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**Location:**

**Owner(s):**

**Contact Information:**

**Date:**

**Write Company Name here**

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**Research Proposal**

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***Research Proposal***

MANAGEMENT PROJECT PROPOSAL

|  |  |
| --- | --- |
| **Name:** |  |
| **Project Title:** | **Doing CRM Right**: an in-depth study of T-Systems’ international roll-out of CRM System |
| **Supervisor:** |  |
| **Company:** | T-Systems Enterprise Services GmbH |
| **Submission:** | August 2006 |
| **Confidentiality:** | Due to the sensitive information about the company’s business, the final Management Project Report will be classified as CONFIDENTIAL\*.  \*. According to the rules of the University of Bradford Management Centre, the report will be are kept under restricted access for a period of 5 years. |

# Background and Scope of Project

The proposed project will examine the impact of the introduction of a Customer Relations System (CRM) to a commercial organization: T-Systems.

T-Systems, a division of Deutsche Telekom, is a provider of telecommunications, IT and convergence solutions. It is proceeding with its international roll-out of the CRM system (called “CRM On-Demand”) after its acquisition of Gedas AG in December 2005, the former IT-subsidiary of Volkswagen. It is part of its effort to fully integrate the former two companies together and most importantly, to capitalise on a successful CRM implementation by winning, growing and keeping the right customers through a continually enhanced customer experience.

By the first quarter of 2006, T-Systems had already rolled out CRM On-Demand in all its countries except Brazil and Asia and it then aims to do the same within Gedas, which has operations in 11 countries, before the end of 2006. However, due to the differences in sales processes and organizational cultures between the former two companies, plus the diverse legal practices and local cultures in each country, the challenge emerged of successfully spreading and implementing CRM in the latter joined party.

Therefore, this management project will aim to develop guidelines and recommendations to increase user acceptance and satisfaction with CRM roll-out program to make a successful CRM implementation.

The following specific **research questions** will be addressed to fulfil the above purpose:

1. How successful have T-Systems implementations to date been, e.g., things that went well and things that could be improved?
2. What key factors have influenced user acceptance and satisfaction with CRM rollout programs?
3. Can the key factors that led to successful CRM implementation, including user acceptance and satisfaction levels, effective business strategies and practices be identified and evaluated in both the long and short terms?
4. Is it possible to review the current Key Performance Indicators (KPIs) of CRM used by T-Systems, with a view to developing the most valid and informative measures to assist CRM management and performance monitoring?

The result of these enquiries will help the CRM team to assist the company to become a customer-driven business and a key player in the industry.

# Literature Review

The main focus of the literature review will be to review the recent developments in customer relationship management, including concept, theories, and best and worst practices, in particular emphasizing on successful factors of CRM and strategies to improve user acceptance (see Van Maanen 2001). The related research on change management and KPIs for the CRM performance evaluation will also be investigated - the work of Lewis 1999; and Hussey and Collis 2000 is likely to be of particular interest and significance to this project. However, a preliminary survey of related research in this area, suggests that a case study, action-oriented approach, with the full agreement of management and with a focus on improving company performance, is likely to be the most successful and acceptable to the principals involved (Chapman 2002; Halls and Collis 2003). The findings of the literature review will be integrated within chapters two and three of the final report.

# Methodology

The methodology for this project is driven, therefore, largely by successful approaches taken by previous researchers in this area. The type of research can be broadly classified as **descriptive and inductive** in nature, as it seeks to identify key elements and characteristics of successful CRM implementation in an organisation.

As suggested earlier, the most successful approach to research of this type can be described as “**action research**”, a term first used by Lewin in 1946. It explicitly focuses on research applied to a fast-moving situation and on promoting change within the organization. It recognizes that time needs to be devoted to reconnaissance, monitoring and evaluation and the involvement of employees throughout the process.

This strategy is suitable for this project as the aim is to promote CRM within T-Systems and Gedas and to change the company into a customer orientated one, in which involvement and support from employees is a crucial part of final success. In addition, the research is part of the organization within which the research and change process are taking place, which also reflects another characteristic of action research – a close collaboration between practitioners and researchers.

The research will involve a qualitative case-study approach, but will also include quantitative approaches to gathering and analyzing primary and secondary data. One-to-one interviews with CRM team will be arranged to understand the general ideas and important issues in the rollout while the interview with top management team provides the company-wide strategic positioning of CRM. Together, they serve as the basis of the focus of the questionnaire to be distributed to the end users of CRM.

Overt participant observation will also feature in the research, to observe implementation practice at first hand. As the iterative nature of “action research spiral”, further information gathering needs may emerge as the project proceeds in order to gain more insights.

Secondary data will

be gathered and analyzed, using sources outlined in the next section.

