Managing the Adoption of CRM Technologies:

02-06-2021

An exploration into the tensions and motivational mechanisms that affects Sales Representatives adoption of new CRM technologies - A Case Study

Larsen, L. S. & Kjærsgaard, R. S.

DISSERTATION: 2021

Subjects: ***(tick box)***	Project:	Thesis: (X)	Written Assignment:

Study programme:	International Marketing	
Semester:	4^{th}	
Exam Title:	Master's Thesis	
Group Number:	6	
Names + Student Nos of group member(s):	Name(s)	Student Number(s)
	Rasmus S. Kjærsgaard	20165522
	Stephan L. Larsen	20165923
Submission date:	02/06/2021	
Project Title /Thesis Title	**Manage the Adoption of CRM Technologies:** *An exploration into the tensions and motivational mechanisms that affect Sales Representatives adoption of new CRM technologies - A Case Study*	
According to module description, maximum number of characters of the paper:	192.000 Characters	
Number of characters: (Standard page = 2400 characters including Tables and Figures, excluding References, Appendices, Front Page, Table of Contents)	172.426 Characters	
Supervisor:	Mohammad Bakhtiar Rana	

Table of Content

Executive Summary

The main objective for this paper is to examine how the motivational dynamics and tensions towards acceptance are managed in relation to adoption of a new global CRM system. Our findings contribute to the understanding of the challenges managers and employees have in regard to adopting a new CRM system. Previous research has shown that one of the main reasons that CRM systems fails to deliver the expected results are because the front-line employees, such as sales representatives, in organizations are quick to abandon the initiative proposed by upper management. Sales representatives' resistance (and acceptance) towards the adoption of new technologies have been found to relate to a number of factors. The researcher's, therefore, take this dissertation writing as an opportunity to explore how these factors are organized and managed, in order to convince these sales representative that the technology is useful. An understanding of the factors affecting the choices of adopting or rejecting new CRM technologies are essential for companies seeking a competitive advantage. This paper proposes a conceptual framework for identifying key concepts for tension and motivation and how these key concepts can be organised and managed. The framework proposes an alignment in order to utilize the system and meet the expectation from a managerial perspective and from an employee perspective. The paper concludes that miscommunication impact the progress and can lead to tensions towards using the system. The findings further suggest that training of employees is interconnected with the motivation towards the adoption and that management support is the biggest motivational factor in regard to the employees accepting and adopting the system. Sales representatives are more motivated to use the system if they can see the long-term improvements. However, the performance rate in the system is higher if the employees understand and are presented with the overall idea behind the system. The employees' influence in the process of implementing a CRM system provides them with additional motivation for adopting the system, in the form of responsibility. The paper further highlights the importance of including cultural aspect into the consideration of adopting a CRM system across international borders. The study contributes to knowledge and has practical implications for organizations concerned with their employee's commitment in the adoption of new CRM technologies.

Keywords: Customer Relationship Management (CRM), Technology acceptance, CRM adoption, CRM implementation; Technological change, Sales representatives.

Acknowledgements

This dissertation has been our final assignment before graduating from Aalborg University. During our dissertation work we experienced situations of both success and frustration, thus it is with mixed feelings that we have finally reached our goal, of completing the master's degree dissertation. We have learned to do empirical research using different methods and in addition we also got the opportunity to test the knowledge we have gained during our education.

We especially want to thank our supervisor, Mohammad Rana, who once again has been a major help in encouraging us and helping us step-by-step during the work on this dissertation, as well as the support and suggestions on improvements he has provided us with. In addition, we want to thank our case company, Cembrit, who despite being extraordinarily busy, during the ongoing pandemic, still had the resources to allocate time and energy to participate in this investigation. Finally, we want to thank our friends and families for their help and support during the months of this investigation.

List of Figures and Tables

Figures

Tables

List of Acronyms

CRM: Customer Relationship Management

SFA: Sales Force Automation

MNE: Multinational Enterprise

PU: Perceived Usefulness

PEU: Perceived Ease of Use

TAM: Technology Acceptance Model

TRA: Theory of Reasoned Action

NPS: Net Promoter Score

Chapter 1: Introduction

"Companies now face a digital imperative: adopt new technologies effectively or face competitive obsolescence" (Fitzgerald, Kruschwitz, Bonnet & Welch, 2013). - The importance of adopting new sales technologies for organisations to stay competitive has been recognized both in practice and in the scientific literature in the discipline of marketing (Brown, Evans, Murali, Mantrala & Challagalla, 2005) . The acceptance of new technologies, such as the adoption of Customer Relationship Management (CRM) in an organisation, has been proven to positively impact sales representative's knowledge, efficiency, productivity, collaboration, and long-term job performance (Obal, 2013; Rodriguez & Honeycutt, 2011; Ahearne, Srinivasan & Weinstein, 2004; Obal & Morgan, 2018; Brown et al., 2005). However, resistance towards new technology from these sales representatives has been found to be quite common due to concerns regarding perceived work changes (Ahearne et al., 2004; Hunter & Perreault, 2007; Vella & Caruana, 2012; Obal & Morgan, 2018; Ahearne, Hughes & Schillewaert, 2007). For example, previous research suggests that one of the reasons why CRM initiatives and Sales Force Automation technologies so often fail and are unsuccessful, is due the rejection and lack of acceptance by frontline employees, such as sales representatives (Homburg, Wieseke & Kuehnl, 2009; Speier & Venkatesh, 2002).

Yet complex enough, the matter of achieving acceptance amongst salesforce representatives becomes even more comprehensive in situations where organisations are operating across different national cultures and seeks to implement a unified global CRM system across the entire organisation (Hawking, 2007). This factor can radically modify the issues associated with the adoption of new technologies, as both culture in general as well as cultural work habits varies across national borders (Hawking, 2007), implying that an approach of having one unified system across an entire organisation will drastically impact and change work procedures in some of the international offices.

The successful adoption of new sales technologies by front-line employees will determine the future competitiveness of many, if not all, companies, so it is essential to gain an in-depth understanding of their engagement with this issue. In addition to the above mentioned findings, much research has been done on implementing sales technologies (i.e.; CRM systems and Sales Force Automation (SFA) tools), with a focus on the success and failures of implementation, the organisations readiness, the impact of adoption on business operations in relation to technological change, as well as the strategies organisations employ when implementing these systems (Payne & Frow, 2013; Williams, Ashill & Naumann, 2017; Lipiäinen, 2014; Labus & Stone, 2010; Richard, Thirkell & Huff, 2007; Montargot & Lahouel, 2017; Osarenkhoe & Bennani, 2007; Bohling, Bowman & LaValle, 2006). In contrast, we examine how motivational mechanisms and tensions towards acceptance are organised and managed in relation to the adoption of a new global CRM system in collaboration with the social actors in a multinational enterprise (MNE). Although previous research has been conducted, highlighting the various factors that impact the acceptance and rejection of new technologies by sales representatives, no research, to our knowledge, has tried to combine these findings in a summarized framework and taken into consideration the internationalization issues that can impact the adoption of new sales technologies.

The importance of this study is firstly outlined by the fact that research has shown that many CRM initiatives tend to prove unsuccessful. Research done by Zablah, Bellenger and Johnston (2004) showed that 35% to 70% of CRM implementation initiatives ends in failure or as Maklan, Knox and Peppards (2011) found, at least fails to meet expectations. In a more recent study by Edinger (2018) it was found that 90% of business executives express that their current CRM systems are not delivering the positive effects on business growth they were expecting. Richard et al. (2007), in their paper on CRM technology adoption, argued that there is a need for more research on the subject to understand the factors that could shape and influence the success or failure of CRM technology implementation in different firm settings. Additionally, previous research has outlined that employee engagement and commitment as well as management support are critical factors for success when implementing any sort of new technology in organisations (Obal & Morgan, 2018; Kale, 2004; Dibb & Meadows, 2004). Because of this it is deemed necessary to take a further look at the critical factors that practitioners should be aware of when introducing new technology to its sales employees.

We thus take this dissertation writing as an opportunity to explore the topic of change management in relation to the motivational mechanisms and challenges within the context of how companies organise and manage the acceptance of new global CRM systems, through the research question:

"How motivational dynamics and tension (towards acceptance) are shaped (organised and managed) in relation to the adoption of a new global CRM system?".

The concept of these motivational mechanisms and challenges associated with technological change is reviewed by the existing literature, and a conceptual framework for these factors impact on the adoption of CRM technologies is created. Furthermore, the concept of internationalization issues will be explored as a means to locate the issues related to implementing a technology across national borders, found in extant literature. This information is subsequently used in a single case study of a multinational enterprise, Cembrit, where it is explored if the challenges correspond with the experiences of the social actors in this setting, as well as what measures management has done in order to combat the potential rejection of the new global CRM system from their headquarters in Aalborg, Denmark. Given the data limitation we do not necessarily compare the adoption of CRM between the Danish office and the Swedish and Norwegian offices, but our aim is to illustrate the key cultural characteristics and logics in all three subsidiaries that impacted on the adoption of the global digital CRM system in all the three countries.

In undertaking this endeavour, the dissertation employs the methods of semi-structured interviews and qualitative questionnaires. The semi-structured interviews were conducted with two managers in the company, one being the director of project sales in Denmark, and the other Director of Nordic Markets. The questionnaires were sent out to sales representatives in the Danish sales department, where all of the seven employees answered the questionnaire.

Our study makes two important contributions for the implementation and acceptance of new sales technologies within international companies. First, we examine sales representatives' motivations and challenges in adopting new sales technologies. Second, we demonstrate how the motivational mechanisms can assist management in overcoming the challenges that create tensions for the adoption of CRM systems.

Our dissertation is organized as follows: First, we present the theoretical background on the concept of CRM, and the various perceptions of the concept found in literature, followed by a presentation of factors that has been proven to create tensions in the adoption of sales technology according to previous research, as well as the motivational mechanisms that can affect the adoption of CRM systems. An overview of these findings is then presented in a conceptual framework that will act as a guideline for the further investigation. Second, a discussion of the research process and methods will be presented, followed by an analysis of the experiences that sales representatives and managers within the case company have presented. Finally, we present a discussion of the different motivational mechanisms and tensions found within the case company, leading to the conclusion, managerial implication, limitations, and ideas for future research.

