

HEXAGONAL STELLAR MODEL OF CRM – KEY ELEMENTS INFLUENCING THE CRM BUILDING

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Introduction

In developed countries the change of business processes are distinguished in the orientation to a customer. Enterprises base their actions in the market not on “suspicions” or “experience”, but on knowledge that is acquired by analysing customer’s data. However knowledge-based activity of an enterprise is possible only when having processed the data on their basis motivated decisions to find, attract and keep customers are taken. This explains why at present it has particularly become fashionable to speak about customer relationship management [43]. It’s a significant possibility to create a relevant competitive advantage and a possibility to be successful on chosen markets [39].

The scientific paper analyses variants of CRM conceptions by reviewing different models of CRM creation, analysis of which allowed envisaging typical elements influencing the CRM building in company. Analysis of scientific literature, comparative analysis and inductive method were main methods of the research. The analysis of scientific literature allowed revealing and theoretically finding the suitability of individual key elements for basic CRM system formation. By comparing different CRM models and applying the inductive method a hexagonal stellar model was designed.

This scientific paper is organized as follows: we consider the concept of the CRM, present some definitions of CRM systems, as they are displayed in the literature. Main goal of the study is to contribute to the larger successfulness of organizations that decide for building of CRM. In the second and third section the paper considers the concept of CRM and how CRM systems are reported upon

in the literature. In the fourth section the paper describes the empirical research. The purpose of the research was to find and analyse the current level of Slovak companies in the CRM area on the base of identifying main factors that affect the level of using CRM information system and process of implementation in the company. The last section of the paper deals with identification of key linkages between management and CRM.

1. Analysis of the CRM Term

CRM has a lot of definitions. Definitions of CRM are wide ranging and shall be explored in greater detail in the next section. CRM is everything what it is related to satisfaction of customer’s needs.

Interesting view on the term CRM has been brought by Payne (2005). He understands customer relationship management as a strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. In his opinion CRM unites the potential of information technologies and relationship marketing strategies to deliver profitable, long-term relationships. CRM provides enhanced opportunities to use data and information both to understand customers and implement relationship marketing strategies better. This requires a cross-functional integration of people, operations, processes and marketing capabilities that is enabled through information technology and applications.

Another view of CRM is that it is technologically orientated. 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. Kincaid (2003) defined CRM as the strategic use of information, processes, technology, and people to manage the customer's relationship with your company (marketing, sales, services, and support) across the whole customer life cycle. Choy et al. (2003) suggest that CRM is an information industry term for methodologies, software, and usually internet capabilities that help an enterprise manage customer relationships in an organized way. It focuses on leveraging and exploiting interactions with the customer to maximize customer satisfaction, ensure return business, and ultimately enhance customer profitability. Sandoe et al. (2001) argue that advances in database technologies such as data warehousing and data mining, are crucial to the functionality and effectiveness of CRM systems. Peppard (2000) suggests that technological advances in global networks, convergence and improved interactivity, are key to explaining the growth of e-business and CRM.

Wide explanation variability of the term CRM may be documented also by these theses. Smith (2001) understands customer relationship management as business strategy combined with technology to effectively manage the complete customer life-cycle. In opinion of Stone and Woodcock (2001), the CRM represents a term for methodologies, Technologies and e-commerce capabilities used by companies to manage customer relationships. Also Khanna (2001) leans to this opinion by the thesis he said, that customer relationship management is an e-commerce application.

In opinion of Buttle (2000), customer relationship management is about the development and maintenance of long-term mutually beneficial relationships with strategically significant customers. In opinion of Gosney and Boehm (2000), the basic theme is for the company to become more customer-centric. Role of relationship marketing in the CRM emphasized Peppers, Rogers and Dorf (1999), from their point of view, CRM can be viewed as an application of one-to-one marketing and relationship marketing, responding to an individual customer based on what the customer tell company and what else company know about customer. Hobby (1999) perceives

customer relationship management as a management approach that enables organizations to identify, attract and increase retention of profitable customers by managing relationship with them. Couldwell (1999) emphasizes meaning of information about costumers and work with them, by the thesis, that CRM involves using existing customer information to improve company profitability and customer service. Glazer (1997) believes CRM as integrating element. In his opinion the customer relationship management provides strategic bridge between information technology and marketing strategies aimed at building long-term relationship and profitability. This requires information-intensive strategies. Kutner and Cripps (1997) have got the same opinion. They understand CRM as data-driven marketing.

Following this definition (Tab. 1), we charted a short overview of different approaches in defining the CRM concept.

