different impact on training of users

H50. There is a significant difference between The CRM Project Management team and Key Users in terms of measuring, monitoring and tracking.

H_0 : All categories have the same distribution

H_1 : At least one category has a different distribution

Measuring, monitoring and tracking is a variable of one of the critical success factors.

The Kruskal-Wallis test was carried out with GLOBE clustering by grouping variables considering the amount of data. Obtained results are given as follows:

Table 4.79 Kruskal Wallis Test for H50

Hypothesis Test Summary	Test	Sig.	Decision
Measuring, Monitoring and Tracking	Independent Samples Kruskal-Wallis Test	1.000	Retain the Null Hypothesis
Asymptotic significances are displayed. The significance level is .05			

Measuring, monitoring and tracking and The CRM Project Management team and Key Users: H_0 cannot be rejected because $p=1,000$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant difference between The CRM Project Management team and Key Users in terms of Measuring, monitoring and tracking. Therefore, it can be explained that The CRM Project Management team and Key Users have no significant impact on Measuring, monitoring and tracking.

4.3.5. Findings on Hypotheses about CRM Critical Success Factors

In this section, the hypothesis is analyzed and explained below to find the significant impact of critical success factors on overall performance, marketing

performance and business performances. In addition to this, Business performance is a variable obtained from overall, marketing and financial performance variables. The Pearson correlation is used to explain hypotheses below.

H51. There is a significant impact of measurability of business goals of CRM Critical Success Factors on business performance.

H51a. There is a significant impact of measurability of business goals of CRM Critical Success Factors on overall performance.

H51b. There is a significant impact of measurability of business goals of CRM Critical Success Factors on marketing performance.

H51c. There is a significant impact of measurability of business goals of CRM Critical Success Factors on financial performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

The correlation table below is used to establish the significance of the measurability of business goals which is one of critical success factors of overall performance, marketing performance and financial performance.

Table 4.80 Correlation Table for H51a-H51b-H51c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Measurability of Business Goals - index	Pearson Correlation	,289	-,070	,161
	Sig. (2-tailed)	,204	,763	,485
	N	21	21	21

Measurability of Business Goals and Overall Performance: H0 cannot be rejected because $p=0,204$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measurability of business goals and overall performance.

Measurability of Business Goals and Marketing Performance: H0 cannot be rejected because $p=0,763$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measurability of business goals and marketing performance.

Measurability of Business Goals and Financial Performance: H0 cannot be rejected because $p=0,485$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measurability of business goals and financial performance.

Measurability of business goals and business performance correlation table is given in the following table:

Table 4.81 Correlation Table for H51

Correlations		BUSINESS PERFORMANCE
Measurability of Business Goals - index	Pearson Correlation	,119
	Sig. (2-tailed)	,606
	N	21

Measurability of Business Goals and Business Performance: H0 cannot be rejected because $p=0,606$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measurability of business goals and business performance.

H52. There is a significant impact of operational alignment of CRM Critical Success Factors on business performance.

H52a. There is a significant impact of operational alignment of CRM Critical Success Factors on overall performance.

H52b. There is a significant impact of measurability of operational alignment of CRM Critical Success Factors on marketing performance.

H52c. There is a significant impact of measurability of operational alignment of CRM Critical Success Factors on financial performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

The correlation table below is used to establish the significance of operational alignment which is one of critical success factors of overall performance, marketing performance and financial performance.

Table 4.82 Correlation Table for H52a-H52b-H52c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Operational Alignment (Business and IT) - index	Pearson Correlation	-,177	-,322	-,268
	Sig. (2-tailed)	,443	,155	,241
	N	21	21	21

Operational Alignment and Overall Performance: H₀ cannot be rejected because $p=0,204$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between operational alignment and overall performance.

Operational Alignment and Marketing Performance: H0 cannot be rejected because $p=0,763$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between operational alignment and marketing performance.

Operational Alignment and Financial Performance: H0 cannot be rejected because $p=0,485$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between operational alignment and financial performance.

Operational alignment and business performance correlation table is given in the following table:

Table 4.83 Correlation Table for H52

Correlations		BUSINESS PERFORMANCE
Operational Alignment (Business and IT) - index	Pearson Correlation	-,292
	Sig. (2-tailed)	,199
	N	21

Operational Alignment and Business Performance: H0 cannot be rejected because $p=0,199$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measurability of business goals and business performance.

H53. There is a significant impact of executive support of CRM Critical Success Factors on business performance.

H53a. There is a significant impact of executive support of CRM Critical Success Factors on overall performance.

H53b. There is a significant impact of executive support of CRM Critical Success Factors on marketing performance.

H53c. There is a significant impact of executive support of CRM Critical Success Factors on financial performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

The correlation table below is used to establish the significance of executive support which is one of critical success factors of overall performance, marketing performance and financial performance.

Table 4.84 Correlation Table for H53a-H53b-H53c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Executive Support - index	Pearson Correlation	,254	,085	,380
	Sig. (2-tailed)	,266	,715	,089
	N	21	21	21

Executive Support and Overall Performance: H₀ cannot be rejected because $p=0,266$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between executive support and overall performance.

Executive Support and Marketing Performance: H₀ cannot be rejected because $p=0,715$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between executive support and marketing performance.