Chapter 2: Theoretical background

The objective of this chapter is to acquire the knowledge relevant for this research. The areas that are selected for the review are based on the research question of the thesis, why the following literature review consists of three parts: firstly, it starts with an investigation into the role of CRM and its evolution into being considered part of marketing's new dominant logic, which has led to discrepancies in defining the term in extant literature, additionally the section will be used to assist in defining this thesis's use of the term. Secondly, the tensions in relation to the adoption of digital CRM will be reviewed to identify the key antecedents that are accountable for the lack of technology acceptance by employees. Thirdly, as the opposite, the motivational mechanisms in relation to the adoption of digital CRM will be reviewed to identify the key antecedents that are accountable for the acceptance of technologies by employees. Based on the reviewed literature, the most prominent topics are collected. This is done in order to develop a conceptual framework containing the occurring themes that are evident in the literature, which impacts the adoption of digital CRM systems by sales representatives.

2.1 The role of Customer Relationship Management

Many academics and practitioners think of Customer Relationship Management as being something that originated towards the end of the twentieth century (Payne & Frow, 2005; Harb & Abu-Shanab, 2009; Guerola-Navarro, Oltra-Badenes, Gil-Gomez & Gil-Gomez, 2020; Baran, Zerres & Zerres, 2014). The reason for this is that the concept is extensively used when authors describe how companies are moving from a product-centric business model to one that is more customer-centric (Hosseini, 2013; Chen & Popovich, 2003; Siu, 2016). Although this argument seems validated, other authors suggest that although the term 'Customer Relationship Management' has been receiving more attention in the last three decades, the concept of the term is not something new (Payne & Frow, 2006; Alexander, 2002; Fletcher, 2001). These authors argue that the term covers the practice of storing and utilizing information about customers through record keeping (Alexander, 2002; Fletcher, 2001), and since the practice of storing information about customers is something that has been done for centuries, there are reasons to be less myopic when discussing CRM as a concept, rather than a term emerged (Salesforce, N.Y).

In the earliest interpretations of CRM, there was primarily a focus on the acquisition and retention of customers in general (Ling & Yen, 2001). The reason for this is that CRM has its roots in relationship marketing (Chen & Popovich, 2003; Araújo, Pedron & Picoto, 2018; Mullick, 2016; Debnath, Datta, & Mukhopadhyay, 2016; Rababah, Mohd & Ibrahim, 2011), where the aim is to improve the long-term relationship and profitability by shifting from transaction-based/product-centric marketing, with its emphasis on winning new customer, to one that has its focus on existing customers (Chen & Popovich, 2003). What sets CRM apart from relationship marketing, is that the focus moves beyond the notion that new customers are needed to increase revenues, but the focus should increasingly be on retaining existing customers through effective management of customer relationships (Christopher, Payne & Ballantyne, 1991; in Chen & Popovich, 2003). Because of this, CRM has become a more sophisticated and complex application as its focus on the customers, demands customer data mining from all available customer touch points, so that companies can create an individual comprehensive view of a customer, and at the same time uncover key customer profiles while potentially predicting their purchase patterns (Chen & Popovich, 2003).

The vast number of benefits that CRM can bring to companies, provided they are successful in their implementation efforts, is something that has been eagerly studied in the past. Through the adoption of the more customer-oriented approach provided by CRM, companies can improve their long-term relationship with customers (Chen & Popovich, 2003; Siu, 2016). It assists as an enabler for this customer-oriented vision through the assistance of its data-sharing tools (Slavens, 2001; in Elmuti, Jia & Gray, 2009). It provides companies with the ability to select and focus on the most profitable customer groups, while discarding those less profitable (Bull, 2003). Research has also shown that through the use of CRM, a company can align the processes of departments such as sales, marketing, and customer service, with the available technology in order to reduce its costs (Barracliffe & Taylor, 2001; in Elmuti et al., 2009). CRM has also been found to be the most profitable strategy for preserving and retaining customers (Soltani, Zareie, Milani & Navimipour, 2018).

Because of these potential benefits, it comes as no surprise that the subject of CRM has received a lot of attention since its introduction as a term in the 1990s (Buttle & Maklan, 2015; Ling & Yen, 2001; Payne & Frow, 2005), and has become the fourth most used tool in marketing and is considered part of marketing's new dominant logic (Ahearne, Rapp, Mariadoss & Ganesan, 2012). Some authors suggests that the interest in CRM has been increasing, due to the advances in software technology, enabled by a fast development in information systems, analytical tools, management systems, ERP systems, the increased popularity of the ‘Internet of things’ and other software technologies (Ngai, 2005; Ling & Yen, 2001; Fletcher, 2001; Hosseini, 2013; Debnath et al., 2016; Araújo et al., 2018; Sota, Chaudhry, Chamaria & Chauhan, 2018; Foltean, Trif & Tuleu, 2019). Accordingly, Payne & Frow (2006) propose that companies have a continuing increased potential to utilise the technology as well as manage one-to-one relationships with large amounts of customers in context of the rapid market transformation.

Payne & Frow (2006) describes the purpose of CRM as a way to increase the acquisition and retention of the most profitable customers efficiently and effectively by initiating, building, and maintaining selective and appropriate relationships with them. They argue that the continuing advances in information technology can assist companies with the development of improved customer relationships, the reason for this is that companies have at their disposal an array of tools such as a vast number of CRM applications, data warehouses, databases, and data mart technologies (Payne & Frow, 2006). The possibilities that these developments give companies are enormous, as companies can make use of these technological advancements to gather large amounts of customer data and further analyse, interpret, and utilize this data constructively (Payne & Frow, 2006). Further supporting the notion that CRM is a valuable thing to invest in, is Hosseini’s (2013) finding that CRM has emerged from Marketing and Information Technology, as the most efficient tool to gain customer loyalty through improving the relationship between organisations and their customers.

In contrast to these huge investments, Ahearne et al. (2004), concluded in their findings that: “Initially, the CRM technology is enabling on sales performance, but diminishing return sets in, and beyond a point, a disabling effect on sales performance can be observed” (p. 297). These findings are interesting to the fact that some managers might have the perception that more technology is equal to more productivity, which in these findings are not the case. Nevertheless, managers continue to dedicate huge financial resources to CRM and SFA tools, hoping that the automation of sales representatives will enhance their performance (Hamborg, Wieseke & Kuehnl, 2009).

2.1.1 The definition(s) of CRM

Because of all the benefits that can be gained through the utilization of a successfully implemented CRM, the term has received an enormous amount of attention by academics in literature. This extensive volume of research has also led to various interpretations of what CRM is and how it should be defined. Some authors purely view CRM as a technological tool being the enabling technology that organisations use to foster closer relationships with their customers (Hsieh, 2009; Ling & Yen, 2001; Finnegan & Currie, 2010; Peppers & Rogers, 2004; Payne & Frow, 2005). Others move beyond this interpretation and perceive CRM as being something more complex than just an enabling tool, made evident in various authors perception of CRM as; a process (Baran et al., 2014), a strategy (Kincaid, 2003; Ryals, 2003; Boulding, Staelin, Ehret & Johnston, 2005; Payne & Frow, 2006), a combination of both process and strategy (Parvatiyar & Sheth, 2001), and as a philosophy (Rababah et al., 2011; Zablah et al., 2004; Ryals & Knox, 2001).

Payne & Frow (2005), argued that the confusion on defining CRM, is due to its association with technology, where CRM technology is often incorrectly equated with CRM. Because of this they highlight that CRM can be defined from at least three perspectives (Figure 1): (1) as narrowly and tactically as one polar, having to do with the implementation of specific technology; (2) as a wide-ranging technology of an integrated series of customer-oriented technology solutions as the point near the middle of the continuum; and (3) as broadly and strategically, as the opposing polar, assuming a more holistic approach.

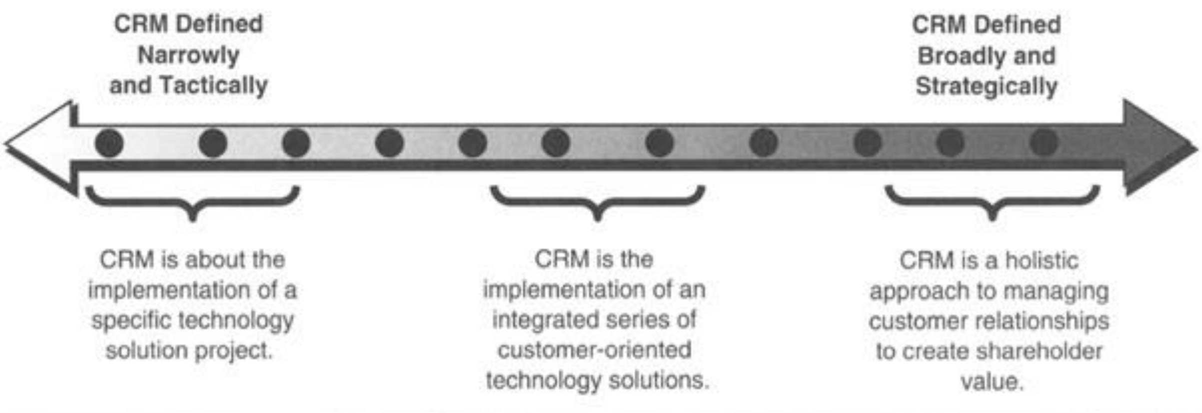

Figure 1: The CRM continuum.
Source: Payne & Frow, 2005, p. 168.

The lack of consensus on a universally accepted definition of CRM in both practitioner and academic literature has caused much confusion (Payne & Frow, 2006). Accordingly, there is a need to deal with this confusion, in view of the fact that Sheth (2000) argues that emerging disciplines, such as CRM needs *"[...] a definition that will articulate the uniqueness of the concept with its own distinct properties [...]"* (p. 12). The reason for this is that only when scholars agree upon a definition of a concept, can the knowledge of the discipline grow. Because of this notion scholars have emphasised the importance and need for a more holistic definition of CRM, that would comprise the existing definitions.