Table 2 records in a concise form various view of several foreign authors on the definition of CRM. In opinion of Kopf (2000), CRM is scientific discipline which goal is profit maximization and which is interested in methods of increasing stability level of the riskiest customers and in methods of how to increase customer relationship value with decreasing costs at the same time. In our view, CRM is not science, because CRM hasn't:

- *Own conceptual base*,
(CRM uses conceptual base of marketing, informatics, management, sociology, psychology...);
- *Own methodological base*,
(CRM uses models, methods and tools of marketing, informatics, management, psychology...).

For the purpose of this paper, we offer the following definition: *Customer relationship management is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers using information technology with aim to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service supported by high-quality personnel and the supply-chain functions of the organization to achieve greater efficiency and effectiveness in delivering customer value by creating environment acceptable for customers.*

Tab. 1: Definitions of CRM

Authors	Definition
Levine (2000)	CRM is the utilisation of customer-related information or knowledge to deliver relevant products or services to consumers.
Kumar & Reinartz (2006)	CRM is the strategic process of selecting the customers a firm can most profitably serve and of shaping the interactions between a company and these customers with the goal of optimizing the current and future value of the customers for the company.
Sandoe, Corbitt & Boykin (2001)	CRM is technologically oriented.
Chen & Popovich, (2003)	CRM is a combination of people, processes and technology that seeks to understand a company's customers and it is an integrated approach to managing relationships by focusing on customer retention and relationship development.
Bull (2003)	CRM is a complex combination of business and technological determinants.
Ramaseshan (2006)	CRM is the process for achieving a continuing dialogue with customers, across all available touch points, through differentially tailored treatment, based on the expected response from each customer to available marketing initiatives, such that the contribution from each customer to overall profitability of the company is maximized.
Strauss, El-Ansary and Frost (2003).	CRM is a holistic process of acquiring, retaining and growing consumers.
Chao et al. (2007),	CRM is technological contributions to companies and this technology surged into the market rapidly.
Chang et al. (2002)	CRM is e-business applications.
Gartner	CRM is a business strategy designed to optimise profitability, revenue and customer satisfaction.
Light (2001)	CRM evolved from business processes such as relationship marketing and the increased emphasis on improved customer retention through the effective management of customer relationships.
Girishankar (2000)	CRM is a holistic and complex strategy.
Piskar & Faganel (2009)	CRM is a new concept, characteristically centred to the customer and not to the product.

Source: own elaboration

2. Methodological Premises of Model Formation

Building of customer relationship management system in company is a complicated process. Different authors present a lot of variants of CRM implementation. They distinguish similar elements influencing the CRM building in company.

A simple CRM model is presented by Sin, Yim and Tse (2005). It presents four elements groups: customer's characteristics, management of knowledge (information about customers), CRM structure (organisation structure, sources,

human resources, etc.) and CRM substantiation by IT technologies.

In opinion of Clark, McDonald and Smith (2002), successful CRM demands that members of different functions such as marketing, information technology and human resource management work together. Conditions necessary for effective CRM are appropriate marketing strategy, IT systems and organizational culture.

Then they emphasized importance of change management in the process of building CRM in company. Of particular relevance to change management are the organizational

Tab. 2: Perceptions of CRM

Perception of CRM as	Authors
strategy	Smith (2001), Gartner, Anderson and Kerr (2002), Girishankar (2000)
process	Gosney & Boehm (2000), Peppers, Rogers & Dorf (1999), Kumar & Reinartz (2009), Ramaseshan (2006), Strauss, El-Ansary & Frost (2003), Light (2001)
strategic approach	Dick Lee (2001), Payne (2005), Kinaid (2003), Buttle (2000), Hobby (1999), Glazer (1997)
technology	Choy (2003), Stone & Woodcock (2001), Khanna (2001), Couldwell (1999), Kurtner & Cripps (1997), Bull (2003), Sandoe, Corbitt & Boykin (2001), Chao et al. (2007), Chang et al. (2002)
model	Piskar & Faganel (2009), Levine (2000), Sin, Yim & Tse (2005), Clark, McDonald & Smith (2002), Phelps (2001), Cohn (2002)
science	Kopf (2000)

Source: own elaboration

culture and climate conditions. They determined four elements important for effective CRM: positive organizational climate, market-oriented culture, strong culture, learning climate.

Anderson and Kerr (2002) are in the conviction that success of the CRM is in conformity of technology with CRM strategy. This affects and determines company’s organizational structure, which again has influence on choice of appropriate technology. This step order has to be kept. It is essential to begin the process of building CRM in company by defining CRM strategy.