Executive Support and Financial Performance: H₀ cannot be rejected because $p=0,089$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between executive support and financial performance.

Executive support and business performance correlation table is given in the following table:

Table 4.85 Correlation Table for H53

Correlations		BUSINESS PERFORMANCE
Executive Support - index	Pearson Correlation	,264
	Sig. (2-tailed)	,248
	N	21

Executive Support and Business Performance: H_0 cannot be rejected because $p=0,248$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measurability of executive support and business performance.

H54. There is a significant impact of consultant qualification of CRM Critical Success Factors on business performance.

H54a. There is a significant impact of consultant qualification of CRM Critical Success Factors on overall performance.

H54b. There is a significant impact of consultant qualification of CRM Critical Success Factors on marketing performance.

H54c. There is a significant impact of consultant qualification of CRM Critical Success Factors on financial performance.

H_0 : There is no significant relationship between variables

H_1 : There is a significant relationship between variables

The correlation table below is used to establish the significance of consultant qualification which is one of critical success factors of overall performance, marketing performance and financial performance.

Table 4.86 Correlation Table for H54a-H54b-H54c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Consultant Qualification - index	Pearson Correlation	,147	,285	,235
	Sig. (2-tailed)	,524	,210	,305
	N	21	21	21

Consultant Qualification and Overall Performance: H0 cannot be rejected because $p=0,524$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between consultant qualification and overall performance.

Consultant Qualification and Marketing Performance: H0 cannot be rejected because $p=0,210$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between consultant qualification and marketing performance.

Consultant Qualification and Financial Performance: H0 cannot be rejected because $p=0,305$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between consultant qualification and financial performance.

Consultant qualification and business performance correlation table is given in the following table:

Table 4.87 Correlation Table for H54

Correlations		BUSINESS PERFORMANCE
Consultant Qualification - index	Pearson Correlation	,256
	Sig. (2-tailed)	,264
	N	21

Consultant Qualification and Business Performance: H_0 cannot be rejected because $p=0,264$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between consultant qualification and business performance

H55. There is a significant impact of training of users of CRM Critical Success Factors on business performance.

H55a. There is a significant impact of training of users of CRM Critical Success Factors on overall performance.

H55b. There is a significant impact of training of users of CRM Critical Success Factors on marketing performance.

H55c. There is a significant impact of training of users of CRM Critical Success Factors on financial performance.

H_0 : There is no significant relationship between variables

H_1 : There is a significant relationship between variables

The correlation table below is used to establish the significance of training of users which is one of critical success factors of overall performance, marketing performance and financial performance.

Table 4.88 Correlation Table for H55a-H55b-H55c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Training of Users - index	Pearson Correlation	,343	,338	,332
	Sig. (2-tailed)	,128	,134	,141
	N	21	21	21

Training of Users and Overall Performance: H_0 cannot be rejected because $p=0,128$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between training of users and overall performance.

Training of Users and Marketing Performance: H_0 cannot be rejected because $p=0,134$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between training of users and marketing performance.

Training of Users and Financial Performance: H_0 cannot be rejected because $p=0,141$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between training of users and financial performance.

Training of users and business performance correlation table is given in the following table.

Table 4.89 Correlation Table for H55

Correlations		BUSINESS PERFORMANCE
Training of Users - index	Pearson Correlation	,372
	Sig. (2-tailed)	,096
	N	21

Training of Users and Business Performance: H_0 cannot be rejected because $p=0,096$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between training of users and business performance.

H56. There is a significant impact of functionality of business goals of CRM Critical Success Factors on business performance.

H56a. There is a significant impact of functionality of business goals of CRM Critical Success Factors on overall performance.

H56b. There is a significant impact of functionality of business goals of CRM Critical Success Factors on marketing performance.

H56c. There is a significant impact of functionality of business goals of CRM Critical Success Factors on financial performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

The correlation table below is used to establish the significance of the functionality of business goals which is one of critical success factors of overall performance, marketing performance and financial performance.

Table 4.90 Correlation Table for H56a-H56b-H56c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Functionality of Business Goals - index	Pearson Correlation	,217	,039	-,084
	Sig. (2-tailed)	,344	,867	,717
	N	21	21	21

Functionality of Business Goals and Overall Performance: H₀ cannot be rejected because $p=0,344$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between functionality of business goals and overall performance.

Functionality of Business Goals and Marketing Performance: H₀ cannot be rejected because $p=0,867$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between functionality of business goals and marketing performance.

Functionality of Business Goals and Financial Performance: H_0 cannot be rejected because $p=0,717$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between functionality of business goals and financial performance.

Functionality of business goals and business performance correlation table is given in the following table:

Table 4.91 Correlation Table for H56

Correlations		BUSINESS PERFORMANCE
Functionality of Business Goals - index	Pearson Correlation	,042
	Sig. (2-tailed)	,856
	N	21

Functionality of Business Goals and Business Performance: H_0 rejected because $p=0,042$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is a significant relationship between functionality of business goals and business performance. As a consequence, CRM projects should be driven by business goals. It is apparent that business goals functionality affects company's business performance positively. In other words, if the companies use CRM technology to expand the scope of functional areas with business goals, business performance will improve.

H57. There is a significant impact of level of customization of CRM Critical Success Factors on business performance.

H57a. There is a significant impact of level of customization of CRM Critical Success Factors on overall performance.