In an effort to provide this unified definition, Zablah et al. (2004), located no less than 45 definitions of CRM, and divided these into five distinctive conceptualizations where the investigated literature revealed that authors viewed CRM as: (1) a process, (2) a strategy, (3) a philosophy, (4) a capability, and (5) as a technological tool. Based on these conceptualizations, they phrased a definition that takes them all into consideration in their definition: "CRM is an ongoing process that involves the development and leveraging of market intelligence for the purpose of building and maintaining a profit-maximizing portfolio of customer relationships" (Zablah et al., 2004, p. 480). More recently, Rababah et al., (2011), did a similar review and located 23 definitions (See appendix 1) in their attempt to define CRM. After categorizing these definitions in three perspectives: (1) CRM as a philosophy, (2) CRM as a strategy, and (3) CRM as a technology, they proposed their unified definition: "CRM is the building of a customer-oriented culture by which a strategy is created for acquiring, enhancing the profitability of, and retaining customers, that is enabled by an IT application; for achieving mutual benefits for both the organizations and the customers" (Rababah et al., 2011, p. 223). This definition comprises the three mentioned perspectives in an effort to highlight that all three conceptualizations should be considered if companies want to successfully adopt and implement CRM. As evident in their definition, they propose that a company should firstly build the cultural orientation, while communicating the company's goal of being customer-centric, secondly, they are to develop a strategy that defines the goals of CRM, outline the plans to achieve these goals, and enforces the devotion of being a customer-centric organisation; thirdly, the company should acquire the technology needed to enable and achieve the developed strategy (Rababah et al., 2011). For the purpose of this investigation, the definition provided by Rababah et al. (2011) is the one that will be adopted. This is done because it fits the authors assumptions that CRM is an interrelated strategy and should definitely be perceived as something more than just a technology.

2.2 Tensions towards technological change.

In contrast to the many benefits and huge investments that organisations make in CRM, much research has shown that CRM is not something that an organisation can easily adopt. In a research paper by Zablah et al. (2004), it was found that 35% to 70% of CRM implementation initiatives have ended in failure or failed to meet the expected return on investments (Maklan et al., 2011). The subject of why CRM implementation and adoption fails to meet expectation is something that many scholars have investigated (Maklan et al., 2011; Labus & Stone, 2010; Pedron & Saccol, 2009; Wilson, Clark & Smith, 2007). As a way to summarise the various observations Kale (2004), in his paper "CRM Failure and the Seven Deadly Sins", presents a summary of seven reasons why CRM failure can occur: (1) Focusing solely on technology; (2) Losing sight of customers; (3) Ignoring customer lifetime value; (4) Lack of management support; (5) Undervaluing data analysis; (6) Underestimating change management; and (7) Inflexible business processes. As evident in his summary, only one of the seven reasons revolves around the technology of CRM itself, while the remaining six reasons are related to the people and processes of the organisation, implying that even though the technology and systems "hardware" have previously been presented as critical enablers for pursuing a customer-centric strategy, as well as assisting employees to serve customers better on all contact points (Sin, Tse & Yim, 2003), they can only be as efficient as the people who are operating them. The reason for this is that a CRM system relies on being provided data and is only usable when the employees in an organisation engage with it and cannot function properly without employee engagement. This means that it is necessary to get employees to accept and adopt the new sales technology before it can be properly utilized to achieve the goals and objectives set by upper management.

Because the people aspect of adopting a new technology is such a major part of being successful in the implementation and utilization of a CRM system, this brings forth the issue of getting the people aspect on board with adopting the new technology. There are many emotions involved when new technology is introduced into businesses, but in today's ever changing business environment it has become necessary for many companies to rethink their business operations and adjust to the technological changes that come with increasing competition on all markets. The technological impact has especially affected the sales representatives of the organisations (Brown et al., 2005), as sales technologies such as CRM and SFA, have gained popularity amongst managers as tools that can assist companies in improving the effectiveness and efficiency of the organisation's sales force (Morgan & Inks, 2001; Ngai, 2005), as well as the company's competitiveness (Kale, 2004). As Hunter and Perreault (2007) present: "In today's relational selling role, the sales representative's job is no longer to protect the host organization from external dependencies and advance solely its internal objectives; rather, the purpose is often just the opposite" (p. 16). Consequently, in today's business operations, sales representative in an organisation must learn to keep up with new market demands, implying that there is a need for them to gain the skills and abilities to re-think and create integrative buyer- seller solutions, utilize the increasing amounts of data so that this data can be converted into advantageous market knowledge, while discovering original ways to utilize IT tools (Hunter & Perrault, 2007; Brown et al., 2005).

The increasing complexity behind managing and servicing customers through the operation of a CRM system is something that Brown et al. (2005), has investigated in their paper on motivation, control, and compensation. They present that due to the overwhelming number of tasks required by adopting new technological sales systems, sales representatives have to endure more work to follow the demand, where motivation and incentives play a big part in the outcome. They describe these tasks as a number of role requirements that will be likely to create significant 'Role Overload' for sales representatives. They present the term role overload as a "perception that role demands are overwhelming relative to available resources" (p. 156). The term is derived from the dynamics (i.e., role requirements) associated with the increasing customer demands; the organizational burdens, such as learning to use new technological tools; shouldering additional information-gathering, reporting, and administrative burdens; all while the sales representatives are to remain focused on the overall productivity targets, which puts increased pressure on sales representatives and further complicate the evolving sales role. While any of the mentioned dynamics, might be reasonable in itself, viewing them collectively, they have the potential to exceed the sales representative's perceived resources of energy, time, and effort to perform, and these perceptions can potentially be demotivating as they undermine self-regulatory effectiveness (Brown, Jones & Leigh, 2005).

Davis (1989) developed a model to measure the acceptance of technology by people within a company. He proposed that amongst the many variables, such as those previously described by other authors in this review, two determinants in particular influence system use (i.e., user behaviour). The first variable is Perceived Usefulness (PU) and is defined as "the degree to which a person believes that using a particular system would enhance his or her job performance" (p. 320). This variable contains behavioural considerations such as how useful the technology is for the employee in their everyday work and if the technology eases their workload. The second variable Perceived Ease of Use (PEU) is defined as "the degree to which a person believes that using a particular system would be free of effort" (p. 320). This variable contains behavioural considerations such as how difficult they perceive the use of the technology is and how intuitive the technology is to use. The findings in Davis' study revealed that PU and PEU were significantly correlated with indicators of system use. The two variables were parts of a model that Davis presented in his dissertation in 1986, known as the Technology Acceptance Model (TAM) (Davis, 1986). In later works Davis, Bagozzi & Warshaw (1989), explained that TAM was an adaptation of The Theory of Reasoned Action (TRA) developed by Ajzen and Fishbein (1980), specifically tailored for modelling user acceptance of information systems (Davis et al., 1989). TAM has been widely accepted in research as a model for measuring technology acceptance in various ways (Venkatesh & Davis, 2000; Vella & Caruana, 2012; Lee, Kozar & Larsen, 2003; Marangunic & Granic, 2013). Related to our investigation on digital CRM adoption, is Vella and Caruana's (2012) study on encouraging CRM system usage. Through the use of TRA and TAM, they investigated the relationships between the variables pertaining to the intention to use CRM systems amongst 274 managers. Their results showed that the higher PEU is, the greater the PU would be, resulting in a higher intention to use CRM. Additionally, they found that PU can act as a mediator between PEU and intention to use CRM. This implies that the greater understanding that employees have of the CRM, the greater they will perceive the technology's usefulness, leading to a higher intention to use CRM. In contrast, if employees have little understanding on how the technology works, they are less inclined to perceive the system as useful in their work and will most likely abandon the system. As the findings additionally revealed that PU acts as a mediator on PEU and intention to use CRM, this implies that if the employee can see the benefits from using the system, they will be more inclined to learn how to use the technology, even if the technology does not seem intuitive at first.

Obal and Morgan (2018), in their efforts to investigate the moderating effects of perceived technological change on sales force acceptance, presents the concept of 'perceived technological change', as something that impacts salesperson's individual goal orientation towards the acceptance of technology. In their research they illustrate that there are challenges in aligning managerial and employee goals, and especially so, when the introduced technology represents high levels of perceived technological change. The misalignment occurs because employees are more motivated to focus on short-term goals, while management tends to focus more on long-term, strategic goals. The factor of perceived technology change revolves around the sales representative's perception on how big an impact the new technology will have on their current workload. Obal and Morgan (2018) found that sales representatives may resist long-term benefits in order to avoid the short-term productivity loss. There could be many underlying reasons for this resistance which leads to a quicker abandonment of the new technology. Research done by Speier and Venkatesh (2002), showed that immediately after training, the new technology was perceived positively by sales representatives, however, after six months, the majority of the subjects had abandoned the technology, Obal and Morgan (2018) themselves, argue that in addition to the short-term productivity loss, the learning curve of operating a new technology might be perceived as too high, or the objective of using the technology is simply misunderstood by the employee which could lead to the employee abandoning the technology. Additionally, in some cases the sales representatives may even have a fear towards the new technology as they can have feelings of a general loss of power when the technology is introduced (Obal & Morgan, 2018).

In relation to the mentioned fear towards new technology, and in addition to why the lack of technological acceptance occurs, Essier, Torrini and Böhm (2020), through their own adaptation of the previously mentioned Technology Acceptance Model developed by Davis in 1986, describe anxiety towards automation as a barrier to implement workplace automation technologies. Essier et al. (2020) adjusted the later contribution to the theory 'computer anxiety', proposed in 1987 by Simonson, Maurer, Montag-Torardi, and Whitaker, where the variable 'computer anxiety' was defined as "an individual's apprehension, or even fear, when she/he is faced with the possibility of using computers" (In: Lee, Kozar & Larsen, 2003, p. 762). Essier et al. (2020), adapted this variable to the context of being substituted by technology and called it 'automation anxiety' which they describe "as a concern of an employee that essential activities of his position may be taken over by an automation technology in the future, thus making his workplace or the use of his workforce obsolete" (p. 48). Automation anxiety is therefore related to the fear that employees have towards artificial intelligence, robotics and other technological advances that can increasingly automate complex tasks that are currently being resolved by employees. Hence, the anxiety that employees may feel are not related to using technology itself, as previously proposed by Davis (1986), but rather it is the anxiety towards the new technology as a potential competitor for their jobs that might influence their acceptance of the new technology.

That CRM and SFA tools have the potential to automate many of the processes involved with customer relationship management as well as sales are not as theoretical as one might assume, a report on automation done by McKinsey (2017), showed that "in about 60 percent of occupations, at least one-third of the constituent activities could be automated, implying substantial workplace transformations and changes for all workers" (p. 2). Although these findings are in no way predictions, it outlines the seriousness of automation anxiety and since sales technologies such as CRM systems and SFA tools are digital innovations designed to ease the workload for multiple departments within a company, there are reasons to believe that it will have major impacts on sales representatives work procedures. Consequently, the anxiety towards automation could potentially harm the introduction of new technologies within an organisation.