Interesting relationship management model presents Phelps (2001), it contains four basic steps:

1. Segmentation.
2. Present behavior analysis.
3. Development of the strategy for reaching target behavior.
4. Keeping of this behavior.

In the beginning of the process it is essential to make audit of all systems, research, marketing knowledge, opportunities, historical records and other data sources that may exist in company. On the base of this analysis we can approach to four mentioned basic model steps.

A clear organizational CRM model is presented by Payne (2005), which consists of five processes (Fig. 1):

1. Strategy development.
2. Value creation.
3. Multi-channel integration.

4. Information management.

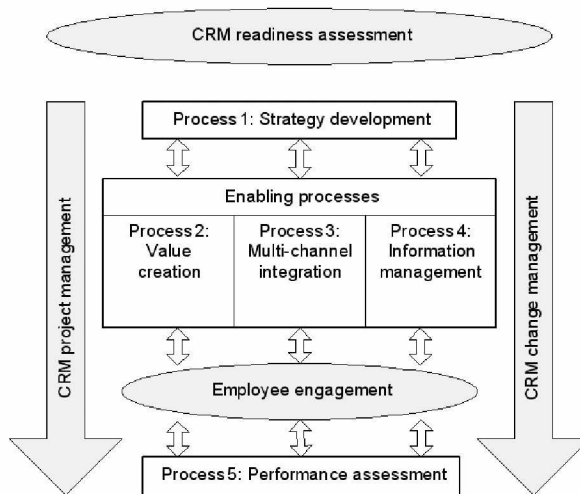
5. Performance assessment.

These processes are positioned relative to four critical elements of a successful building of CRM in company: CRM readiness assessment, CRM change management, CRM project management and employee engagement.

Payne (2005) puts emphasis on the evaluation of current situation in the way of readiness of the company and willingness of management apply company strategy oriented on customer, before the formulation of CRM strategy. CRM is not an appropriate strategy for a company to adopt if it does not have the leadership of the enterprise engaged in supporting CRM. He points at the fact that CRM is about leveraging relationships for mutual benefit through the skilful utilization of customer knowledge. But it is also about building stronger and more productive relationships with other stakeholders, particularly employees. In opinion of Payne (2005), the main source of competitive advantage today is customer intimacy achieved through excellent customer service. Here employees have a critical role to play in its delivery.

Cohn (2002) developed a model of CRM focused more on organizational structure than on the technology itself. He argues that CRM is organizational model. His model of CRM centers on the structural concepts of formalization, centralization, complexity, and integration. The model proposes that organizations formalize

Fig. 1: Organizational model of CRM



Source: [29]

CRM practices such as the Technologies and practices that enable the collection and analysis of customer information.

Summarising viewpoints of various authors, it would be possible to highlight that in order to successfully implement CRM, it is necessary to balance and integrate technologies, processes and people. These elements are closely related to company's strategy.

3. Empirical Research – Situation in Slovak Enterprises

From March 2007 to February 2009 we carried out the research specialized in diagnostics of the level of Slovak companies in the CRM area. For better understanding the value of the research, we addressed medium and large businesses. 230 top managers of Slovak medium (79 %) and large (21 %) businesses participated in the research.

Search subject has been companies acting in all branches of national industry on area of Žilina self-administrative region. Specifically it is about companies, relegated as medium and large companies on the base of employee count by Statistical Office of the Slovak Republic. *Target group* of the research are *companies*. For these companies it is essential to fulfill below written criteria of assortment to be sorted as target group:

- Acting on area of Žilina self-administrative region,
- Employees count higher than 50.

On the base of these criteria it can be said, that target group consists of medium and large companies, acting on area of Žilina self-administrative region. Object of the research (final respondents) are managers from middle or top management in these companies.

Representative technique has been chosen as sample selection method. To be specific, *technique of base selection* has been used. This technique uses *full-range searching*.

Sample size represents 210 of respondents (medium and large companies) by required 95% interval of reliability and maximal admissible fault 5 % [35]. Actual count – 230 respondents says that sample of asked companies may be considered as representative.

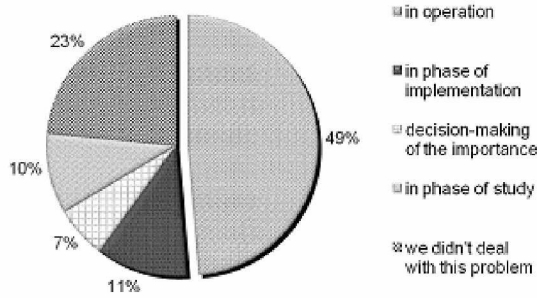
Data gathering was running by two main ways – by **personal questioning** and by **electronic questionnaire**. Telephone contact or e-mail communication was made before personal questioning. Internet environment was also used for the data gathering. Electronic questionnaire was made through PHP and was placed on internet site of the faculty: <http://fria.fri.uniza.sk/~lendl/dotaznik.php>. By personal questioning it was gathered 121 questionnaires, which represents 53 % of all questionnaires. Electronic questionnaire was

filled by 109 managers from medium and large companies.