H57b. There is a significant impact of level of customization of CRM Critical Success Factors on marketing performance.

H57c. There is a significant impact of level of customization of CRM Critical Success Factors on financial performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

Below correlation table, it is investigated to find out between significant relationship between level of customization is one of critical success factors and overall performance, marketing performance and financial performance.

Table 4.92 Correlation Table for H57a-H57b-H57c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Level of Customization - index	Pearson Correlation	-,042	-,129	-,028
	Sig. (2-tailed)	,856	,578	,903
	N	21	21	21

Level of Customization and Overall Performance: H₀ cannot be rejected because $p=0,856$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between level of customization and overall performance.

Level of Customization and Marketing Performance: H₀ cannot be rejected because $p=0,578$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between level of customization and marketing performance.

Level of Customization and Financial Performance: H₀ cannot be rejected because $p=0,903$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between level of customization and financial performance.

Level of customization and business performance correlation table is given in the following table:

Table 4.93 Correlation Table for H57

Correlations		BUSINESS PERFORMANCE
Level of Customization - index	Pearson Correlation	-,076
	Sig. (2-tailed)	,742
	N	21

Level of Customization and Business Performance: H0 cannot be rejected because $p=0,742$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between level of customization and business performance

H58. There is a significant impact of end user involvement of CRM Critical Success Factors on business performance.

H58a. There is a significant impact of end user involvement of CRM Critical Success Factors on overall performance.

H58b. There is a significant impact of end user involvement of CRM Critical Success Factors on marketing performance.

H58c. There is a significant impact of end user involvement of CRM Critical Success Factors on financial performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

The correlation table below is used to establish the significance of end user involvement which is one of critical success factors of overall performance, marketing performance and financial performance.

Table 4.94 Correlation Table for H58a-H58b-H58c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
End User Involvement - index	Pearson Correlation	,177	,064	,215
	Sig. (2-tailed)	,442	,784	,348
	N	21	21	21

End User Involvement and Overall Performance: H0 cannot be rejected because $p=0,442$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between end user involvement and overall performance.

End User Involvement and Marketing Performance: H0 cannot be rejected because $p=0,784$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between end user involvement and marketing performance.

End User Involvement and Financial Performance: H0 cannot be rejected because $p=0,348$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between end user involvement and financial performance.

End user involvement and business performance correlation table is given in the following table:

Table 4.95 Correlation Table for H58

Correlations		BUSINESS PERFORMANCE
End User Involvement - index	Pearson Correlation	,165
	Sig. (2-tailed)	,475
	N	21

End User Involvement and Business Performance: H0 cannot be rejected because $p=0,475$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measurability of business goals and business performance

H59. There is a significant impact of using phased rollout schedule of CRM Critical Success Factors on business performance.

H59a. There is a significant impact of using phased rollout schedule of CRM Critical Success Factors on overall performance.

H59b. There is a significant impact of using phased rollout schedule of CRM Critical Success Factors on marketing performance.

H59c. There is a significant impact of using phased rollout schedule of CRM Critical Success Factors on financial performance.

H₀: There is no significant relationship between variables

H₁: There is a significant relationship between variables

The correlation table below is used to establish the significance of phased rollout schedule which is one of critical success factors of overall performance, marketing performance and financial performance.

Table 4.96 Correlation Table for H59a-H59b-H59c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Using Phase Rollout Schedule - index	Pearson Correlation	,270	,246	,588
	Sig. (2-tailed)	,149	,182	,002
	N	20	20	20

Using Phased Rollout Schedule and Overall Performance: H0 cannot be rejected because $p=0,149$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between Using phased rollout schedule and overall performance.

Using Phased Rollout Schedule and Marketing Performance: H0 cannot be rejected because $p=0,182$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between Using phased rollout schedule and marketing performance.

Using Phased Rollout Schedule and Financial Performance: H0 can be rejected because $p=0,002$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is a significant relationship between Using phased rollout schedule and financial performance. Rollout schedule shows the strategic path of CRM implementation. Hence, These detailed phased rollout schedule prevents and predicts financial risk and take necessary actions for each steps. Therefore, it directly effects The company' financial performances such as return on sales, return on assets and return on investment.

Using phased rollout schedule and business performance correlation table is given in the following table:

Table 4.97 Correlation Table for H59

Correlations		BUSINESS PERFORMANCE
Using Phase Rollout Schedule - index	Pearson Correlation	,429
	Sig. (2-tailed)	,018
	N	20

Using Phased Rollout Schedule and Business Performance: H_0 can be rejected because $p=0,018$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is a significant relationship between Using Phased Rollout Schedule and business performance. Preparing using phase rollout schedule-index one of the crucial factor not only for CRM implementation project but also any project. One of the CRM project failure reasons of nothing has a detailed rollout plan of implementation. In contrast to this, a proper detailed CRM rollout plan has a significant and positive impact on business performance.

H60. There is a significant impact of measuring, monitoring and tracking of CRM Critical Success Factors on business performance.

H60a. There is a significant impact of measuring, monitoring and tracking of CRM Critical Success Factors on overall performance.

H60b. There is a significant impact of measuring, monitoring and tracking of CRM Critical Success Factors on marketing performance.

H60c. There is a significant impact of measuring, monitoring and tracking of CRM Critical Success Factors on financial performance.