In addition to the automation anxiety, it is likely that sales representatives have acquired a great deal of customer knowledge, both explicit and tacit. While tacit knowledge is difficult to imitate, write down, articulate, or present in a tangible form (Bowman, 2001; Alexander, 2018), explicit knowledge is easy to pass along as it is easily recorded, communicated, and most importantly to the subject at hand, stored (Alexander, 2018). The explicit knowledge is the knowledge that CRM systems use in order to detect leads, handle customer relations and other critical functions, and as the sales representatives have a lot, if not all, the explicit knowledge of a company's customers are some of the most valuable assets to the company (Hobson, 2019). Because of this, sales representatives might be reluctant to hand over their employee-specific assets such as privately kept customer databases, potential leads, and other critical and relevant information, to the firm-specific asset pool (i.e., proprietary assets), in fear of becoming redundant if managers were to pursue a policy of opportunistic behaviour and misuse the provided information in the course of streamlining their business operations and use the new sales technology as a substitution for human labour.

Morgan and Inks (2001), in their study on increasing acceptance of sales force automation, found indications that sales representatives may resist implementation of sales technologies for a number of reasons, such as, the fear of technology, also pinpointed by Essier et al. (2020) and Obal & Morgan (2018), the fear of management interference, and loss of power. They propose that the fear of interference is related to the fact that most new technologies have the potential to provide managers and supervisors with real-time access to sales representatives' performance information. This can be overwhelming to sales representatives that are used to being on the road and managing their own time. The loss of power according to Morgan and Inks (2001), relates to the previously described perceptions that sales representatives previously had held all the information on customers, representing a base of power. This base of power is fuelled by the sales representatives' thought that the more information they possess about their customers, the more dependent their organization becomes on them. This implies that individuals that feel this way have the potential to be reluctant to share (i.e., transfer) this customer information into a system available for all that have access (Morgan & Inks, 2001).

2.2.1 Internationalization issues in the adoption of CRM

CRM systems have become an important part of the infrastructure for many of the world's leading companies (Hawking, 2007). The technology provides increased levels of integration to support core business processes and it allows the use of real time data that can lead to improved decision making. In addition to these benefits, Hawking (2007) found that since CRM systems improves integration and standardisation this has made the systems attractive to international companies as they use the systems to support their global operations. Implementing and utilizing a CRM system has already been established as being a difficult task, where companies face a number of issues, due to the technology's complexity and the impact it has on the company operations. In his study, Hawking found that the issues related to implementing CRM systems are further exacerbated in global environments where variables such as national cultures and local requirements are present. Because of this, companies more often than not need to achieve some sort of balance between the level of standardisation and the local requirements in their efforts of implementing the system (Hawking, 2007).

Hawking (2007) further proposed that two important issues that multinational organisations should be aware of in their efforts towards implementing a technological system are those of culture and language. Culture because it potentially has an impact on how information is received by different employees in different locations over the world, and Hawking (2007) found that some cultures are unwilling to seek clarification when they are presented with requirements that they do not understand. He found this observation to be reflected in employees answering "yes", without actually understanding the requirements or agreeing positively to it. Therefore, he argues that it is important for managers to reaffirm meaning and keep track of employee's progress more often. In extension to the issue of culture, Hawking found evidence that multinational companies experience significant issues with language differences. In this regard, he found that even if a company attempts to translate their data inputs to a common organizational language, it only provides another level of complexity due to cultural issues which need to be reflected in the system.

To understand some of the cultural aspects when adopting a CRM system, Edgar Schein, a pioneer in the study of organizational culture, proposes that culture consists of three layers (Schein, 1986). These three layers can be used to understand the impressions individuals get from entering a workplace that affect the individuals' behaviour and attitude towards adopting a new system (Venkatesh et al., 2003). Schein's model of organisational culture assumes that an organization's culture consists of three cultural levels: artefacts, espoused beliefs and values, and basic assumptions. The first level of the model is artefacts, and it describes the physical and verbal elements of the organizational culture. This level is the visible part of the culture that can be noticed by 'outsiders', what they can see, feel, and hear. It describes how the employees interact with each other and how the dynamics are working within the company (Schein, 1986). The second level is the espoused values and beliefs, which are defined as strategic goals and philosophies and are thus not as easy to decipher for the external observer. The foundation for this level is to figure out how the employees work and interact, and furthermore what the company is about. The level is based on the behaviour and attitude in the company, which affects the culture in the company (Schein, 1986). The third and deepest level is basic assumptions, which are the 'invisible', in the sense that they are unconsciously taken for granted perceptions, beliefs, thoughts, and feelings. Thus, it is part of the understanding in regard to workflows, rules, and norms. Schein (1986) describes this level as the norm on which has evolved and how the company operates. The levels provide an overview of the culture within the company whereas these factors influence change affected by the organisation.

In relation to Schein's model, Dasgupta and Gupta (2019), in their efforts of investigating the role of espoused organisational culture traits of technology adoption, described the espoused organisation culture as consisting of four elements: Involvement, Consistency, Adaptability, and Mission. Their findings showed that these espoused organisational culture values had an impact on the individual's acceptance as well as the use of technology. This means that companies should carefully manage their organizational culture for the successful adoption and diffusion of technologies (Dasgupta & Gupta, 2019). Their results also indicated that the mission trait of the organization's culture is possibly the most important when it comes to technology acceptance (Dasgupta & Gupta, 2019). The mission trait refers to the long-term goals, objectives, and vision of the organisation, which as the previous research showed, is a crucial element for getting employees to understand the purpose of implementing the new technology.

2.3 Motivational Mechanism towards technological change

It is evident that many obstacles are apparent in the adoption of new technologies and CRM systems in organisational settings. Some research has however contributed to the knowledge pool of mechanisms that can assist in motivating employees towards the adoption and acceptance of new technologies.

In order to combat the lack of technological acceptance, Kumar and Reinartz (2018), addresses the issue of experiencing 'resistance from employees' in their work Customer Relationship Management - Concept, Strategy, and Tools. They advocate that this resistance is the first issue that organisations must address. The reason for this, they argue, is that "No value can be realized from CRM without understanding and managing its impact on the people who live with it and make it work on a daily basis" (p. 57). They continue with a statement saying that in order to successfully deal with the people aspect of change management, the key is to accept change as well as deal with issues, as and when they occur. They further argue that resistance can be viewed as energy and that the management has two ways of positively dealing with resistance from the sales representatives. Firstly, they present the employee resistance as a positive thing, as this implies that they actually care about the initiative, rather than if they showed total apathy. In such a case where the resistance can be recognized as some sort of energy and passion, management should aim at channelling this energy into positive commitment and behaviour. Secondly, management should view resistance as something informative, as it informs them about which parts of the change process are working, and which parts are not. Kumar and Reinartz (2018) further propose some recommendations that organisations can use as guidelines to control the resistance and assist the sales representatives in utilizing the CRM system and the information:

- Planning: Here management should be prepared and bring attention to the benefits that the technological change can provide as well as highlighting what the consequences of not accepting the change will be, additionally they should bring attention to the impact of these changes, both on the individual sales representative and the department as a group.
- Communication: Managers and supervisors are encouraged to arrange regular meetings, where they supply as much information as possible in order to explain all

aspects of what will and is happening as well as how it will impact the sales representatives.

- Listen: The management should try and encourage the sales representatives to share their thoughts on the technological change, both positive and negative things so that they can learn from what they are doing and allow the employees to mourn.
- Support: Managers at all stages in the organisation need to recognize that change takes time and that there are no quick fixes for getting employees to accept these changes. Because of this, managers that prove to be valuable assets in the change process should be supported.

Additionally, Kumar and Reinartz (2018), found that organisations should invest in internal marketing campaigns as an additional means to motivate, not only the sales representatives but also other employees within the company that might benefit from the information that is contained within the CRM system. This is because sales representatives are not the only ones who could benefit from the new system and its analytical information. Various departments, such as customer service representatives, marketing analysts, and even higher-ranking decision-making executives, could potentially use the analytical information to achieve their own objectives, while making them more efficient and improving their productivity which could positively affect the organization's bottom line. To get the necessary buy-in from the employees and to assist in handling the technological resistance, the organisation should not solely focus on motivating the employees to utilize the new system and the accompanying information, but the organisation should also focus on training them on how to use the system and information as well. Accordingly, when introducing a new system there is a need to change employees' work habits, and training employees has been proven to be the most effective way in doing so (Chibelushi, 2008; Talukder, 2012). Kumar and Reinartz (2018), propose that the training process may include procedures such as; (1) a demonstration to the users on how to access, handle and utilize the needed information, (2) offering frequently updated and understandable user documentation, (3) providing online tutorials that is suited for each user, (4) offering either a real time chat help or telephone help line to standby users, and (5) training the supervisors who acts at trainers for other employees as a means to ensure that new users can more easily be operating the system.

A different perspective to Kumar and Reinartz’ (2018) argument, that upper management ‘just’ has to plan, communicate, listen, and support in order to get employees to accept a new system is presented in a study by Obal and Morgan (2018). As previously mentioned, they sought to investigate the moderating effects of perceived technological change on sales force acceptance. But in addition to finding that perceived technological change can negatively affect sales representatives' motives to accept new technology, they analysed how managerial support can assist in overcoming the acceptance issues caused by this perceived technological change. Their findings revealed a number of factors that can enhance technology acceptance (Obal & Morgan, 2018). The first being the employee's own motivation to achieve their individual goals, as this type of employee may better understand the long-term consequences, than his or her counterpart who only has their focus on short-term gains. They concluded that if a sales representative is highly motivated they better understand the linkage between the new technology and performance output, making them more eager to get acquainted with the new system and taking on the related short-term adjustments costs in return for greater future gains. Secondly, they found evidence that managerial support, especially top management support, has a direct impact on the overall direction and intensity of technology acceptance within an organisation. As a third result, their results indicated that team goal commitment has a positive impact on the technology acceptance of the sales representative, which suggests that in order for an organisation to be successful with the integration of a new technology, they need employee collaboration as well as effective processes where the employees learn in teams to encourage each other (Obal & Morgan, 2018). This collaboration and development of processes should be strongly supported by both upper- and middle management in order to better assure the acceptance and adoption of the new sales technology.