The purpose of the research was to find and analyse the current level of CRM area on the base of identifying main factors that affect

the level of using CRM information system and process of implementation in the company. The current situation of CRM application based on results of the research is presented in Fig. 2.

Fig. 2: Status of CRM in Slovakia

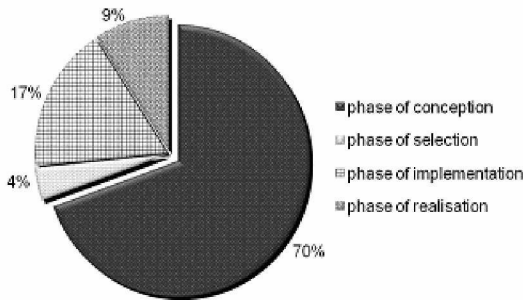


Source: own research

Almost one fourth of respondents did not deal with this problem. In the phase of study is 10 percent of respondents, 7 percent is in decision-making phase of CRM application

importance for the company. 11 percent of respondents implements CRM in the company's practice. Almost half respondents (49 percent) said that CRM is in full operation in the company.

Fig. 3: Most Important Phase of Process of CRM Implementation in Company's Opinion



Source: own research

70 percent of respondents said that conception is the most important phase of CRM implementation process (Fig. 3). This phase informs about necessity of exactly defined

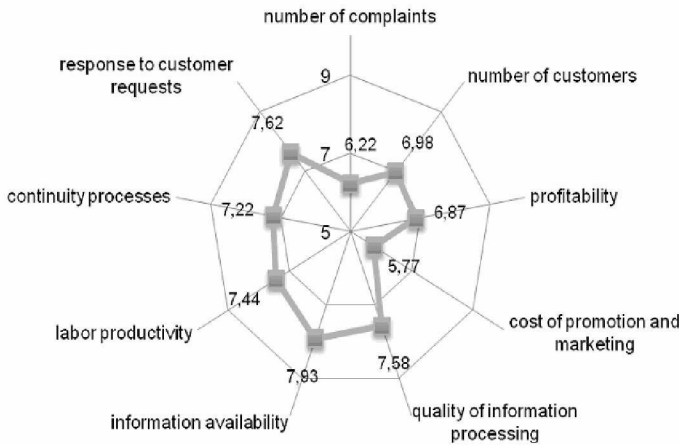
criteria and conditions. 4 percent said that phase of selection, but on the other hand 17 percent said that phase of implementation is the most important. Main target of this phase is

to successfully adapt the software and organizational structure. The phase of implementation finishes with testing and system realisation. 9 percent said about phase of realisation that it's the most important. For successful CRM information system implementation, it is necessary to have skilled employees. Assurance of regular communication is the most important in this phase.

Respondents had available a 10-point scale, where 1 means "marked deterioration"

and 10 means "significant improvement". As seen in Fig. 4, implementation of CRM in the company has greatly contributed to increasing the availability and quality of information processing. Also it has significantly improved response to customer requests and follow-up processes across the company. It was increased labour productivity and profitability. The smallest impact was the implementation of CRM on the number of complaints and the cost of advertising and marketing.

Fig. 4: Impact of CRM Implementation by Individual Indicators



Source: own research

As seen in Fig. 5, respondents have considered the most important preconditions for successful implementation of CRM into the enterprise strategy and planning (8.66), effective work with information (8.55) and high-quality customer base (7.93). The smallest importance they have attributed organizational structure (5.69).

The top managers identified the key problem areas of CRM implementation in the company. They selected the following problems:

- Low level of staff motivation (47.8 %),
- Insufficient details about processes and information flow (31.3 %),
- Mismatched definition of requisites before implementation (34.4 %),
- Permanent distrust of new technology (30.4 %),
- Change of customer demands (27.83 %),

- Loss of coordination (reason: very long process of implementation) (26.52 %),
- Insufficient trust between management and staff (25.65 %),
- Insufficient consulting before installation (25.22 %).

