

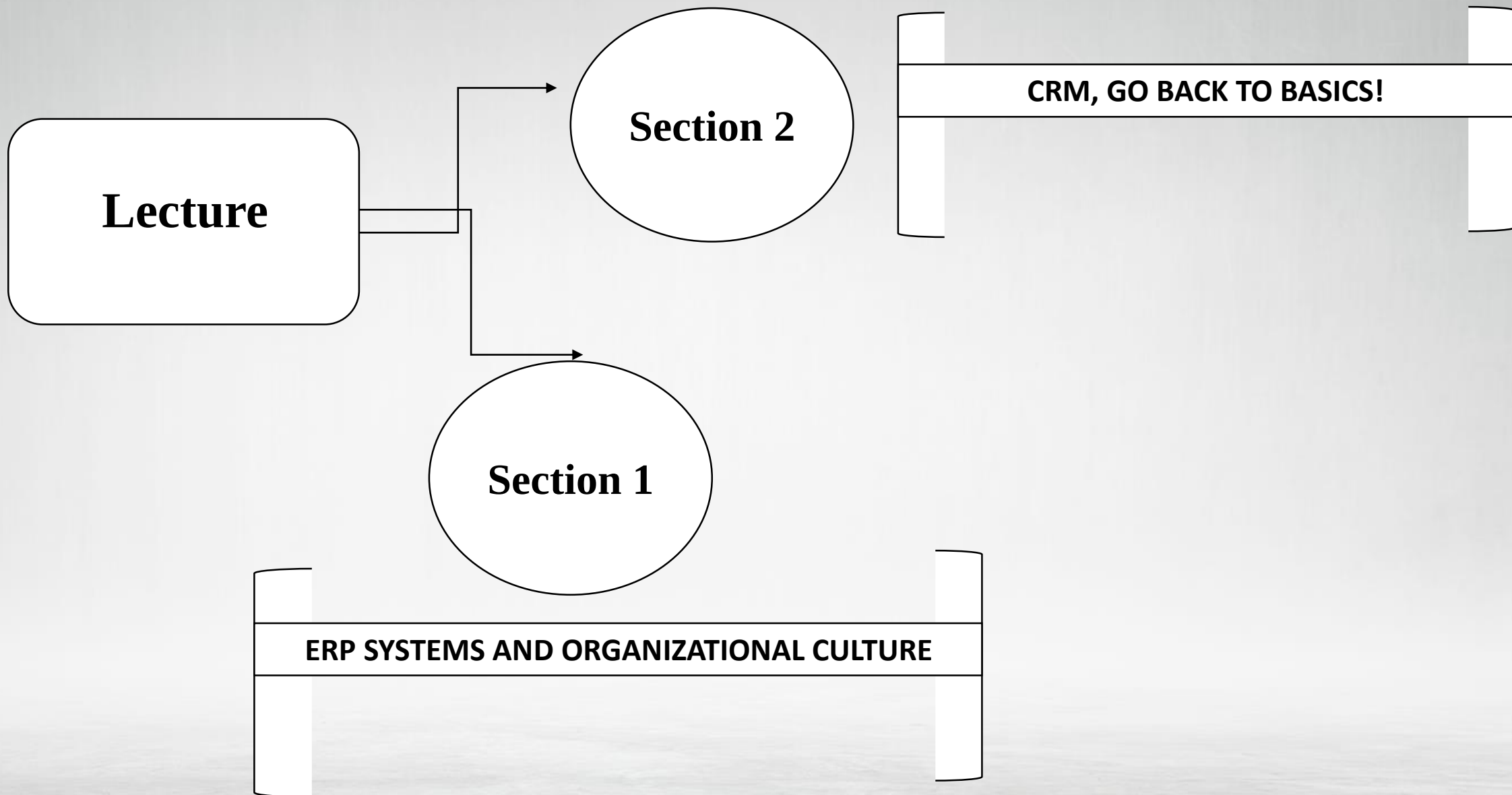


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MIDOCEAN
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Management of technologies