Similar research was done by Talukder (2012), in the efforts of locating the factors that affect the adoption of technological innovation by individual employees. The research in this study was conducted via an online survey questionnaire of 275 academic and administrative staff within an organizational setting in Australia (Talukder, 2012). The findings of the research indicated that perceived usefulness (PU) and managerial support are the two most dominant variables in explaining adoption of new technologies. Additionally, Talukder's (2012) results showed that individual adoption of innovation (technology) is also influenced by two social factors: peers and the individual's social network. Where peers relate to management's role in recognizing the organizational, individual, and social factors that can have an influence on the individual employee. Thus, management should encourage the employee's peers to provide continuous feedback, encouragement, and support in order to get the individual employee to master the new technology, which can lead to a shorter adoption time (Talukder, 2012).

Additionally, they propose that employees are influenced by their social network when they are introduced to new technologies, as a majority of employees do not want to be left behind. Because of these findings Talukder (2012) also supports the assumptions held by Obal & Morgan (2018), that organizations are encouraged to develop training programs for the users of the new technology in order to give them the ability to use the technology more effectively. The finding that co-workers, peers’, and superiors' adoption of technology has a positive influence on employee's technology acceptance is also supported by findings in Homburg, Wieseke and Kuehnl‘s (2008) research on social influence on salespeople’s adoption of sales technology.

Morgan and Inks (2001), in their study on increasing acceptance of Sales Force Automation, propose several factors relating to sales representative’s acceptance of automation. While some of the factors, such as ‘Commitment from Management’ and ‘Training’ is widely supported in other research, as previously reviewed, Morgan and Inks additionally found that factors such as ‘Accurate Expectations’ and ‘User Influence’, may enhance the acceptance of new sales technologies (Morgan & Inks, 2001). The factor of establishing accurate expectations as to what the implementation will entail, revolves around those sales representatives need to understand what they can expect from using the technology and they should, prior to the rollout of the technology be given some indication of what they should expect from the implementation process. Additionally, this expectation alignment should also be employed when managers are hiring new employees, as a means to ensure that candidates for sales positions have accurate expectations of the job, before being hired and therefore knows that they are expected to engage with and utilize the technology. Morgan & Inks (2001) found that the more accurate expectations are established as to what the use of the sales technology will mean for the sales representatives, the more willing they will be towards accepting it in the implementation process. The other factor relating to the involvement in the implementation decision process, revolves around the fact that people who are involved in the change process tend to have a perception of ownership and because of this they are less likely to resist the change (Morgan & Inks, 2001). From the study, results showed that the more sales representatives have the belief that they have influence in the sales technology implementation process, the more they are likely to be accepting of that implementation. Linking these assumptions with the previously covered fears of management interference and power loss, sales force involvement could potentially assist in reducing these fears, as sales representatives would perceive that their interests are being represented and protected (Morgan & Inks, 2001).

In relation to the factor of user influence, it can be assumed if management encourages the sales representatives to take part in the system design and the implementation of the technology, as a way to make the employees commit themselves and develop realistic expectations about the technology, the sales representatives would also gain a feeling of responsibility. The motivational aspect of responsibility is something that Herzberg, in his development of his Two Factor Theory of Motivation, has defined as one of five factors that can assist in motivating employees. He suggests that employees should 'own' their work, thus holding themselves responsible for its completion (Herzberg, 1966). Relating this aspect towards the motivational mechanisms in the acceptance and adoption of new technologies, it can be postulated that if employees have the feeling of being responsible for the implementation success of the technology, they are more likely to engage with the technology.

In accordance with the findings by Morgan and Inks (2001), Avlonitis and Panagopoulos (2005), in their study on antecedents and consequences of CRM technology acceptance in the sales force. Based on responses from 240 sales representatives that utilize a CRM system, Avlonitis and Panagopoulos (2005) found that the most important thing that organizations should focus on is the development of accurate expectations in relation to system usage and potential benefits. They should do so in order to assure that the users of the technology have an unambiguous picture of what the managers expect from the implementation of the technology. Second, they also found that sales representatives should engage in the implementation- and development process of the technology, in order to allow themselves to develop realistic expectations about the technology. As a final result they, like much of the other research on the subject, found that sales managers have a major influence and role to accomplish in the process of getting employees to accept and adopt the technology, by supporting and encouraging sales representatives to use the CRM system.

In relation to the previously mentioned anxiety towards sales representatives sharing their explicit customer knowledge with the company's CRM system, Kim, Sudhir, Uetake and Canales (2016), suggest that a way to combat these worries that sales representatives may have, companies should provide maintenance incentives, which provide sales representatives a stake in future cash flows from higher quality customers. Additionally, they argue that this would evidently assist in also motivating the sales representatives to avoid selectively choosing the easy-to-acquire, poorer-quality customer that possesses a lower lifetime value.

2.4 Conceptual Framework

As evident from the reviewed literature, many factors impact the adoption of CRM systems. As a way of presenting the different findings and suggestions that previous research has deemed as important factors that need to be considered, organised, and managed by organizations to further the possibility of getting sales representatives to adopt CRM systems, we present our conceptual framework in figure 2, below.

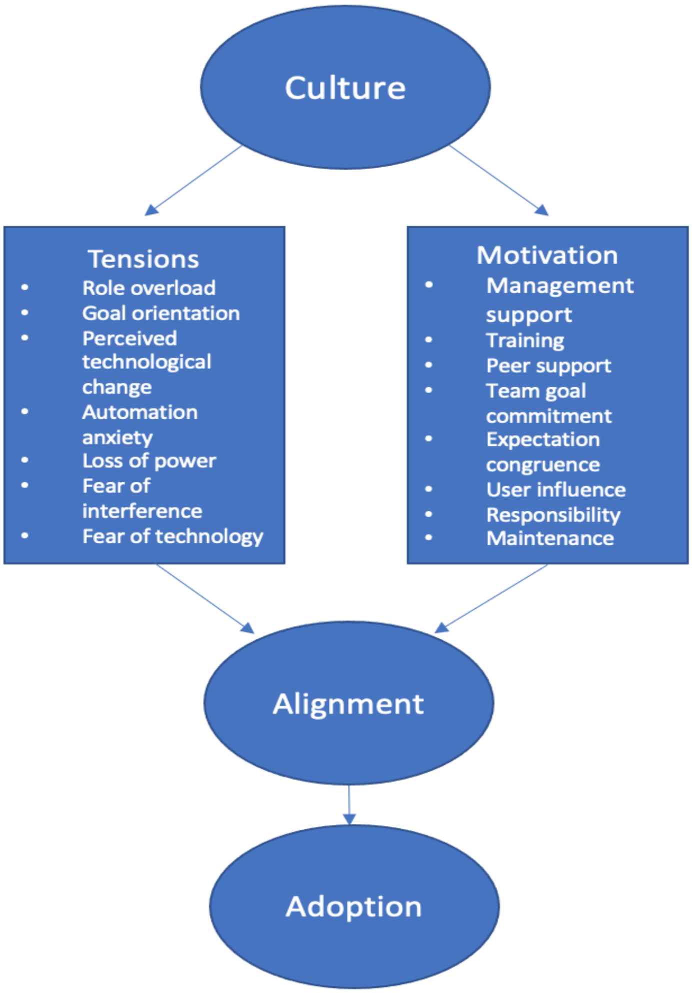

Figure 2: Conceptual framework - The tensions and motivational mechanisms towards the adoption of CRM. Source: Developed by authors

From figure 2, it becomes visible that there are a lot of variables that affect the adoption of CRM systems. To our efforts, we have categorized these factors in three sections: Culture, Tensions, and Motivation.

Culture, which in this conceptual framework should be understood as: "the collective mental programming of the human mind which distinguishes one group of people from another" (Hofstede, 1991, p. 5), is depicted at the top of the conceptual framework, as a way to show that the challenges that culture can inflict on the adoption of CRM, has an impact on both the tensions, as well as the motivational mechanisms of the alignment that has an impact on the adoption of CRM systems. This is so, because culture can be seen as a modifier as it is reflected by the specific cultural differences that might be present in certain settings. Thus, the issues related with culture can sometimes be bigger when companies are trying to achieve acceptance amongst employees from a large number of different nations, or amongst employees in nations which are very dissimilar to the headquarters country, where decisions are made. In contrast to this the impact of the cultural issues can be smaller when the countries share similar cultural habits (Tien, 2017).

The section containing the tensions towards the adoption of CRM systems, is depicted on the left side of the framework, it contains the factors of role overload, goal orientation, perceived technological change, automation anxiety, and fears of interference, technology, and loss of power. These variables are primarily related to the psyche of the sales representatives, which is to say their feelings, beliefs, and understandings towards the adoption of CRM. They all have an impact on the adoption of CRM systems in the sense that some of these variables will always play an important role when sales representatives are introduced to a new sales technology. The factor of Role Overload, however, can be understood as both the perceptions that sales representatives have, in regard to their increased workload, but it can also be a way to describe the importance of adopting a CRM system. This is because the demands on sales representatives' abilities to utilize information in new ways are increasing (Brown et al., 2005). So, in order for them to keep up with these increasing demands, they are somewhat forced to adopt and utilize the latest technology to keep their productivity up, so that their organisation avoids being outmatched by competitors. This also implies that even though the variable of role overload is related to sales representatives being overworked, and a fear of not keeping up with customer and supervisors demands it could, however, also be considered as the first step towards the persuasion that the new technologies are a necessary evil, when sales representatives are first evaluating the new technology.

The section on the right side of the conceptual framework contains the variables related to motivational mechanisms, in summary these explored variables are management support, training, peer support, team goal commitment, expectation congruence, responsibility, and maintenance incentives. The variables in this section are related to factors that can be used by management to persuade or convince the sales representatives that the new technology is useful to them, thus aligning their expectations with the managers and organisation's expectations. Through the review of existing literature on the subject, it becomes clear that previous findings have shown that one the most influential factor to manage any type of organizational change is commitment from managers. Thus, the likelihood of successfully implementing change is greater when the support and commitment to change is strong within the higher levels of the organisation. Because of this it is highlighted at the top of the motivational mechanisms. Management support is the overarching variable, as these factors influence the underlying variables. The management in this sense can be understood as both the acknowledgement from management on the individual sales representative's adoption efforts, as well as their support in strengthening the availability of the other motivational mechanisms. The reason for this can be explained through the notion that management decides the amount and quality of training that sales representatives will be provided with, they provide the foundations for encouraging support from peers, as well as potentially allowing the employees to have influence on the implementation process, leading to a feeling of responsibility, and they can provide the sales representatives with maintenance incentives in the sense that they are encouraged to engage with the technology on the promise of future gains.