As much as 54 % asked companies consider application of CRM into company as continuous process. 12 % of respondents quoted that CRM implementation lasted more than 12 months. 14 % of asked companies say that process lasted from 8 to 12 months, other 11 % claim that duration was from 4 to 8 months and about 10 % of respondents said the whole implementation process lasted less than 4 months. Besides building the CRM in the company, 24 % of asked companies used outsourcing services. 51 % of respondents implemented CRM using own sources.

Fig. 5: Preconditions for Successful CRM Implementation



Source: own research

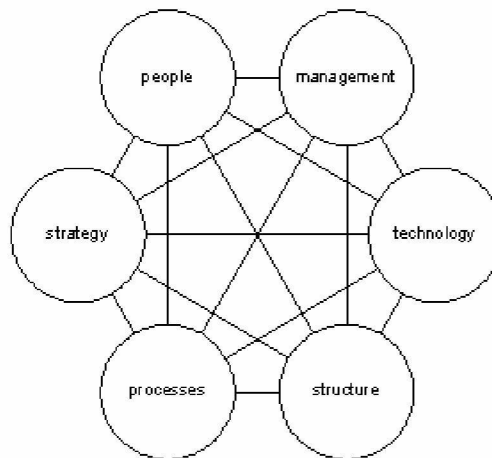
4. Hexagonal stellar model of CRM

Part of theoretical outputs of problem solution is also attempt to feature knowledge in the form of hexagonal stellar model of CRM (Fig. 6), which contains key elements influencing the CRM building in company. It consists of two triangles, each with elements representing main factors that influence CRM building in company. Referring to standpoints of many authors on the CRM implementation, empirical research and

having analysed the structure of CRM models presented by them, the following elements of model were chosen:

- People,
- Processes,
- Technologies,
- Strategy,
- Organizational structure,
- Management.

Fig. 6: Hexagonal Stellar Model of CRM



Source: own elaboration

Important thing is to keep all relations and relationships between single elements of the model proceeding with the orientation on the customer. Customer relationship management is in the sense of hexagonal stellar model understood as a compact system which includes vision, strategy, values of company culture and policy, company processes, their sources, goals and metrics with direct relation to customer.

In the focus centre of hexagonal stellar model is customer and its needs. Output of the model is created value, which brings expected profits to customers. It is formed by product (service) attributes, company image and relation to the customer.

The first triangle contains the key elements that form the main proportion (base) of the CRM. They are:

- People,
- Processes,
- Technologies.

Customer relationship management aims to provide strategic connection between information technologies and company strategy, aimed at building long-term relations. Progress in the information technologies area provided, the companies with methods of collection, saving, analyzing and sharing information about customers, which rapidly increased their ability to react on each customer's needs, to attract new and maintain current customers. Information technologies support and make easier customer relationship management, even with higher amount of customers.

Other important and indispensable element in the triangle are processes. All business processes in company should be oriented on customer. There are processes that are directly connected with customers during purchase, payment or usage of company products and services. Communication and requests equipment must have set up clear processes, describing sequence of all actions needed to be done inside the company for equipment of the customer request in the shortest time period.

The most important element within the triangle are people. Success rate of building long-term and mutually profitable relations with customers will depend on performance and approach of people. For customers they are first persons to have contact with. Customers can make picture about the whole company on

the base of conversation with them. Ability to satisfy customer needs depend on their knowledge and skills. Unqualified employees can harm not only customer, but especially company. Company cannot satisfy only with obtaining qualified employees, but has to develop their knowledge and skills at the same time. People have a huge impact on the success of the CRM processes. Successful and effective customer relationship management people tend to display the following characteristics: positive attitude, people orientation, organizational skills, analytical skills, customer focus (natural empathy), understanding of the link between CRM and profitability.

Having a customer-focused mindset is important in providing exceptional customer service. Applying effective communication skills is equally important. Traut (2008) states a list of the most important communication abilities: presence, relating, questioning, and building rapport, listening, check backs, choosing words.

The second triangle contains elements that are important from the view of securing CRM function in company and are essential for building the CRM model. They create environment, in which the CRM can be built, and also resources and ways to achieve it. These elements are as follows:

- Strategy,
- Organizational structure,
- Management.

Support of top management and involvement of all employees is essential for successful CRM building in company. Creating the strategy is also important, same as in each key step in company run. Strategy with solid rules, but able to modify on the base of specific company conditions. These facts and changes have to reflect also in a new organizational structure of the company. Successful strategies require a properly matched organization structure. If an organization significantly changes its strategy, it needs to make appropriate changes in its overall structural design [16].