Lecture 10



Section 1

ERP SYSTEMS AND ORGANIZATIONAL CULTURE

A DEMANDING TECHNOLOGY

In the mid 1990s, when many organizations jumped on the ERP bandwagon, ERP was advocated and welcomed as a cure-all for many major organizational problems. ERP promised significant increases in management control, competitive advantage, reductions in the costs of business operations and flexibility in production and distribution processes. While these advantages are still the primary objectives of ERP, these advantages are nowadays no longer naively presented as relatively simple and self-evident outcomes of a technological fix. Instead, ERP itself is presented as problematic, laying heavy burdens on organizations. This redefinition of ERP is informed by alarming stories about chronically exceeded budgets and deadlines and serious disruptions of business processes because of ERP. In short, the image of ERP seems to have changed from a highly promising into a highly demanding technology.

A DEMANDING TECHNOLOGY

It could well be that "culture" in some instances is used as a scapegoat, distracting from an underestimation of the complexity of ERP, from technical failures, financial miscalculations or bad management and power struggles - this claim strengthens our interest in the cultural conditions and consequences of ERP systems.

The constitution of ERP

First, the constitution of ERP. This perspective refers to the material, time-spatial, appearance of ERP. It concerns the artefacts and persons ERP-systems are made of, including scanners, PCs, cables, mainframes, software packages (with brand names like SAP, Peoplesoft, Baan, Oracle or JD Edwards), interfaces, reports and ERP consultants, programmers and operators.

The constitution of ERP

The ensemble of ERP-components can probably never be grasped as a unity, but each individual that has to do with ERP will in one way or another interact with at least some parts of it. The constituent parts themselves as a rule already represent complex technologies of which in everyday working routines and specific incidents only certain aspects will be considered relevant for ERP. For instance, a PC used for the input of ERP data can perhaps also be used for e-mail and surfing on the Internet. Just like the Internet, the virtual character of ERP as a whole may obscure its physical foundations. In studying the interactions between man and machine, the question of the redefinition of the workplace and the required knowledge, tasks and skills is particularly relevant. ERP for instance seems to imply a switch from a functional to a process orientation, due to the fact that software modules cut across traditional departmental lines. But direct and unambiguous relations between specific ICT systems and working positions are difficult to discern.

The constitution of ERP

This seems to confirm popular beliefs and policies about the relationship between computer skills and job opportunities. However, as Borghans and Ter Weel (2000) argue, different interpretations are possible and the causality can even be the other way around. It can be that people with higher wages have a greater chance of obtaining computers than people with lower wages. Also, the link between education and computer use doesn't have to refer to computer skills but can just as well refer to jobs that require complex analytical and social skills that are complementary to the tasks a computer can perform. It remains as yet an open question to which extent, and under which conditions, ERP generates more complex working relations and challenging work or generates de-socialized and de-skilled work and more standardized working routines.

The constitution of ERP

In general, the implications of ERP for working positions will probably vary according to the circumstances and the standpoints of those involved. Liker e.o. (1999) conclude from their extensive survey of the literature on the impact of technology on work, that this impact varies with different theoretical perspectives and is "contingent on a broad set of factors, including the reasons for its introduction, management philosophy, the labor management contract, the degree of a shared agreement about technology and work organization, and the process of technology development and implementation".

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ERP as a condition of organizations

Second, ERP as a condition of organizations. This perspective refers to the functional integration of (sub)systems by ERP. It concerns the infrastructure that results from the connections, laid by ERP, between various organizational networks, in particular functional divisions within organizations (like finance, marketing, procurement, warehousing, human and material resources planning) and between organizations (like various suppliers and customers). Indeed, within the history of ICT systems ERP is generally considered and defined on the basis of its capacity to integrate formerly segregated ICT systems. In this respect ERP represents a new phase in the informatization of organizations, In the field of technology studies.