Based on the presented literature, it can be argued that the two factors, tensions and motivational mechanisms can be managed through an alignment of the expectations that sales representations express through their tensions and the motivational mechanisms that are primarily driven by management. In this regard, research has shown that different motivational mechanisms can be employed to deal with the tensions that employees experience. These alignments will be further explored in the discussion of the dissertation, but as an example, research done by Morgan & Inks (2001), showed that the fear towards technology that sales representatives might have, can be managed, and reduced through appropriate training prior to the launch of the CRM system, and technical support must be readily available if technical issues should arise as they adjust to the system. It is thus proposed that depending on the efforts in aligning the sales representatives' concerns through the use of motivational mechanisms will lead to greater chances for the adoption of CRM systems by these sales representatives.

Chapter 3: Research Methodology

Following the literature review and the presentation of the conceptual framework on how motivational mechanisms and tensions are managed and organized towards the adoption of global CRM systems by sales representatives, in the previous chapter, the following chapter aims to present the research methods and design in order to clarify the objectives of this thesis in addition to outline the plan for how the research has been conducted.

In order to conduct research, the philosophical considerations and standpoints of the researchers must be explained, including the approaches to conducting the research. To structure this chapter Kuada (2012), presents a model for the structure and levels of discussion for creating a methodology chapter. Kuada (2012) refers to this as “The Four Levels of Understanding” (p.57), which he describes as a collection of four identified levels in a research process derived from various textbooks on the subject. In his framework (depicted in figure X) he presents the four levels as: Philosophical and Theoretical Viewpoints, which revolves around the nature of what the researcher seeks to know; Epistemological Choices, involving the views on how knowledge about the research is intended to be understood; Methodological Decisions, where a discussion of the general approach to the research is made; and finally the Choices of Methods and Techniques, which entails a description of the tools used for data collection and arguments for those choices.

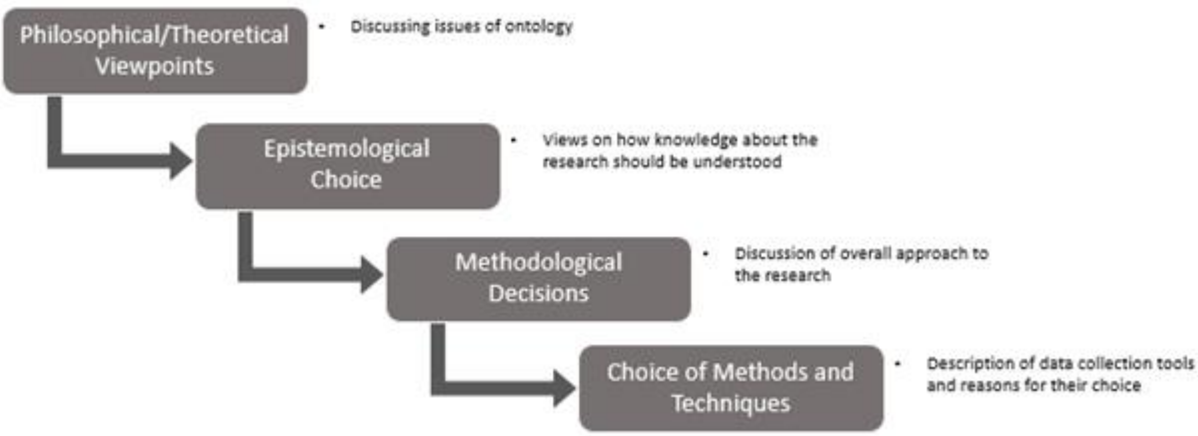

Figure 3: Structure and Levels of Discussion in a Methodology Chapter
Source: Own production based on; Kuada, 2012, p. 58.

3.1 Paradigm

Before going into detail and describing the four levels in Kuada's model, the paradigm of this research is presented. Kuhn (1970; in Kuada, 2012), argues that all research is characterised by a set of common understandings adopted by researchers when they are studying a particular phenomenon, this entails what type of questions are deemed useful to ask about the given phenomenon, how the researcher should structure the approach to answering their research question, as well as how they should interpret the given results. Kuhn argues that "these common characteristics constitute a paradigm" (Kuada, 2012). These paradigms are in academic terms defined in terms of four sets of assumptions: ontological assumptions; epistemological assumptions; assumptions about human nature; and methodological assumptions (Kuada, 2012; Saunders et al., 2019; Burrell & Morgan, 2019).

Within scientific research in social science, Kuada (2012) argues that the discussion of these paradigms has been heavily influenced by two opposing approaches to doing research. These two approaches, which some authors refer to as two opposing extremes (Saunders et al., 2019), or two polar perspectives (Andersen, 1990; in Kuada, 2012), are the objectivist approach and the subjectivist approach to doing research. Burrell and Morgan (2019) have compared the two approaches in terms of their ontology, epistemology, human nature, and methodology (Table 1). In their comparison it becomes clear that the two perspectives 'objectivist' and 'subjectivist' have very different interpretations of how the researcher perceives the world they are investigating, as well as how they collect and interpret the empirical data[1].

DIMENSIONS	THE OBJECTIVIST APPROACH	THE SUBJECTIVIST APPROACH
Ontology	Realism	Nominalism
Epistemology	Positivism	Antipositivism
Human Nature	Determinism	Voluntarism
Methodology	Nomothetic	Idiographic

Table 1: The Objectivist-Subjectivist assumptions about the nature of Social Science.
Source: Developed by authors, based on Burrell and Morgan, (2019).

As mentioned, Saunders et al. (2019), refers to the two paradigms; objectivism and subjectivism as two opposing extremes, where one clearly differs from the other. This one-dimensional way of differentiating between research philosophies, however, has led to many

[1] For a thorough description of each of the approaches see appendix 2.

debates which has resulted in a number of typologies of paradigms, as some researchers do not consider this classification to be particular useful (Kuada, 2012; Burrell & Morgan, 2019; Bryman & Bell, 2011).

Because of this Burrell and Morgan (2019), adds an additional dimension to assist researchers in differentiating between research philosophies. This dimension is concerned with ideology and just like the previous ‘objectivism-subjectivism’ dimension, it has two opposing extremes. They refer to these extremes as ‘sociology of regulation’ and ‘sociology of radical change’-. In light of Burrell and Morgan’s (2019) conceptualization of the regulation-radical change continuum, they have combined this dimension with the objectivist-subjectivist continuum and presents a matrix of four distinct sociological paradigms for organisational analysis and assisting in understanding management and business research, depicted in figure 4 below[2].

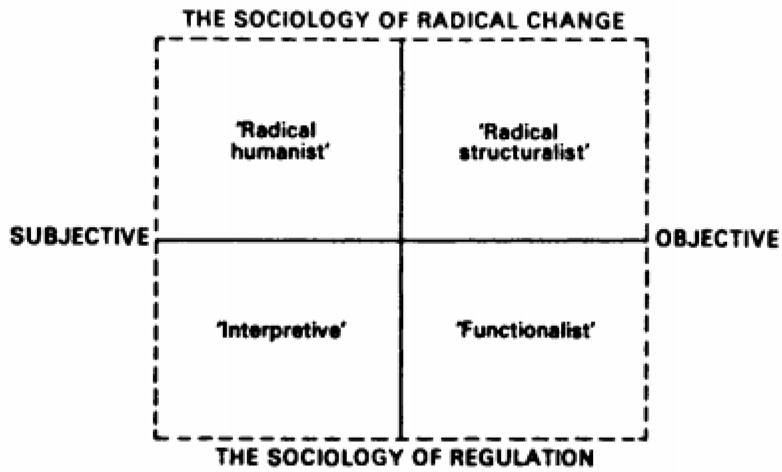

Figure 4: Four paradigms for organisational analysis.
Source: Burrell and Morgan, 2019, p. 23.

The perspective of researchers within sociology of radical change (the upper half in figure 4) are concerned with questioning the way things are done in the organisation. Through their research, researchers aim towards offering insights that could assist organisations to change their organisational- and social worlds and are often concerned with the possibilities and alternative proposition to accepted current position of the organisation (Saunders et al., 2019). On the other hand, researchers within sociology of regulation (the lower half in figure 4), are primarily interested in the need for regulation on societies and human behaviour (Saunders et al., 2019). They view societal systems and structures as an underlying unity that has cohesiveness (Burrell & Morgan, 2019; Bryman & Bell, 2011). In this perspective, researchers seek to suggest how organisations might improve based on how things are already running

[2] For a thorough description of each of the four paradigms see appendix 3.

within the organisation (Saunders et al., 2019). In addition, sociology of regulation is concerned with the individual level, while sociology of radical change is concerned on a societal level. Therefore, our research aligns with the paradigm of social regulation. In addition, the authors do not aim to radically change the societal systems and structures of the investigation reality, but instead seek to understand mechanisms within the research study and possibly provide suggestions on how the organisation might improve, in accordance with how the organisation is already running things (Saunders et al., 2019).

Between the two sociological paradigms within the sociology of regulation, this research subscribes to the interpretive paradigm (in the bottom left corner of the matrix). This paradigm is located on the regulation and subjectivist dimension and is concerned with understanding the world as it is (Burrell & Morgan, 2019). This paradigm fits the aim of this research since its focus is on the way social actors attempt to make sense of the reality around them (Saunders et al., 2019). And as it is believed that social events are complex, it is sought to understand the feelings and meanings associated with the adoption of CRM systems, through the involvement in the organisation in order to understand and explain what is happening to the social actors. The interpretive paradigm also aligns well with the ontological and epistemological assumptions shared by the researchers, as well as the approaches that are employed in conducting the research. The choice of the interpretive paradigm sets the scope for the following steps in defining the philosophical assumptions. In relation, the paradigm is based on the ontological perspectives and the epistemological considerations, because of this, these steps are intimately linked and influence each other.