H_0 : There is no significant relationship between variables

H₁: There is a significant relationship between variables

Below correlation table, it is investigated to find out between significant relationship between measuring, monitoring and tracking is one of critical success factors and overall performance, marketing performance and financial performance.

Table 4.98 Correlation Table for H60a-H60b-H60c

Correlations		OVERALL PERFORMANCE	MARKETING PERFORMANCE	FINANCIAL PERFORMANCE
Measuring, monitoring and Tracking - index	Pearson Correlation	,317	,247	,396
	Sig. (2-tailed)	,043	,182	,039
	N	21	21	21

Measuring, Monitoring and Tracking and Overall Performance: H₀ cannot be rejected because $p=0,043$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is a significant relationship between measuring, monitoring and tracking and overall performance. It means, when the CRM project implementation measuring, monitoring and tracking properly it directly effects The Company's overall performance positively.

Measuring, Monitoring and Tracking and Marketing Performance: H₀ cannot be rejected because $p=0,182$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measuring, monitoring and tracking and marketing performance.

Measuring, Monitoring and Tracking and Financial Performance: H₀ can be rejected because $p=0,039$ is less than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is a significant relationship between measuring, monitoring and tracking and financial performance. In other words, measuring, monitoring and tracking is one of the important critical success factors for CRM implementation which has direct impact on financial performance. A proper project management also requires mentioned critical success factor.

Measurability of business goals and business performance correlation table is given in the following table:

Table 4.99 Correlation Table for H60

Correlations		BUSINESS PERFORMANCE
Measuring, monitoring and Tracking - index	Pearson Correlation	,372
	Sig. (2-tailed)	,041
	N	21

Measuring, Monitoring and Tracking and Business Performance: H0 can be rejected because $p=0,333$ is greater than $\alpha=0,05$. It is possible to indicate that within the significance level of 5 %, there is no significant relationship between measuring, monitoring and tracking and business performance.

CHAPTER 5. CONCLUSION

In this section, research findings of the study are summarized and suggestions for further researches are provided. Firstly, findings of hypotheses are explained. Conclusions are explained as per findings. Furthermore, the research contributed to both theory and practice. The detailed information is given this section.

5.1 Conclusions to the Study

CRM is a special concept especially for companies' performance variables. As it is understood from its concept CRM is defined as the core business strategy that integrates internal process and functions, and external networks, to create and deliver value to targeted customers, at a profit. It is grounded on high quality data and enabled by IT (Ang and Buttle, 2006). SAP CRM software has a second biggest market share of overall CRM software in terms of turnover. Therefore, it is apparent that SAP CRM is one of the most common software worldwide. SAP CRM generally focuses on large and medium enterprises. Additionally, majority of companies having a branches operating in different countries uses CRM software. Hence, SAP CRM implementation and measure its effect on business performance for the chemical company' different branches located in different countries and determine the GLOBE cluster differences is main purpose of the study and the gap for literature. Related hypothesis of the research model contributes to explain the benefit of the CRM which directly effect on business performance of the company. It has been argued to reveal the benefits to use CRM as a tool to improve business performance of the company. Additionally, this study represents overview of definition which key components of SAP CRM implementation affect business performance indicators. Key components of SAP CRM include different CRM applications. Thus, this study focuses on to define which key components help to improve directly business performance. The other main purpose of this research is to investigate SAP customer relationship management applications in one company by using 16 different branches located different countries and determine their differences. Further analysis is made according to the GLOBE clustering. These clusters are

investigated to measure perceptual differences in terms of critical success factors, key components of SAP CRM and business performance variables. Findings contribute to understand perceptual differences, these findings especially are important for companies have several branches located in different countries. Common understanding for all variables allows managing the project centrally and properly. Similarly, common understanding between CRM project management team and users is another important factor for sustainable SAP CRM implementation. Due to this reason, detailed examination was made to reveal differences. Besides, this study explores the impact of perceived critical success factors on their business performance parameters such as marketing, financial and overall performances. According to the research model, critical success factors are one of the key factors that ensure successful implementation of SAP CRM. Definition of critical success factors by statistical relationship with business performance variables provide findings to be used for prioritizing of the factor. Therefore, the company can focus on most important factors which directly affect business performance. Given the results of the study, the research model conducted to propose a model for the Company

Business performance is considered as one and grouped variable which includes marketing, financial and overall performance variables. Likewise, overall performance represents overall performance and overall profitability, marketing performance consist market share, market share growth and sales growth. Additionally, financial performance parameter in general includes return on asset, return on sales and return on investment.

This part of conclusion explains all related hypothesis according to the study and research model.

In this part, findings on hypothesis are evaluated and made conclusions according to the variables. This section has the following parts, first to investigate hypothesizes about business performances; second, to examine which key components of SAP CRM sales effects directly business performance and its variables; and, third, to explore the differences between GLOBE clusters; after, to reveal the perceptual

differences between CRM project management team and key users; finally, to analyze critical success factors which of them impact on business performance.

Findings on hypothesized relationships about business performances explore the relationship between key components of SAP CRM and business performance in general and its parameters such as financial, marketing and overall performance.

First of all, it is apparent that key components of SAP CRM sales in general have no effect on financial performances. In contrast to this, each key component has different effect on financial performance parameters particularly. In other means, it cannot be said that key components do not affect the company's financial performance.