ERP as a condition of organizations

ERP may contribute to the development of 'network enterprises', defined by Castells (1996, 187) as 'that specific form of enterprise whose system of means is constituted by the intersections of segments of autonomous systems of goals'. This type of organization is rather flexible because it can both reallocate its means of production and change its goals. Network organizations can reconfigure themselves in reaction to changes in their environments. According to Castells network organizations are facilitated but not determined by ICT. Other factors are equally important, notably economic forces driving towards greater flexibility of management and cultural forces stressing individual freedom of choice.

ERP as a condition of organizations

Castells' concept of the network enterprise is closely related to that of the 'virtual corporation' (Davidow and Malone, 1993). Information technologies that link employees, divisions and companies, and provide information anytime and anyplace, enable and reinforce network structures. For those involved, organizations mediated by ERP assume a highly virtual character, because although the situations represented by the bits and bites within the central database are real they are not actually present. The stored information presents an image of the organization and adds to the transparency of organizations. The virtual images of organizations, extracted from organizations and represented by ERP, become relatively autonomous from the physical properties of organizations.

ERP as a condition of organizations

This visualization also enhances the capacity of panoptic control and disciplinary power, an architecture of power closely associated with ICT systems. Management can use the stored information to monitor and correct the performance of individuals and divisions. At the same time individuals can be empowered by the system and carry out their tasks with more responsibility based on their own insights, preferences and information from the system.

The (unintended) consequences of ERP

Third, the consequences of ERP for organizational culture and the wider environment. This perspective refers to the actual effects of ERP, and concerns the intended as well as unintended consequences. Here we have to take into account that technologies do not determine effects in a simple linear fashion. "Effects" are in many cases controversial and a product of power relations. Indeed, power balances seem crucial for conceptualizing ERP in terms of its consequences. It is therefore important to study the effects of technologies in terms of the mutual change of and interactions between technologies and their environments.

The (unintended) consequences of ERP

Effects concerning the scaling-up and globalization of, and managerial control over, business processes seem particularly relevant for ERP. Firms operating in extended networks and global markets in some way have to control their global operations and manage networks in a coordinated manner. ERP systems may contribute to globalization in roughly two ways.

Firstly, as a software product they may lead to the proliferation of standardized business solutions based on the alleged "best practices" (usually based on western capitalistic enterprises).

This raises questions about the displacement and rearrangement of former localized business practices, identities and labor markets. In addition, the standardization can make it relatively easy to move business units towards the most profitable regions, for instance those with relatively high levels of education or relatively low wages.

The (unintended) consequences of ERP

Secondly, as the backbone of business processes ERP systems may contribute to the coordination of businesses on a transnational level. After all, the main managerial objective behind ERP is to enhance control over processes within separate user organizations. However, in the context of globalization it remains to be seen to what extent managerial control over the implementation of ERP and over global business processes can actually be realized.

ERP AND ORGANIZATIONAL CULTURE

This implies that the understanding of choices and social influences is crucial. When it comes to the implementation of ERP in an organization, this means that the technology and the organization (i.e. organization members) cannot be treated as independent and separate entities. It is the social setting of the organization that shapes technology and vice versa.

Technologies do not come to us like 'manna from heaven', but are social and heterogeneous phenomena embedded in social structures of organizations. Of particular importance are the interactions of people acting within these formal structures and in how they construct their own vision of reality. An analysis of the organizational context of actors should therefore be part of the analysis.

Organizational culture

It is at this point that we want to bring in the concept of organizational culture. In the literature concerning ERP 'culture' is - if it is referred to at all - often implicitly or loosely defined. But a cultural study of ERP should make culture more explicit. In general we propose a classical anthropological understanding of culture as a more or less shared system of symbols and meaning. However, in the context of modern societies and formal organizations two complicating processes should be taken into account.

First, the distinction between a life world and a systems approach of organizational culture. As can be derived from Habermas (1989) formal definitions, a systems approach brings to the fore the instrumental actions of and within organizations, and stresses the coordination between people and divisions on the basis of hierarchical power relations and anonymous market mechanisms. Many studies of ERP dealing with the effectiveness and efficiency of ERP implicitly or explicitly approach ERP from such a systems point of view. In contrast with this, a life world approach focuses upon communicative actions and stresses the coordination between people and divisions on the basis of normative agreement and feelings of mutual understanding.