Key element of CRM building in company is management. It represents main element on the connection between company and customer. For its function it needs mainly information from the CRM system, collected by other departments. It has many tools insuring promptness in communication with customer and elimination of unnecessary contacting of specific departments

in order to find basic information, by that it supports customer satisfaction, makes work more effective and saves time of all participated.

Managers play meaningful and unsubstitutable role in the process of building CRM in company. A manager cannot carry out his/her decisions by himself/herself, without employees' active and creative co-operation [27]. In terms of project managing it is essential to determine key roles: project manager, CRM manager and persons responsible for particular phases of implementation. Managers should have certain privileges to make decisions and also will to make decisions, all of that in the shortest time period. These persons are owners of the problems and make decisions between solution alternatives. In case that these roles wouldn't be determined in company, it may harm all the CRM initiative.

Project manager should be known in the phase of selection procedure. He should be responsible for the project from task takeover until achieving its goal. CRM manager represents initiative in the company. His role is not ending by successful implementation (as in position of project manager), but involves activities related to change management, cooperation with participated company managers on other development and operation of the CRM.

Other important element of the triangle is CRM strategy. It is summary of strategic decisions, on the base of which the CRM in company is realizing. CRM strategy is closely connected with company strategy, therefore it has to involve basic characteristic of this strategy. Its main goal is providing successful relationship building with customers. Presumption of reaching this goal is orientation on customer in the whole company.

Customer processes in company have to be supported by suitable organizational structure, which will allow managing relationship with customer and adjust the offer to their needs and wishes. These relationships have direct influence on rationalization, optimization and total streamline of all activities related with these relationships. Recommendation for successful CRM building in company resulting from hexagonal stellar model:

- creating two roles: CRM manager and project manager,
- conforming of three areas: people, processes and technology,

- CRM strategy has to come out from company strategy and therefore fully involve its basic characteristics.

5. Analysis of the linkages between management and CRM

If in the model replace the elements of management area, we get a second level model, which shows the main linkages between management and CRM. Management represents a major element on the junction between businesses and customers. For its work needs from the CRM system information gathered primarily other departments. It has more instruments guaranteeing the speed of communicating with customers and eliminate unnecessary contact a specific department for investigation of elementary information, thereby promoting customer satisfaction, streamline work and saves time for all involved.

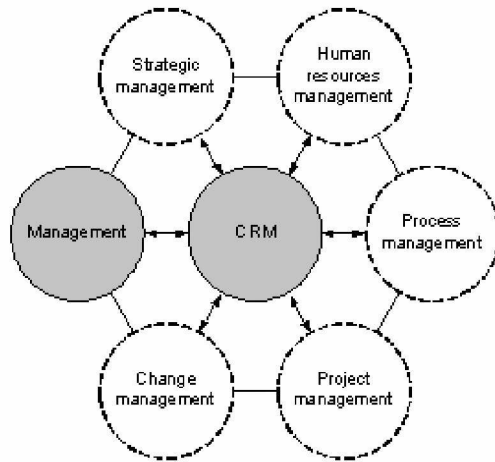
There is double bond (Fig. 7) between management and CRM. CRM provides clear evidence needed for strategic decision-making. Management is reflected in CRM primarily through the following areas: strategic management, change management, project management, process management and human resources management.

5.1 Strategic Management and CRM

Strategic management in the field of CRM applies particularly in formulating CRM strategy, preceded by a detailed analysis of the current situation in the enterprise (Fig. 8). The process of creation of CRM strategy by Payne (2005) includes determining the type of business and customer strategy and ensures their integration. The concepts of strategy in the context of CRM best describe Normann and Ramirez (1993). Their definition emphasizes the nature of customer relationships. Strategy considered a way of creating value. According to them, the strategy provides the intellectual structure, major conceptual models and ideas that allow business managers to learn ways to help customers and ways to be profitable by using [28].

Payne (2005) emphasizes that the task of customer relationship management is not creating a business strategy. Conversely, it is about understanding that to create an

Fig. 7: Illustration the Links between Management and CRM



Source: own elaboration

appropriate CRM strategy. Also, the enterprise should indicate how it should be the strategy evolves over time. The CRM strategy is essential to be connected and support business strategy (Payne, 2005). In the process of creating a CRM strategy must apply strategic thinking, which is characterized by continuous analysis of environment, customer orientation, and readiness for change, integration, concentration and learning resources. To carry out the necessary analysis of the current situation inside and outside the enterprise are used, different methods of strategic management.

The most common cause of CRM failure in the enterprise may be a lack of customer-driven strategy. Managers undertaking may be advisable to review business objectives and current business strategy and reflect the expectations and requirements of customers in business strategy.