Regarding financial parameters, sales planning and forecasting, territory management, opportunity management, and sales analytics are positively correlated with financial performances. Therefore, proper management of the key components positively affects financial parameters like return on investment, return on asset and return on sales. The SAP CRM implementation for the company leads to get better financial result based on these study findings if mentioned key components which directly effect on business performance are being used by users properly. Due to mentioned parameters affecting business performances, CRM should be considered one of the key functions of the Company's which directly affect financial performances. Therefore, executives of the company support CRM implementation and ensure that SAP CRM works properly so as to get better financial results.

Additionally, key components of SAP CRM as a group variable have significant relationship with return on investment. Therefore, the results are shown that the component in general improves return on investment performance particularly. All mentioned findings also support the previous research was done by Sin et al. (2005) which supports CRM has a positive impact on financial performance. Ang and Buttle (2006) also indicated companies are generally satisfied with CRM software's return on investment.

In terms of marketing performance, key components of SAP CRM sales in general have no impact on it. Moreover, each key component of SAP CRM and marketing performance has a different impact. In this study, it is revealed that sales planning and forecasting and sales analytics directly affects marketing performance. This study emphasizes that especially sales analytics have strong relationship with all marketing performance parameters. The result also is supported by Day and Van den Bulte (2005)'s research. Mentioned key components lead to directly sales growth, market share and market share growth. If the company' purposes as a first priority to increase marketing performances through SAP CRM, based on outcome of the study that sales analytics and sales planning and forecasting modules should be implemented properly and firstly. This result is consistent with the findings in the literature (Ata, 2008). This is the one of the benefits of SAP CRM usage. Because of the fact that SAP integrates different SAP modules to SAP CRM.

Findings show that the implementation of the key components has direct impact on the company's overall performance. It is apparent that key components of SAP CRM in general have significant impact on overall performance of the company and also overall profitability. The results also similar to Day and Van den Bulte (2005)' research outcomes. In other words, if the key components can be successfully implemented for all branches, it will effect companies overall performance and profitability positively.

Furthermore, activity management and sales analytic positively correlated with overall performance. Therefore, proper activity management and sales analytic process of the company are directly effect on the company' overall profitability. In particular, accounts and contacts management, sales planning and forecasting, territory management and opportunity management has no direct impact on overall performance of the company. It can be said that implementing activity management and sales analytic modules improve the team management efficiency, allows focus on the right customer, making a proper customer analysis, proper team management, efficient time management and sales analysis. Additionally, B2B business in Chemical industry also requires such a customer analysis and customer classification. Due to number of the customer relatively lower than B2C business. On the other hand, turnover per customer is much bigger than B2C business. Therefore, mentioned factors apparently lead to

saving money and time. Hence these savings help to decrease costs and affect directly profitability. Also, activity management consists of sales and sales support team's activity and sales analytics provides the sales statistics about customers of the company. As a result, efficient use of sales team and sales analytics brings the way of profitability.

All SAP CRM key components such as accounts and contacts management, activity management sales planning and forecasting, territory management, opportunity management and sales analytics are considered as one variable and grouped under the new variable called key components of SAP CRM sales. The purpose of the grouping is to understand general effect of SAP CRM application on selected variables like business performance.

The results showed that key components of SAP CRM have no impact on business performance in general. On the other hand it cannot be said that each SAP CRM has no effect on any of business performance parameters. Similarly, Ang and Buttle (2006) explained different authors provide conflicting views on the impact of CRM software on business performance. For example, in a more recent review of sales force automation in eight companies, found that only two had any sort of outcome measure in place. Only one of these was a business performance outcome. Likewise, the key components have different impact on business performance as it is explained below certain key components have direct effect the other ones have indirect effect on business performance.

The mentioned parameters in particular, activity management, sales planning and forecasting, opportunity management and sales analytics have a significant impact on business performance of the companies operating in 14 different countries. On the other hand, accounts and contacts management, territory management has no direct impact on business performance in general. These measures are strongly supported by the definition of the components. For example, the main purpose of the activity management is to help and develop loyal and profitable customers. In a consequence of visible sales activities, collaboration and team efficiency. Sales planning and forecasting helps making plans, manager budgets and allocate resources efficiently. Opportunity

management develops managing the sales cycle more efficiently at a lower cost. The other key component is sales analytics provides monitoring and respond the needs in real time, forecast accurately, remain below budget, optimize resource alignment and the position the team to achieve revenue goals (Katta,2013). There is clear evidence that these functions influence business performance positively. In the light of these findings, if the company' first priority for SAP CRM implementation for all branches is to direct impact on business performance positively, it is recommended to focus on firstly to implement and improve activity management, sales planning and forecasting, opportunity management and sales analytics. Similarly, Jayachandran et al (2004) and Reinartz et al. (2004) also found that CRM has an impact on firm performance.