Organizational culture

A life world approach can offer a detailed understanding of the motives and identities of the actors involved, in particular through the use of ethnographic methods and discourse and narrative analysis. Alvarez and Urla (2002), for instance, applied a narrative analysis in a case study of a system requirements analysis regarding an ERP implementation. They remark that the narratives concerning the requirements for ERP also learn something about the culture of organizations. This is not surprising, because in stressing the importance of a lifeworld approach the systemic aspects of organizations should not be neglected. They should rather be considered as two sides of the same organizational coin. It is the mutual relationship that has to be questioned. Technologies are part and parcel of organizational culture and this culture is reproduced in everyday working routines.

It has already been argued that with the introduction of ERP the instrumental actions within and between organizations increasingly tend to be coordinated by ERP.

Organizational culture

Therefore organizational cultures assume the character of 'technological cultures', i.e. cultures which are primarily mediated by technology. This can have serious consequences for organizational "sensemaking". As defined by Weick, sensemaking is both an individual and a social activity and does not only refer to the interpretation but also to the construction of meaning. Weick furthermore stresses the retrospective character of sensemaking. This makes sensemaking particularly relevant in situations where people are confronted with rapid changes, complex problems and unexpected outcomes of innovations. These circumstances force people literally to make sense of what is going on.

Organizational culture

Second, the fragmentation of organizational culture. Organizational culture has often been described as a pattern of shared assumptions produced and manipulated by top management (Schein, 1992). However, the description of organizational culture as a set of shared assumptions is rather oversimplified and often misleading. Empirical research provides us with a far more complex picture and shows that tensions can grow and remain between the individuals' interests and organization aims.

The standardization of ERP

The rise of ERP in organizations reflects a new phase in the informatization of organizations, integrating separate processes, like accounting, production planning, marketing and human resource management. The intended integration of complex organizations makes ERP a very interesting case for studying organizational culture and ICT, because these ERP-systems are dealing with the tuning of standardized solutions of specific routines within and between organizations.

In this sense, the standardization of ERP-systems is part and parcel of modernization processes, which are marked by processes of specialization and integration.

The standardization of ERP

The standardization of ERP is in our view reinforced by two basic processes:

1) ERP systems are generally implemented by intermediary business consultants mediating between the development of ERP-standard software packages and specific business domains of application (this is the 'vertical' integration of ERP);

2) ERP systems integrate complex networks of production divisions, suppliers and customers (this is the 'horizontal' integration of ERP).

The standardization of ERP

In order to study and manage the interaction between specialization and integration it seems of great importance to focus upon those organizations and working practices that explicitly deal with the 'vertical' and 'horizontal' integration of ERP-packages (see figure 1). Whereas the vertical integration refers to the standardization of ERP packages, the horizontal integration refers to the standardization of business processes by ERP. These forms of standardization are interdependent and should be studied in mutual interaction.

The vertical integration of ERP-packages represents the 'reproduction chain' of this type of Enterprise Systems, whereas the horizontal integration represents the 'value chain' of the production processes that are 'informatized' by ERP. Characteristic of the specialization of the services regarding ERP-systems, is that the development and implementation of these software-systems are relatively independent of each other.

The standardization of ERP

Because of this, specialized professions and organizations have originated which are dealing with the tuning of standardized solutions on specific organizations. As a consequence, it may happen that the knowledge embedded in the ERP-software is in conflict with existing knowledge in the organization. An interesting approach to intermediary structures has been developed by Michel Callon. Actors within the network are entities 'that do things'. Although the distinction between human and non-human actors is less interesting to Callon than the distribution chain itself, we would like to focus on intermediary firms. Intermediary firms provide the missing link between the producers and users of ERP.

Moreover, due to their specific role, they define (partial) the network itself. Actors within an intermediary IT corporation 'translate' ERP packages into the production languages of the contexts of implementation, and therefore also change the ERP software. Following Callon we define an 'intermediary' as anything that passes in between actors (in our case the producers, consultants and users) just to make transactions possible. Intermediaries are thus to be seen as the language of the technoeconomic network - it can be a text, a protocol, a patent, a service, or money.