5.2 Change Management and CRM

Change management is applied in CRM in particular when assessing the readiness for CRM and business decisions to move to new or expanded CRM initiatives. When a company defines each of the key processes of CRM, such as development strategy, creating value, the integration of communication channels, information management and performance assessment must consider the implications of

any change in one process. The introduction of large and complex enterprise initiatives, CRM will have to undergo organizational and cultural changes. A crucial aspect of the business will therefore be an effective change management program.

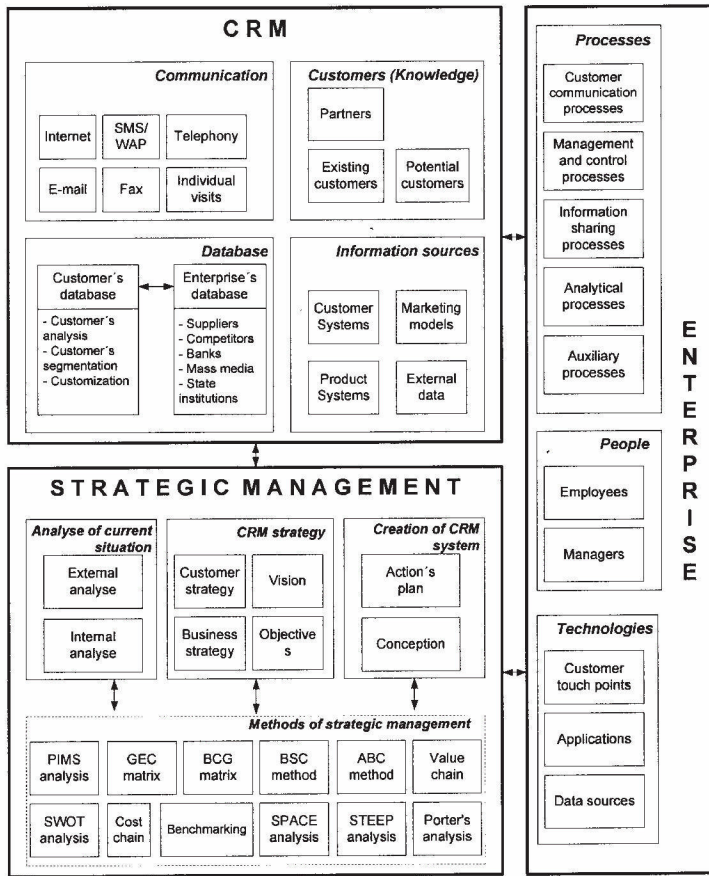
Changes necessary due to construction of CRM in the enterprise are clearly serious. There are a certain number of potential barriers that may prevent this change, for example, entrenched interest in maintaining the status quo. Understand and act on the basis of requirements change management is therefore a prerequisite for building a successful CRM.

The most common problem is to eliminate human factor from the process of CRM building in business. It should be noted that the most important change is technical change. Top management should allow employees to participate in change, to welcome their ideas and explain the importance of CRM. Their actions should lead primarily to ensure trust between management and employees. Top management must consider the impact of change on people, involve them in preparing for change and warn them of the reasons leading to the change, including the effects and benefits resulting from the changes.

5.3 Project Management and CRM

Successful CRM projects are based on CRM objectives, which are derived from business

Fig. 8: The Strategic Framework for CRM



Source: own elaboration

goals and should support and complement the overall business strategy. Effective project management is in the process of CRM building in business much needed, as experience has shown that projects are over budget and time span can cause considerable damage. For executives and managers of CRM projects is important to understand the role of information technology in implementing CRM. There are several reasons why the use of information technology in CRM: ensuring efficiency, create more value for customers through a better understanding of customer needs and improve the customer experience and reduce costs. If there is a proposed investment on information

technology in CRM authorized, it shall be again considered.

Poorly drafted plan is often a common problem in CRM building process in the enterprise. Managers are too reliant on technology and based on insufficient documentation of business processes and information flows. Managers undertaking may be encouraged to focus their attention on three areas of security: people, processes and policies, use the tools of project management process, undertake a detailed analysis of the current situation in the enterprise and to understand the role of technology in CRM building (just as a support tool).

5.4 Process Management and CRM

The basis for the operation of any enterprise is its processes. According to Card and Kunstová (2001) are fundamental to the functioning of a modern competitive enterprise in the global society of automated processes. The basic objective of process management in CRM building in enterprise is performing in the customer process. Process management provides an integrated view of all business activities, which integrates into the various processes. For each activity knows who made it, how it is implemented, so it made as it restricted the implementation of activities, which comes into operation, as it acts, familiar to internal customers, they can spread the overhead costs to each activity processes, each activity is defined performance indicators, etc. Other strength of process management is to implement any changes induced in the process of CRM building in process-driven enterprise.