This study investigated to understand perceptual differences between GLOBE clusters according to the variables such as business performance parameters, key components of SAP CRM and critical success factor of CRM. Expected result is to have a common understanding for all variables in this research model. Thus, SAP CRM project can be steered properly. In other words, common understanding and no perceptual differences in between the groups is an ideal situation especially for the company such a many different branches operated in different countries. It allows managing it centrally with standard software without required major local adaptation process in terms of SAP CRM. The findings also revealed that there are no significant differences in between GLOBE clusters according to the key components of SAP CRM. That means, above mentioned suggestions are valid for all clusters. In other words, all SAP CRM key components of sales are same effect on business performance for all clusters and between CRM central team and the other countries as well. Findings indicate that key components which directly affect business performances are valid for all clusters. Hence, the mentioned company can select key components which directly influence business performance parameters for all branches. That is to say, these outcomes indicated that Central SAP CRM project management can be implemented and affected business performance for all branches of the Company.

Additionally, Critical success factors and GLOBE clusters are surveyed so as to determine significant differences in terms of critical success factors. As mentioned in literature, critical success factors are important for CRM project rollouts and

implementations. The survey revealed that there are no major perceptual differences in between variables. Likewise, according to the GLOBE clusters except using phase rollout schedule and trainings, all critical success factors have same impact for business performance parameters for all different branches of the company. However, using phase rollout schedule is statistically different in terms of GLOBE clusters. Anglo and Latin European, Anglo and Middle Eastern, Eastern European and Latin European, Eastern European and Middle Eastern, Germanic and Latin European, Germanic and Middle Eastern are statistically different in terms of phase rollout schedule. Especially Anglo and Eastern European clusters are defined as a group which does not give importance to phase rollout schedule like the other clusters. Therefore, for efficient and successful rollout and implementation of SAP CRM, each phase rollout schedules should be prepared differently based on branches. It can be explained that each organization has different condition, team and organization. Hence, standard and same rollout schedules are not recommended based on the results. All rollouts steps should be prepared considering each branch unique conditions. Similarly, training of users is another critical success factors has statistically different answer is given by GLOBE clusters. In particular, Eastern European and Germanic, Eastern European and Latin European, Nordic and Latin European clusters are different in terms of training. Briefly, Eastern European and Nordic clusters are found that not pay attention of training of users as the other clusters do. This might be explained cultural and expectation differences and knowledge level of the key users between the groups. Based on this results, even though, training purpose is the same and explains the same SAP CRM applications, because of user' level of knowledge about SAP CRM, and different expectations from training, SAP CRM trainings should adjusted and be different from the cluster to another cluster. Another result is, according to the output, trainings should be given separately and prepared differently based on branch. Expectations from the training should be clarified for each branch before training. It helps to improve SAP CRM training efficiency. Standard training shouldn't be done for all key users at the same time.

Finally, even though the one critical success factor differences between CRM team and GLOBE Cluster and among GLOBE clusters, it can be said there are no significant differences between the groups in terms of critical success factors. In the

light of the findings, as can be seen from the results that one general SAP CRM implementation project can be implemented for all branches of the company.

Regarding, perceptual differences between CRM project management team and key users, the purpose of the hypothesis in this session is to measure the significant differences between key users located in 14 different country and Central CRM project management team. In this study, expected result is that no significant differences in between the groups. Ideal situation is having common understanding for business performance variables, key components of SAP CRM sales and critical success factors. Further investigation is done for all variables to get conclusions for the study. First analysis is done for measuring significant differences for business performance variables by the groups. The results are shown that there are no significant differences between CRM project management team and key users operated in different countries in terms of business performances. In particular, sales growth, market share, market share growth, marketing performances in general, return of sales, return of asset, return on investment, financial performance in general, overall performance, overall profitability and overall performance in general is investigated and similarly there are no significant differences by these groups. It is apparent that all branches in general and project management team have same approach based on these variables. As a result, it improves the project implementation efficiency in terms of business performance variables. Based on the result, all findings about business performance explaining the impact of SAP CRM on business performance variables are valid for CRM project management team and key users as well.

Similarly, differences according to key components of SAP CRM Sales parameters are examined in the details to explain the related hypothesis. The study explores, there are no significant differences between SAP CRM central team and key users in terms of each key components of SAP CRM. At this point, it is apparent that the two groups have same approach for the key components. This enables all key components of SAP CRM findings are valid for the groups.

The next stage is to measure the differences in terms of critical success factors. Like business performance and key components of SAP CRM variables all critical

success factors are examined statistically for finding the differences between SAP CRM project team and key users. Related hypotheses provide the results that there are no statistically differences in between the groups. It supports the expected results as the other variable of the research model. To sum up, critical success factors conclusions are valid for both CRM project management team and key users. These conclusions are discussed below.

The main conclusion to be drawn from this study is about critical success factors of CRM implementation in general that mentioned factors in general no impact on business performance. In general critical success factors of CRM are to enable the project implementation steps properly and prevent from any project failure. Hence, they are mainly focus on proper project implementation steps rather than direct business performance effect. On the other hand, using phase rollout schedule and measuring, monitoring and tracking has positive impact on business performance in particularly. Therefore, according the output of the hypothesis regarding critical success factors that can be said that set up each project steps of SAP CRM implementation and setting KPI's, measuring CRM performance, monitoring project steps and tracking the results are crucial factor and direct impact on business performance. Based on these outcomes of the study that is recommended to prepare detailed plan and measure, monitor and track the implementation of the project is a way to ensure the success of the SAP CRM implementation.

On the other hand, measurability of business goals, operational alignment (business and IT), executive support, consultant qualification, training of users, functionality of business goals, level of customization, end user involvement variables cannot be described as critical success factor variables is not important for successful SAP CRM implementation. Mentioned variables are still critical and the way of the successful implementation of SAP CRM implementation. They nevertheless have no impact on business performance variables.