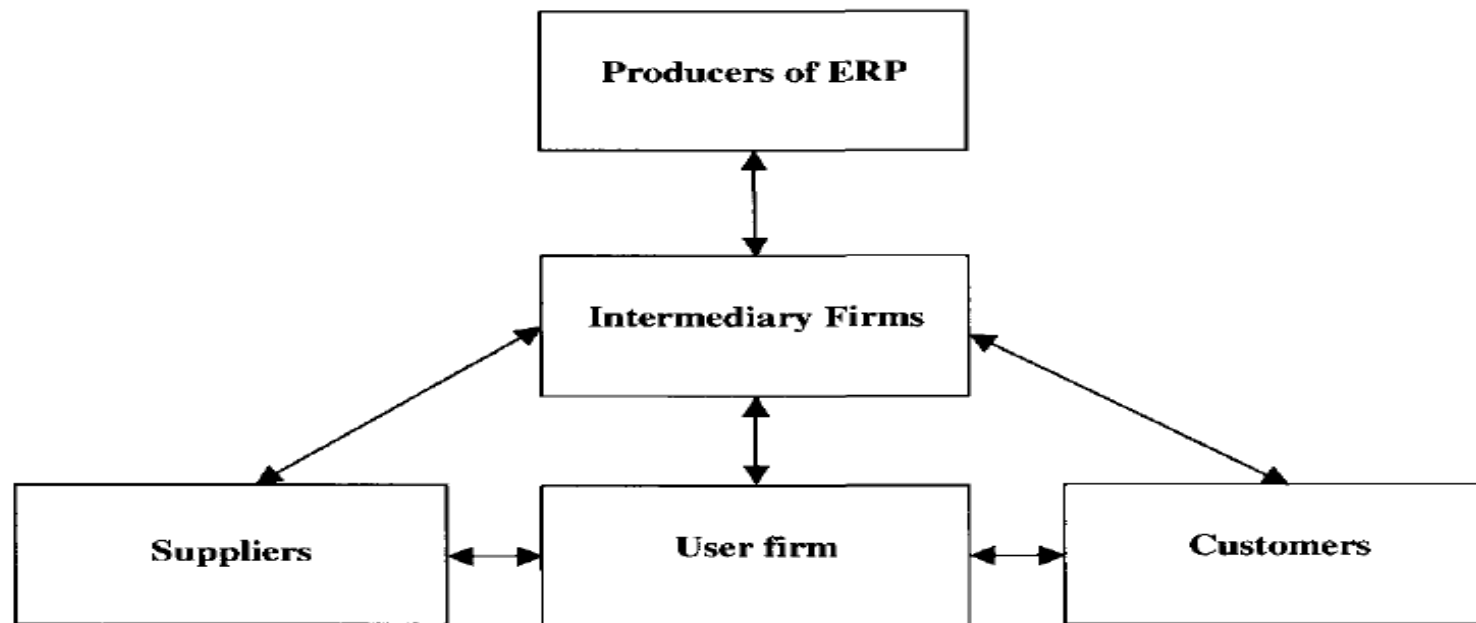
The standardization of ERP

Considering this definition the way the actors interact in the techno-economic (ERP) network, lies at the heart of our analysis. To illustrate this point, we can refer to a striking example of the intermediary role of ERP in an empirical research project we recently started. One case study concerns the experiences with ERP of a relatively small (600 employees) factory in the automotive sector.

There was a serious misalignment between on the one hand the actual presence of materials at the production lines and in the warehouses, and on the other hand the virtual representation of these materials within the ERP system. Although this misalignment was rather obvious, most of those responsible at the production lines and in the warehouses continued taking the information given by the ERP system seriously and continued acting upon this information, more or less irrespective of the consequences their actions had for the (dis)continuation of the production process.