The most common problem in process management is the automation of previous failed procedures. Managers must identify the missing processes; detailed knowledge processes related to customers, their evaluation and, if necessary, must accede to the re-engineering processes and to optimize them. Sufficient attention must be devoted to analyzing the current state of business processes. Creating own process model of CRM can be as a suitable tool for this analysis for managers.

A key prerequisite for a successful transition to Relationship Marketing and CRM building in enterprise is a perfect mapping of current business processes. Attention focuses on processes for customers. It is necessary to identify and follow-up optimization.

5.5 Human Resources Management and CRM

The most important element of CRM may be people (employees). From their performance and approach will depend on the success of building long-term mutually beneficial relationships with customers. They are the first people with whom customers come into contact. The customers are formed the image of the entire enterprise in an interview with them. From their knowledge and skills depend on their ability to meet customer needs. Unskilled workers can not only harm the customer, but also enterprise. He can not only satisfy the acquisition of skilled

staff, but must also develop their skills and abilities. There is scope for the application of human resource management.

According to Blašková (2003), employees and their potential are effective and strategic competitive advantage. Now people, their motivation, knowledge, skills, abilities, creativity, flexibility becomes the most important strategic resource of successful CRM building in the enterprise. Employees prepared an analysis of the situation, set goals of CRM; formulate CRM strategy, action plans and control system efficiency and effectiveness of CRM system. In the transition to enterprise CRM employees play a key role. Appropriate motivational program, providing opportunities for further education and creating a pleasant working environment, an enterprise can be achieved smoothly and subsequent implementation of the system is functioning customer relationship management.

Conclusion

Customer relationship management is closely related to management. It provides valuable information forming the input for strategic decisions. Customer relationship management is primarily a process involving the complete reshaping corporate culture and value system. This is necessary to apply the principles of strategic management. Success in this area will depend on the management of the company, whether rightly understand the true importance of CRM to the enterprise. If the management of company understand it only as a CRM technology and not as business behaviour to customer, then the whole project will be doomed to failure and extinction.

It should be noted that people are the most important element of customer relationship management. Applying appropriate motivational tools, creating favourable conditions and ensuring open communication between top management and employees, holding company only reaches smoothly the CRM implementation but also its continued use in the future.

The implementation of CRM in the enterprise can't underestimate the issue of process management. The enterprise must be analyzed in all processes of the customer relationship. Top management must feel ownership of each from the key processes and be responsible for their quality and performance.

Implementing CRM in the enterprise is the organizational change. Change management helps achieve business success in implementing change. It is necessary to formally assess user requirements and visions. Managing change and CRM implementation must be closely linked. Managing CRM implementation can't restrict only to manage the project. The enterprise must establish a quality project team and set project goals. Project manager is responsible for running the implementation, its performance, documentation and periodic reports for top management.

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HEXAGONAL STELLAR MODEL OF CRM – KEY ELEMENTS INFLUENCING THE CRM BUILDING

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In present, most companies are conscious of evident contribution of CRM and almost every company is using CRM technologies that support their business or evaluating specific contributions of CRM for company and planning its realization in future. Implementation of CRM system does not assure change of single company processes. The company does not automatically become customer oriented and customers don't become more loyal or gainful for company.

The scientific paper analyses variants of CRM conceptions by reviewing different models of CRM creation, analysis of which allowed envisaging typical elements influencing the CRM building in company. The analysis of scientific literature allowed revealing and theoretically finding the suitability of individual key elements for basic CRM system formation. By comparing different CRM models and applying the inductive method a hexagonal stellar model was designed.

Main goal of the study is to contribute to the larger successfulness of organizations that decide for building of CRM. In the first and second section the paper consider the concept of CRM and how CRM systems are reported upon in the literature. In the third section the paper describes the empirical research. The purpose of the research was to find and analyse the current level of Slovak companies in the CRM area on the base of identifying main factors that affect the level of using CRM information system and process of implementation in the company. We addressed medium and large businesses. 230 top managers of Slovak medium and large businesses participated in the research. The last section of the paper deals with identification of key linkages between management and CRM. Management is reflected in CRM primarily through the following areas: strategic management, change management, project management, process management and human resources management. CRM provides clear evidence needed for strategic decision-making.

Key Words: CRM, management, customer, strategy, employees, research.

JEL Classification: M15, M31.