This study represents an overview of key components of SAP CRM implementation, critical success factors and GLOBE study and its effect on business performance variables. Last but not least, in the light of the findings, it is apparent that

one standard SAP CRM project can be implemented successfully for multinational companies have several branches operated in different countries. The available findings clearly lead to the conclusion that GLOBE clusters have no perceptual differences in terms of business performances, key components of SAP CRM and critical success factors. That means, even though customers and customer behaviors different, same critical success factors and same key components of SAP CRM affects business performance in general and business performance variables. Same project steps can be implemented for all branches. This leads to the conclusion that same implementation of SAP CRM project for the companies operated in different branches allows being more efficient and effective projects implementation as well as time and financial savings. Additionally, another conclusion to be drawn from this study is certain key components of SAP CRM effect directly business, overall, marketing and financial performance variables which improves firms' performance in terms of marketing, financial and overall performances. Finally, this study has shown that two different critical success factors have direct impact on business performances.

5.2. Contributions of the Study

With the results obtained for all constructs included in the research model, this study contributes to fill the gaps in the literature about the impact of SAP CRM implementation on business performance, relationship critical success factors and business performance, relationship between key components of SAP CRM and business performance, relationship between GLOBE Clustering and business performance.

This research contributes to certain key components of SAP CRM has an impact on business performance. These key components are activity management, sales planning and forecasting, opportunity management and sales analytics. These findings contribute companies which want to improve their business performance via SAP CRM. Additional contribution of the study is the key components of SAP CRM effects overall performance on the company. With this finding, it can be measured the SAP CRM implementation improvement. Additionally, there are significant relationships between measuring, monitoring and tracking and business performance, using phase rollout schedule and business performance. The variables which impact directly business performance should be considered as a key factor of successful SAP CRM

implementation. Additionally, the another importance of this study lies on the investigation of the concept of SAP CRM with its impact on business performance from different branch perspective; except training of users and phased roll out schedule there are no significant differences in terms of research model variables. The contribution of the finding is that customized trainings and phased rollout schedule helps to improve SAP CRM implementations and prevent failure of SAP CRM implementation project. the research model illustrates the associations between all of them. Due to the nature of its content, this study has the role to be a bridge between SAP CRM application and business performance parameters of the company.

In fact, this study has the attribute to be a debut in terms of investigation SAP CRM implementation of the company's different branches located in different countries and their impact on business performance. The purpose of this study is to give considerable implications with its results. Finally, the results of this study may be guideline for the new SAP CRM implementation project for multinational companies as well as their branches located in different countries.

5.3. Limitations of the Study

The findings of study are affected with certain limitations. First limitation, the study sample size is restricted for one company's different branches from Europe and Turkey Second, sample size consist of key users and CRM central team, active users of CRM belongs to mentioned different branches more than 200 users. Finally, 5 clusters of all GLOBE study investigated in this study.

5.4. Suggestions for Further Research

This study contributes to filling the gap about finding SAP CRM Sales applications effects on business performance as well as perception differences by GLOBE study. This finding provides a framework for further research for analyzing different CRM software, companies and industries. Additionally, this research may be used for more than one CRM using company so as to get more different approaches based on research model.

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Questionnaire English Version

Country

Name (Optional)

Would you like us to share the results of the study with you?
If so, please provide your e-mail address

THANK YOU FOR YOUR PARTICIPATION

**Please answer the following questionnaire with respect to your company's
SAP CRM Implementations.**

Please indicate whether you agree or disagree with each statement by
marking the appropriate column on the right

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
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CRM Critical Success Factors **Measurability of Business Goals**

CRM implementation, companies should clarify exactly what they are trying to achieve.

CRM implementation, the goals should be quantitatively articulated

Companies need to define the specific business benefits that they expect their CRM project to deliver

Operational Alignment (Business and IT)

Business managers should be responsible for the design and implementation of the system

Technical personnel should be responsible for the design and implementation of the system

For ensuring successful implementation, companies should create operational structures that reinforce

Executive Support

CRM projects are strategic initiatives

CRM projects should be actively supported by management

Without executive endorsement, including an explanation of how the new system supports organizational goals, its initiative can be viewed only as a fad.

Consultant Qualification

The Company should hire consultants who have been certified by the software provider

System integrators can actually deliver a CRM project on-time and on-budget, companies should use consultants

Training of Users

It should train employees how to effectively execute the business processes with the help of CRM systems, while focusing on demonstrating how software features and functionalities can be used.

it should also focus on "change management" since its implementation often entails changes to companies' business processes.

Employees must understand how the new processes will help the company better serve customers

CRM technology will help the company better serve customers

Functionality of Business Goals

CRM projects need to be driven by business goals

Companies might use CRM technology to expand the scope of functional areas

Level of Customization

Firms should first consider the applications' existing functionality before starting to customize their CRM applications.

Customization is the most costly component of a CRM implementation

Customization is time-consuming component of a CRM implementation

Customization is complex component of a CRM implementation

End User Involvement

Companies should incorporate the knowledge of frontline professionals into SAP CRM system design if they want to successfully implement their CRM solutions.