The standardization of ERP

This seemingly 'irrational' behavior can partly be explained by the 'fallacy of centrality' as discussed by Weick (1995: 3): the more advanced a technology is thought to be, the more likely are people to believe the information that comes out of it. In this way the perceptions of information technology can seriously influence the sensemaking of what



is going on in organizations.

Figure 1. ERP in the organizational context

Section 2

CRM, GO BACK TO BASICS!

INTRODUCTION

Managing relationships with the customer is not a new concept. The idea has been around and practised by many people for more than three decades.

The basis of customer focus evolved through a number of phases. The first phase came after the industrial revolution, where people were introduced to mass production and mass product marketing. At the time, the aim was to direct the customer to use the products.

This is called product-oriented marketing. As time passed changes in the way businesses approached their customers became more evident and by the 1960s direct marketing was introduced. Based on the principles of mass marketing, direct marketing usually focused on selling a mass-product. It involved communicating with large numbers of consumers and inviting them to respond to the promotion by ordering the product through the mail. Business trends shifted to manufacturing and the term customer satisfaction was introduced. At the same time, the trend in marketing shifted from direct marketing to target marketing.

CRM DEFINITION

With so much ambiguity and misunderstanding, finding consensus over the definition of CRM is not an easy task. However, there is a common thread that does arise. The definitions all include business activities that revolve around the customer.

From several definitions offered in the literature, a CRM definition can be variously viewed from a marketing and customer service perspective that works in conjunction with technology, and a business strategy perspective. In respect to the marketing and customer service perspective CRM is defined with the emphasis on customer and their lifecycle. The customer lifecycle, as Kalakota and Robinson (2001) states, is described to have three phases, acquiring, enhancing, and retaining.

Bradshaw and Brash (2000) state CRM is: "A management approach that enables organizations to identify, attract and increase retention of profitable customers, by managing relationships with them."

CRM DEFINITION

Galbreath (1999) gives a more detailed definition by saying that "Activities an enterprise performs to identify, select, acquire, develop, and retain increasingly loyal and profitable customers.

It integrates sales, marketing, and service functions through business process automation, technology solutions and information resources to maximize each customer contact. CRM facilitates the relationship among enterprises, their customers, business partners, suppliers as well as employees."

Khirallah (2000) supports this perspective by defining CRM as "A business strategy that attempts to ensure every customer interaction is appropriate, relevant, and consistent - regardless of the communication channel."

CRM DEFINITION

Kalakota and Robinson (2001) add to this by focusing on the integration of each business function throughout the enterprise. They interpret CRM as "An integrated sales, marketing, and service strategy that precludes lone showmanship and that depends on coordinated enterprise-wide action. "

Reed (1999) maintains that the aim of CRM strategy is to provide a path to increasing a company's profit. For the purpose of this paper, CRM will be taken to mean a strategy that identifies profitable customers, retains customer loyalty and maintains the relationship with these customers by giving them superior and personalized experiences consistently, regardless of the communication channel. The aim is to build customer loyalty, raise retention rates and therefore increase profitability.

Customer Management

Customer management affects business performance, especially in competitive market conditions. When margin pressures increase, the focus of businesses often becomes myopic thus leading to a focus on short-term financial measures. They start losing their focus on customer management and good customer service to reduce cost, shifting their focus on to productivity. Yet what businesses should understand is the essence of good customer management and its impact on business performance.

There is a positive correlation between good business performance and good customer management. Conversely, companies with poor customer management practices are likely to give poor business performance. Therefore it is essential for businesses to maintain good customer management to enhance their business performance.

Customer Management

Customer management is more than managing customer data. It includes the ability to understand customers, analyse their behaviours, preferences, and ensure that each customer receives products or services that match their needs and preferences.

Conway and Fitzpatrick (1999) believe that customer management Helps organizations think clearly about the customers and the value derived from each customer segment. Foss and Stone (2001) elaborate further and argue that customer management starts with understanding the value, behaviour, and attitudes of different customers and customer groups. The focus on value can best be defined by profitability or margin; it can be measured in terms of actual value (database), realistic potential value (database or research) and future or strategic value (customer is in a segment which is, for instance, increasing in value). Behaviour analysis analyses the retention performance for different customer values.