3.2 Ontology

Ontology refers to the researchers' assumptions about the nature of reality (Saunders et al., 2019). Its purpose is to describe the nature of what is to be known about the world (Ormston et al., 2013), or as Kuada (2012) presents it, what a researcher seeks to know. Within social science, the social world that researchers investigate is usually perceived from two broad perspectives (positions): realism (objective) and idealism (subjective) (Ormston et al., 2013; Bryman & Bell, 2011; Kuada, 2012). To some researchers the social world is perceived as real and existing independently of the human interpretations, because of this there is only one common reality, to other researchers, the perception is that every individual creates their own social reality, because of this it is perceived that there are multiple context-specific realities

(Ormston et al, 2013; Kuada, 2012). The assumptions that researchers hold about reality serves as the foundation for what can be considered as the truth, and in extension how the knowledge about this truth should be acquired (Kuada, 2012).

In the ontological decision the researchers assume the pragmatist approach, as it is believed that the objectives of an investigation as well as the nature of the research determine the choice on how reality is perceived (Kuada, 2012). In the presentation of the research question (i.e., introduction), the objectives of the proposed research study were illustrated, based on the extant knowledge of the field of research. The aim of this dissertation is to explain how motivational mechanisms and tensions are organised and managed in relation to adoption of a global CRM system by sales representatives. Aligning with this formulation of the research problem it is sought to adopt the subjectivist (idealism) view on reality, implying that social phenomenon and their meanings is a construction within the human mind, and so no one 'true' reality exists. Thus, it is perceived that the nature of the subjective approach is able to provide more valuable insight about the investigated phenomenon, as it is believed that it is a rather complex manner to investigate, additionally this approach will assist in gaining a deeper understanding on how the social actors perceive the adoption of new sales technologies.

The choice of adopting the subjective view on reality, does entail some limitations, however. As it is sought to explain reality through the collectiveness of the social actors within the investigated research area, the findings will only subscribe to their social world, making it harder to generalize the finding across other organisations and settings in general.

3.3 Epistemology

Epistemology is as explained closely tied with the ontological perspective, its focus however is on subjects such as the nature of knowledge as well as the ways of knowing and learning (Kuada, 2012, Ormston et al, 2013). Ormston et al. (2013) presents three key issues that dominate the epistemological debates in social research: (1) in what way is knowledge best acquired?; (2) what is the relationship between the researcher and the researched?; and (3) what is conceived as a truth? (p. 6-8).

The discussion on what way knowledge is best acquired primarily revolves around three research strategies: deduction, induction, and abduction (Ormston et al., 2013; Saunders et al., 2019). These approaches are concerned with the design of the research project in the sense whether the objective is to test theory, build theory or modify theory (Saunders et al., 2019). For this dissertation, the abductive approach was chosen based on Reed (2005; in Saunders et al., 2019), who mentions that abductive research starts "with a surprising phenomenon in the present and move[s] backwards in time in order to identify the underlying mechanisms and structures that might have produced it" (p.156). Using this analogy, the surprising phenomenon (or observation) came in the form of a realization within the research area of the adoption of CRM, that a major reason for the lack of implementation success among companies was that sales representatives were rejecting the technologies. Because of this, it was intriguing to explore what reasons these sales representatives had for rejecting these technologies that in theory should ease their workload and increase their productivity, as well as investigate what factors are affecting their behaviours in combination with how companies organize and manage these factors in order to get the buy-in from these front-line employees. Because of this, the researchers looked through extant literature, in order to identify the underlying themes within technology acceptance, rejection and anxiety and investigate if the previous findings in the literature match with the opinions and reality of the sales representatives within the case company.

In relation to the second epistemological debate on what the relationship is between the researcher and the research area, it is assumed that the social actor within the study is affected by the process of being studied, implying that there is an interactive relationship between us and the social phenomenon (Ormston et al., 2013). It is believed that in order to truly explore and understand the social worlds of these sales representatives in the case company, there is a need to view the reality through their subjective eyes as well as their managers in order to grasp the different realities they have on motivation and the tensions related to the adoption of sales technologies. Doing so it is recognized that we as researchers cannot be completely neutral, more so given the fact that one of the researchers is currently employed at the case company. Ormston et al. (2013), does however propose that researchers can take a position referred to as 'empathetic neutrality' (p. 8). In this position, it is recognized that research cannot be value free, thus researchers should try to make their assumptions, biases, and values transparent, at the same time as trying to be neutral and non-judgemental in their approach and thus reflexivity is considered extremely important (Ormston et al., 2013).

On the matter of the third epistemological debate, what is conceived as truth. It is believed that truth can be obtained through several reports confirming a statement although it is acknowledged that this truth is only a representation of the socially constructed reality that is being investigated (Ormston et al., 2013). Because of this it is sought to gather as much insight from all the available social actors within the organisation in order to get as close as possible to the socially constructed reality. The three debates on epistemological choices have led to the conclusion that the epistemological considerations subscribe to those held within interpretivist epistemology, as the focus is upon the details of the investigated phenomenon, as well as the reality behind these details through subjective meanings and motivating actions (Dudovskiy, 2018).

In summary it is clear that the ontological perspectives and epistemological consideration held by the authors aligns with the previously presented choice of the interpretive paradigm, as it is sought to understand the fundamental meanings while acknowledging that social events are complex. in addition, it is acknowledged that the results within this frame of research might not be as replicable and generalizable, as other research, but as Saunders et al, (2019) suggests *"[...] rich insights into humanity are lost if such complexity is reduced entirely to a series of law-like generalisations"* (p. 149).

3.4 Methodological decisions

Methodology describes the overall approach to the research, as well as the reasons for choosing specific methods in the research process (Kuada, 2012). Therefore, the objective of this subchapter is to present the general plan for answering the research question (Saunders et al., 2019). Within social science research, there is a broad choice of data collection methods and techniques (Kuada, 2012). These choices of methods and techniques, however, need to be aligned with the ontological perspectives, epistemological considerations, and paradigmatic assumptions (Kuada, 2012).

When discussing methodological choices, the first option to consider is whether the research should follow a quantitative, qualitative, or mixed methods design (Saunders et al., 2019). One of the ways that researchers can differentiate between quantitative and qualitative research is to look at quantitative data as numeric data and qualitative as non-numeric data (Saunders et al., 2019). In reality, though, much of business and management research designs combine elements from both quantitative and qualitative designs. In such a case research designs are categorized as a mixed method design, which, as depicted in figure 5, there are various combinations of. Additionally, research can be designed to fulfil either a descriptive, explanatory, exploratory or evaluative purpose, or a combination of these (Saunders et al., 2019). The choice of a subjectivist ontology and the interpretive epistemology is usually connected with qualitative research, which is often known to use induction as the principal orientation in the development theory (Bryman & Bell, 2011). However, abduction, as used in this research, has the flexibility to be used in a number of research philosophies, including the subscribed interpretive adopted in this dissertation (Saunders et al., 2019).

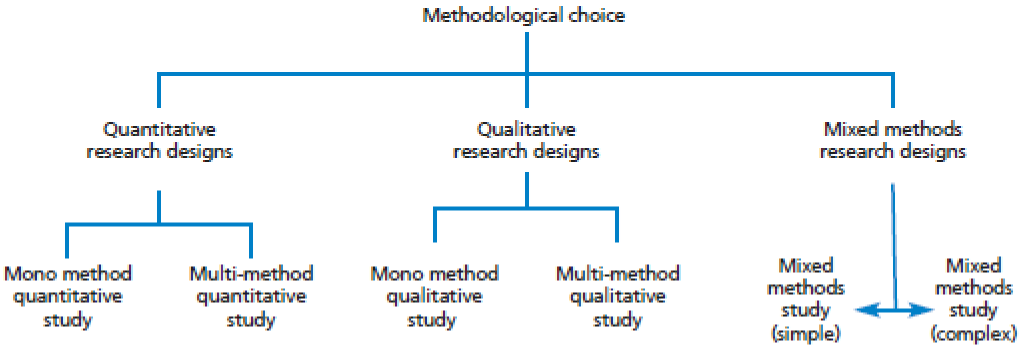

Figure 5: Methodological choice.
Source: Saunders et al., 2019, p. 176.

For the purpose of answering this thesis research question "How motivational dynamics and tension (towards acceptance) are shaped (organised and managed) in relation to the adoption of a new global CRM system?", and in line with the authors ontological and epistemological assumptions, it was chosen to use a combination of two qualitative data collection methods, in a multi-method qualitative study (figure 5). This choice was firstly made on the notion that qualitative research is more often than not associated with the chosen interpretivist philosophy (Saunders et al., 2019). Secondly, this choice was made because the authors wanted more than one phase of data collection and analysis in order to explore both the organisational realities of the sales representatives as well as gaining an understanding on how their managers perceive the interpretations that their employees have on the introduction of new sales technologies and how they provide them with incentives and motivation for adopting and using these technological tools.

Consequently, the researchers chose to obtain the first set of empirical data through an anonymous qualitative questionnaire from the sales representatives in the organisation. The second set of empirical data was collected in the form of semi-structured interviews with two managers. This also means that the collected data have been obtained in the form of words instead of quantifiable numbers. The multi-methods qualitative approach was deemed suitable for this thesis, because firstly, the first collection technique was thought of as being useful when investigating delicate matters such as workplace motivation, anxiety, and views on management. Secondly because the semi-structured interviews with the department managers would consist of questions actually concerning issues that the case company is experiencing, as well as this type of interview being useful for researchers who are working with complex issues, as they employ spontaneous questions in order to explore, clarify and expand understandings to the question asked (Wilson, 2014). Thirdly, it is recognised that the purpose of this study aligns with exploratory studies, as Saunders et al. (2019), argues that "an exploratory study is particular useful if you wish to clarify your understanding of an issue, problem or phenomenon, such as if you are unsure of its precise nature" (p. 187).

3.4.1 Research strategy

In preparation for answering the research question, a research strategy needs to be outlined. According to Saunders et al. (2019, p. 189), a research strategy is the methodological link between the philosophy and the subsequent choices of methods and techniques for data collection, as well as the data analysis. Saunders et al. (2019), propose a variety of research strategies that can be employed to answer research question(s), which are: Experiment; Survey; Archival and documentary research; Case Study; Ethnography; Action Research; Grounded Theory; and Narrative Inquiry. These strategies, however, have some fundamentally exclusive attachments to the previously mentioned research designs. The two categories 'experiment and survey' research are linked to quantitative research designs, while 'archival and documentary research, as well as 'case study' may involve both quantitative and qualitative research, or a combination of both in the mixed method approach. The remaining four strategies 'ethnography; action research; grounded theory; and narrative inquiry' are linked to the qualitative research design (Saunders et al., 2019).