Unless companies solicit and act on end user input, they run the risk of implementing systems

Using Phase Rollout Schedule

In a phased deployment schedule, the focus in each phase is on a specific CRM objective and is designed to ensure a quick win.

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Measuring, monitoring and Tracking

Companies should measure, monitor, and track the system's effectiveness, with an eye to continuously improving performance once the system begins to operate.

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Please rank Critical Success Factors seen below from most important =1 to less important =10 According to you.

Most important:1 Least important:10		Example
Measurability of Business Goals		1
Operational Alignment (Business and IT)		3
Executive Support		5
Consultant Qualification		6
Training of Users		4
Functionality of Business Goals		2
Level of Customization		10
End User Involvement		8
Using Phase Rollout Schedule		9
Measuring, monitoring and Tracking		7

Please rate your company's performance on the following issues with respect to your main competitors.

Much Worse	Worse	A Little Worse	Same Level	A Little Better	Better	Much Better
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SAP CRM SALES APPLICATION

Accounts and Contacts Management						
Activity management						
Sales Planning and Forecasting						
Territory Management						
Opportunity Management						
Sales Analytics						

Please rate your company's performance on the following issues with respect to your main competitors.

BUSINESS PERFORMANCE

Overall performance						
Overall profitability						
Sales Growth						
Market Share						
Market Share Growth						
Return on Sales						
Return on Assets						
Return on Investments						

Please indicate your company's turnover in the last fiscal year.

- >15.000.001 EUR ☐
- 10.000.001 - 15.000.000 EUR ☐
- 5.000.001 - 10.000.000 EUR ☐
- 1.000.001 - 5.000.000 EUR ☐
- < 1.000.000 EUR ☐

Over the last three years, has your company revenue...

- Grown ☐ Stayed the Same ☐ Declined ☐

Number of employees of your company

<10 ☐ 10-20 ☐ 20-30 ☐

30-40 ☐ >40 ☐

How many customers does your company have?

<250 ☐ 250-500 ☐ 500-750 ☐

750-1000 ☐ >1001 ☐

What is your role within your company?

For how many years have you been professionally in the workforce?

_____ Age _____

Gender

Female ☐ Male ☐

Last school graduated

High School ☐ University ☐

Master / Ph.D ☐

CURRICULUM VITAE

Tuğrul Aydın KAYI

EDUCATION

03.2010 – 12.2014

Okan University, Istanbul / Turkey

PhD, Business Administration

(In english)

Focus:

Marketing Management, Strategic Marketing Planning, Customer Relationship Management, Channel Management, Statistic, Econometric Analysis, Game Theory.

Thesis (Cont.): Impact of Customer Relationship Management implementation on business performance: Case Study in Chemical Industry

09.2001 - 09.2005

Ege University, İzmir / Turkey

MSc in Marketing (In English)

Focus: Export Marketing and incentives

09.1995 – 09.2010

Dokuz Eylül University, İzmir/ Turkey

BA, Economics

WORK EXPERIENCE AND INTERNSHIPS

04.2014 –

BASF, Dubai/UAE

Manager

Regional Commercial Sales Support

- Regional Marketing Management
- Responsible for 14 Middle East Country include Egypt as Marketing Manager
- Regional Sales Management
- Iran, Qatar, Bahrain, Oman, Lebanon Sales Manager
- Marketing Research
- Distribution Channel Management
- Pricing Strategy
- Marketing Communication
- Regional Business Plan
- Product Launches
- Brand Management

08.2009 – 04.2014

BASF, Istanbul/Turkey

Commercial Sales Support Executive

- Marketing Management
- Paint Related Product Management
- Pricing Strategy
- Stock Management
- Sales Forecasting
- Customer Relationship Management
- SAP CRM Key user
- SAP SD Key User
- E-Shop Key User

02.2009 – 08.2009

BASF, Istanbul/Turkey

Business Development

- Salcomix Brand Management
- Order Management of Export Countries and Direct Sales
- Prospect Customer Visits

06.2007 – 02.2009

BASF, Izmir-Istanbul/Turkey

Sales Coordinator

- Stock and Warehouse Management
- Order Management (Defining prices, discounts, terms of payments and the other sales conditions to SAP)
- SAP Key user

12.2005 – 06.2007

BASF, Izmir/Turkey

Business Development and Training

- Prospect Customer Visits

- Looking for opportunities for new market
- Responsible for customer complaints
- New Product Acceptance tests
- Planning, organizing and lecturing technical trainings

03.2005 – 12.2005

BASF, Izmir/Turkey

Marketing

- Pricing
- Promotion tool planning and related activities
- Sales reports

04.2004 – 03.2005

BASF, Izmir/Turkey

Business Development and Training

- Small batch production management
- Pricing
- Stock Management
- Technical Trainings

09.2001 – 03.2001

**Aegean Exporters' Associations,
Izmir/Turkey**

Trainee

- Export Incentives

PROJECTS

2007	BASF Customer Satisfaction Survey
2008	BASF SAP migration
2009	BASLAC Launch Project
2010	CRM Project
2011	Dealer Optimization Project
2012	Cobalt Migration
2013	E-Shop

OTHER SKILLS

Languages **Turkish** Native or bilingual proficiency

English Full professional proficiency

Computer Skills Extensive knowledge in all Major IT applications and SAP R3 , SAP CRM, SAP SD Module, SPSS, E-views