Customer Management

And attitudes analyses the attitude of the customer towards certain products or services. The understanding derived from customer data analysis will help businesses to identify groups or segments of customers who should be managed. As a result, businesses will be able to define the proposition of each of the segments and plan the appropriate value-based offers.

Relationship Management

One of the main tenets of a CRM strategy is managing the relationship with the customer. Companies have long been advised to consider the lifetime value of their customers and to develop strategies for managing customer satisfaction and loyalty in relationships. Managing relationships can be defined as the on-going process of identifying and creating new value with individual customers and then sharing the benefits of this over the lifetime of a company. It involves the understanding, focusing and management of on-going collaboration between suppliers and selected customers for mutual value creation and sharing through interdependence and organizational alignment.

Continuous bi-directional communication and interaction are involved. The relationship can be short-term or long-term, continuous or discrete, and repeating or one-time. Moreover, it can be attitudinal or behavioural. Additionally, Morgan (2000) holds that the central foundations for a relationship that includes customer loyalty are trust and commitment.

Relationship Management

Trust: Trust is an important aspect in human interactions. It refers to the degree of confidence one feels in a relationship. The concept of trust is distinguished into two perspectives: generalized expectancy and a behavioural conceptualisation of trust. Trust as expectancy may be based on previous experiences while the behavioural conceptualisation of trust refers to consumers' behavioural tendencies towards the service or product provider.

Commitment: Morgan (2000) defined commitment as an ongoing relationship with another that is so important as to warrant maximum efforts at maintaining it. A study by Barksdale, Johnson and Munshik (1997) in a health care setting, supports affective commitment as the best predictor of return intentions, while continuance and obligation commitment showed no effect. A committed customer has an affective attachment to the service or product provider and shows it by loyal behaviour.

CRM IN THE CUSTOMER-CENTRIC STRATEGY

Customer-Focus

The basic concept of customer-centric strategy is to focus on the customers. As Drucker (1979) said, the business of business is getting and keeping customers. Traditionally, companies have focused on winning, rather than retaining customers. A dominating market share was typically translated into production economies of scale and the ability to become a low cost producer. The goal was to continually feed the funnel with additional customers, grow market share, and replace those customers who defected to competitors. However, with today's competitive environment and the fact that retaining customers is much less expensive than acquiring a new one, for most organizations where the cost of acquisition is high, keeping customers can be a more profitable strategy.

CRM IN THE CUSTOMER-CENTRIC STRATEGY

Customer loyalty

Many researchers agree that customer loyalty can be described in two distinct ways, loyalty as an attitude and loyalty as behaviour. Loyalty as an attitude refers to individual feelings and emotions that are attached to products, services, or organizations. This approach is linked to customer satisfaction. Loyalty as behaviour, on the other hand, is based on the customer's intended or actual purchase behaviour. This approach refers to customer-perceived value. The importance of customer loyalty for businesses is emphasized by the analysis that reveals a positive correlation between customer loyalty and business profitability . Reichheld (1996) argues that increasing customer retention by a mere 5 percent led to increases in profitability of 25 to 85 percent. Moreover, doing business with continuing customers will lower customer-price sensitivity and cost of advertising to entice new customers. Given the facts mentioned above, understanding how or why a sense of loyalty develops in customers becomes one of the crucial management issues of today.

CRM IN THE CUSTOMER-CENTRIC STRATEGY

Customer Satisfaction

Customer satisfaction is a mental state that results from the customer's comparison of expectations prior to a purchase with performance perceptions after a purchase. Much of the literature proposes that customer satisfaction influences customer loyalty. The links between satisfaction, loyalty and profitability and argue that customer satisfaction is necessary in gaining customer loyalty. However, customer satisfaction alone is not a predictor of customer loyalty.