# Data Sources

Primary Information

This will include the data collected via:

* Interviews with T-Systems staff (CRM On-Demand Team, top management team)
* Questionnaire surveys from users of CRM On-Demand
* Participant observation in T-Systems

Secondary Information

*COMPANY INTERNAL SURVEY/DOCUMENTS:*

* Annual User Survey of CRM On-Demand (2005)
* Survey of training performance
* CRM On-Demand Training and Rolling out Documents

*PUBLICATIONS:*

* Customer Relationship Management
* Database Marketing and Customer Strategy Management
* Strategic Management
* Marketing Management
* Marketing Research

*INDUSTRY/MARKET REPORTS*:

* Trends in CRM Industry
* ICT strategies for Telcos (Telephone companies).

# Aspects of MSc Syllabus Used

The project will involve aspects of the core courses in Marketing Management and Strategic Management, as well as the electives in Strategic Marketing Management and Change Management.

# Proposed Chapter Headings and Sub-Headings of the main report

PREFACE

EXECUTIVE SUMMARY

1. INTRODUCTION
   1. Terms of reference
   2. Contents of this report
2. PROJECT BACKGROUND: T-SYSTEMS and CRM
   1. Company profile: T-Systems Enterprise Services GmbH
      1. Mission and vision
      2. Product and Services
      3. Industry (Telcos and ICT)
      4. CRM Strategy
   2. The CRM OnDemand International Rollout Program
      1. Processes
      2. Schedule
      3. Important Issues
      4. Performance Measurement
      5. Change management
   3. Summary
3. UNDERSTANDING CUSTOMER RELATIONSHIP MANAGEMENT
   1. Definition of CRM
   2. Application and benefits
   3. What makes a successful CRM and what not?
      1. Successfully factors
      2. Perils
   4. Framework for CRM
   5. Performance Measurement
   6. Summary
4. CHANGE MANAGEMENT – THE CORNERSTONE FOR EFFECTIVE CRM DEPLOYMENT
   1. Definition of Change Management
   2. Change management and CRM
   3. Why change management is crucial?
   4. Putting change management into CRM
   5. Summary
5. METHODOLOGY
   1. Research setting
   2. Study sample
   3. The data sources
      1. Interviews
      2. Questionnaires
      3. Participant observation
   4. Response and results
   5. Summary
6. RESULT AND DISCUSSION
   1. T-Systems’ CRM implementations to date
      1. Things that went well
      2. Things that could be improved
   2. Guidelines and recommendations to increase user acceptance and satisfaction
   3. Key factors leading to successful CRM implementation
   4. The KPIs in CRM
      1. Current KPIs
      2. The suggested KPIs
7. CONCLUSIONS AND RECOMMENDATIONS
   1. Conclusions
   2. Recommendations

APPENDICES AND BIBLIOGRAPHY

# Work Programme and Timetable

|  |  |  |
| --- | --- | --- |
| **Task** | **Start** | **Finish** |
| Application for MP company | 02-May-06 | 06-Jun-06 |
| Preliminary and background reading (company profiles, CRM, Change Management, Research Method) | 01-Jul-06 | 31-Jul-06 |
| Start working in T-Systems | 10-Jul-06 | 10-Jul-06 |
| Submit proposal | 04-Aug-06 | 04-Aug-06 |
| Further and focused reading | 04-Aug-06 | 30-Aug-06 |
| Write introduction and literature review chapter (ch1 - ch3) | 03-Aug-06 | 13-Aug-06 |
| Prepare interview sheets and cover letter | 01-Aug-06 | 03-Aug-06 |
| Interview with top management | 10-Aug-06 | 11-Aug-06 |
| Interview with CRM team | 15-Aug-06 | 16-Aug-06 |
| Initial analysis of Interview data | 16-Aug-06 | 18-Aug-06 |
| Design questionnaire | 08-Aug-06 | 11-Aug-06 |
| Issue questionnaire to CRM On-Demand end users | 18-Aug-06 | 19-Aug-06 |
| Deadline for questionnaire response | 23-Aug-06 | 23-Aug-06 |
| Initial analysis of questionnaire response | 25-Aug-06 | 27-Aug-06 |
| Draft one complete | 16-Aug-06 | 30-Aug-06 |
| Draft two complete | 03-Sep-06 | 06-Sep-06 |
| Finalize Thesis | 06-Sep-06 | 07-Sep-06 |
| Submit to copying/binding | 07-Sep-06 | 09-Sep-06 |
| Submit final copies to NIMBAS / Finish MP | 09-Sep-06 | 09-Sep-06 |
| Presentation to T-Systems | 15-Sep-06 | 15-Sep-06 |