CRM IN THE CUSTOMER-CENTRIC STRATEGY

Customer Satisfaction

Several studies performed revealed: Even with all the attention given to customer satisfaction, on average, US-based companies lose over half their customers every years. In a study of 20 companies in US, customer satisfaction increased in all companies yet customer retention levels remained the same or actually decreased. Many researchers argue that customer satisfaction measures only past experience, not the customer's intention. Therefore, it fails to predict how customers will actually behave. And while customer satisfaction is important to any successful business, many studies have shown that satisfaction alone is not enough to build a loyal customer base. Another element that said to be a better predictor of customer loyalty is customer-perceived value.

THE VALUE PROPOSITION OF CRM

The value proposition of CRM, can be categorised into three areas:

Revenue enhancement, cost reduction and the strategic impact. In addition to these economic drivers, there are intangible, non-economic drivers, which make a significant contribution such as increase customer satisfaction and long-term reputation. These value propositions will lead to a company's ability to sustain its competitive advantage.

THE VALUE PROPOSITION OF CRM

Revenue enhancement

According to Brown (2000), many CRM benefits come from sales revenue and margins, which leads to profitable and sustainable growth. Teo, (2001) analyses it further and finds that some of the revenue drivers are:

Up-selling potential: Up selling is defined as a customer buying more from the same supplier, usually the same product or service. Implementing CRM strategy can incrementally increase company's revenue by selling upgraded, higher margin services or products to existing customers.

Cross-selling potential: Cross selling is defined as a customer buying a new, different product from the same supplier as opposed to buying from an alternative source. By analyzing customers' behaviour and their transaction history, businesses can predict their interest and therefore can offer products that match customer's need and interest.

THE VALUE PROPOSITION OF CRM

Revenue enhancement

Customer retention: Brewer (2001) states that a 20 percent increase in the customer retention rate would improve the profit of a company by 120 percent. Reichheld and Sasser (1999) claimed that improved customer retention of 5 percent would improve a company's profit by 25 to 95 percent. Even though these percentage estimations are different, they both show that improved customer retention would result in significant improvement in company's profit.

THE VALUE PROPOSITION OF CRM

Cost Reduction

CRM implementation can benefit companies in reducing several business costs. Some of them are as follows:

Reduced operational cost: By effectively implementing CRM strategy, businesses can reduce cost in many areas including order entry, distribution, customer inquiry handling; even bad debt may be reduced. Brown (2000) mentioned that as a company offers customers more contact channels, managing these channels would reduce direct sales cost.

Reduced marketing costs: The use of accurate and integrated customer data would eliminate redundancy in marketing activities. By implementing CRM strategy, a company would be able to target specific customers. Therefore, the cost of a marketing campaign could be reduced.

THE VALUE PROPOSITION OF CRM

Strategy impact

CRM implementation aims to gain customer retention and loyalty. Studies have shown that customer retention has a positive correlation with customer profitability and market share. Teo (2001) believes that CRM also affects business strategy in the following area:

- The ability to perform enhanced levels of service quality and improve customer satisfaction and loyalty.
- The ability to cross-sell other types of products to the customers.
- The ability to reduce time to penetrate market by allowing effective introduction of new products and services.
- The ability to customize products and service to meet customers' needs.

TECHNOLOGY AS A CRM ENABLER

As customer numbers increase and companies become larger and more remote from the customer, technology becomes increasingly important to CRM strategy. It enables organizations to build powerful personal relationships with their customers and their needs by using database and data warehouses.

From a business standpoint, technology allows organizations to build detailed customer profiles that facilitate precise matching of marketing offers to prospective customers and further it can be used to track the effectiveness of marketing programs, as well as providing the basis for future planning.

In effect, technology can integrate the enterprise, fostering an environment of shared customer knowledge and direct the right employees to serve the right customers. From a customer's perspective, technology can be used to benefit selected customers by tailoring a product/service to them specifically or in micro-segments. Moreover, technology can help companies provide personalized after-sales service and support based on customer profile data. In addition, integrated technology enables customers to have a highly consistent view of an enterprise, regardless of the method or channel used. As a result, this will add to the value of the product/service and can lead to greater loyalty.



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