When selecting a research strategy there is a need for the researcher to consider how the necessary knowledge can be acquired, as well as acknowledging the limitations and feasibility of the intended research. In order to acquire the knowledge and understanding of how motivational mechanisms and tensions are organised and managed in relation to the adoption of CRM systems, the researchers needed to thoroughly understand and examine this phenomenon through the people who are experiencing it. In addition, we wanted to investigate if culture affected the adoption of a new global CRM system. Because of these notions, the authors originally chose the multiple-case study method as the research design for this dissertation. Agreements were made with the multinational enterprise, Cembrit, to conduct the investigation in both their Danish, Norwegian and Finnish departments. However, as the on-going pandemic went on, the two foreign departments withdrew their offer to participate in the exploration, as they could not allocate the necessary time and resources needed for answering the questionnaires and participating in the semi-structured interviews. Therefore, the "choice" was made to only employ a single case in the study, the Danish headquarters, this has also meant that the sample size has been significantly decreased, and that the research context was confined to Denmark. Luckily, the Nordic marketing manager had time to represent perspectives from both the Danish, Norwegian, and Swedish departments, which allowed us to gain *some* insights on how the technological change has affected them. In addition, the case study strategy is well-known for its usage in research that is investigating single cases (Gerring, 2004; Saunders et al., 2019).

The choice of only using a single case in this study, of course, provides some drawbacks. Some of the limitations in using a single case company is that the results and findings are only based on one case, thus it becomes less generalizable. The use of multiple cases, as originally intended, would have include more evidence from different situations in other companies, thus providing are more nuanced understanding. The opportunity to collect more detailed information from other departments would provide the finding with more evidence to back it up. This aspect could impact the conclusion of the finding due to the amount of evidence acquired from other departments (Gustafsson, 2017).

3.4.2 Time horizon

In doing research it is important to decide upon whether the research should be a 'snapshot' taken at a particular time or whether it should be more like a diary or series of snapshots representing a series of events over a given period of time. These variations of time horizons are categorized as either a 'cross-sectional' or 'longitudinal' (Saunders et al., 2019). A cross-sectional time horizon constitutes investigating a topic, or phenomenon at a specific point in time, whilst a longitudinal time horizon constitutes a phenomenon that is being investigated over a longer period (Saunders et al., 2019). Although this research project aims to understand and explore the phenomenon of adoption and accepting CRM systems, and does so through the use of qualitative questionnaires, for the sales representatives, which will be used to inform questions for the semi-structured interviews with their managers. It implies that a longitudinal time horizon could be employed, but as the aim of the research is to understand and explore the current opinions and positions of the adoption as well as what managers do in order to organize and manage them, and the authors have no intention to supply the company with suggestions for improvements during the investigation, the respondents are only going to be interviewed once in order to gain their insights and opinions on the phenomenon in this particular point in time. Therefore, the time horizon for this exploratory case study is cross-sectional.

3.5 Case selection and description

We purposely selected one multinational enterprise, Cembrit, as this organization recently had started the implementation of a new global CRM system. Therefore they fulfilled the a prior criteria consistent with our research problem as suggested by Ghauri and Firth (2009): (a) the investigated actors should be experiencing the impact of adopting a new CRM system; (b) the organization should seek to employ the system across multiple national borders, to be able to investigate the cultural aspects of adopting a CRM system amongst different international settings; (c) the organization should be able to deliver primary data to the investigation from at least to countries.

Although, the second and third criteria was not entirely fulfilled as intended when selecting the case company, the research was already at a stage where it could not seek for an alternative that fulfilled these criteria, because of this it was suggested that the director of Nordic marketing participated in the investigation to shed light on some of the cultural aspects of implementing a new global CRM system.

Cembrit was founded in 1927 in Aalborg, Denmark. The company's headquarters are located in Aalborg, Denmark where all administration along with research and development activities are located (Cembrit, 2021a). The investigation will take place within the headquarters settings, although the company has offices in more than 20 countries over the world (Cembrit, 2021b; 2021c). Their primary focus is on developing and selling products for roofing along with indoor- and outdoor facades. Cembrit is heavily invested in being innovative which is reflected in their wide range of products and continuingly new designs, making them the leading European manufacturers within their field (Cembrit, 2021a). The company operates exclusively on a Business-to-Business market as they only deal with intermediaries in the form of construction companies, construction retailers and architectural firms. They do however provide customer services for the consumers that have bought their products through intermediary retailers (Cembrit 2021a). When Cembrit was founded in 1927, the company went under the name Dansk Eternit, but due to their increasing involvement on the European market they changed their name to Cembrit in 2008 (Søndergaard, 2008). The investment company SoLix purchased the company for 1.1 billion DKK in 2014 and took over all operations (Mehta, 2015). Since SoLix took control of the company in 2014, their revenue has been steadily increasing (Cembrit, 2019). As the COVID-19 pandemic hit the world in 2019, many companies, big and small, were badly affected, however, Cembrit was luckily not one of these companies evident from the fact that they have surprisingly experienced record setting financial quarters (Cembrit, 2020). One of the reasons for this is that the pandemic has resulted in lockdowns, where consumers have been working from home or even laid off, which has led these consumers to invest more in house renovation projects, instead of going on vacations and other activities (Giventer, 2021; LBM Journal, 2021). Another reason is that Cembrit's biggest competitor within the Nordic markets, Etex, has shut its Nordic operations down. Their exit on the market has had a significant positive impact on Cembrit's market position, as they have now taken the position of market leader in these Nordic countries. This increase in revenue and market share is also the reason why the two foreign departments in Sweden and Norway did not have the resources to allocate the necessary time to participate in this investigation.

3.6 Methods and Techniques

This subchapter on methods and techniques seeks to illustrate the employed methods and techniques used for this dissertation. These methods and techniques have been chosen based on the three previous levels of the investigation process: ontology, epistemology, and the methodological approach (Kuada, 2012).

As previously discussed, within the methodological decisions, two qualitative methods were used for the collection of empirical data. Originally the choice of these methods was made on the foundation that there would be more respondents, but as outlined earlier two of the three departments withdrew from the investigation. This also meant that it was sought to change one of the methods used, the questionnaire, to more semi-structured interviews. The thought of doing this was based on the notion that since the two other countries withdrew their offers, there would be extra time to conduct thorough interviews with the sales representatives, to fully grasp the complexity of their situation and world view. This, however, was not possible as the company felt that they had too much on their hands to let their entire salesforce participate in interviews. Thus, the original method of using qualitative questionnaires in the sales representative's native language was employed to collect their understanding of the investigated phenomenon. Additionally, two semi-structured interviews were conducted with two high-level managers within the same company. The two methods, including the issues that were faced when using them, and how these issues were solved, are thoroughly described in the two sections below.

3.6.1 The questionnaire

First of all, although the use of questionnaires is primarily related in studies confining to a more objectivistic approach (Kuada, 2012). However, the questionnaire handed out in this investigation only used open-ended questions, which normally demand long answers (Kuada, 2012). The intended objective of only using open-ended questions was to gain more nuanced answers than if closed-ended questions were asked, which is in line with the ontological and epistemological considerations made for answering the research question. The questionnaire was sent out using an online survey program (Survey Exact), this was primarily done because Aalborg University provides students with access to this service, but also because we had access to the participants email, why distribution would be fairly easy. When sending out questionnaires, it must be accompanied by a covering letter that assists in informing the participants on the topic of the investigation they will be participating in (Kuada, 2012). The covering letter was designed to enlighten the participant by adding an introduction that explains the intent of the questionnaire. The main objective with the introduction was to inform the participant and to level with their expectation. Bryman & Bell (2011) describes the question types which were included in this questionnaire. The main type of questions was selected to collect valid information from the participants. The questionnaire included personal factual questions; factual questions about others; questions about attitude; questions about belief; questions about knowledge; and questions about normative standards and values. These lines of questions were specifically chosen to extract the information needed for the interview. Additionally, it should be mentioned that a self-completion questionnaire was chosen as this provides the participants with anonymity, which they were also explained in the covering letter. By being anonymous the participant can share additional knowledge which they were declined to do in an interview with their superior (Bryman & Bell, 2011). The questionnaire was written in the respondent's native language, Danish (Appendix 4), and they were encouraged to answer in Danish as well, to make sure that they would be more inclined to answer it, as well as encouraging them to provide more nuanced and detailed answers. The questionnaire answers were later translated to English by the researchers for further use in the analysis (Appendix 5).

In addition to the previously described questions, the questionnaire was designed with open-ended questions to provide the researchers with as much information as possible, while giving the participant room to elaborate on questions if needed. Through the design of the questionnaire, the researchers divided the questions into sections to differentiate the questions to focus on specific areas. The questionnaire was designed using the website tool Survey Exact, provided by the university. The participants were given a link to the questionnaire through their work email (Bryman & Bell, 2011; Kuada, 2012). Before sending out the questionnaire the researcher used a method described by Bryman & Bell (2011) known as piloting and pretesting. This method is used to examine the quality and understanding of the initial questions to ensure a clear understanding of the questions and further ensure that participants are not confused by the question, which can lead to the participant feeling frustrated and not answering the question or providing an answer that is not deemed useful for the investigation. The researcher did a pre-test by sending the questionnaire to four individuals in different age groups, all being involved in sales and working with CRM systems in their work. Through the pretesting it became apparent that some of the questions could be misleading whereas the following questions were changed accordingly.

- Question 9: *"How does management motivate you to work with the CRM system?"* - This question was removed due to the fact that it could be derived from a previous question.
- Question 10: *"Is there a reason why you do not feel motivated to use the CRM-system?"* - This question was removed because it was found to be leading and was therefore reformulated into: *"If you do not feel motivated, which factors have an influence on that?"* However, another test person concluded that it was similar to question 8 *"What motivates you to use the CRM-system?"*. To reduce the number of questions, the two questions were formulated into one, as they both cover the topic of being motivated towards the system. *"What motivates you to use the CRM-system? If you do not feel motivated, which factors have an influence on that ?"*.

- Question 16: *"Do you fear sharing your private knowledge about customers, to a CRM-system owned by Cembrit, would that affect your value to the company?"*. This question was changed because one of the test people stated that it was leading. Therefore, it was reformulated to *"What is your opinion of sharing your private information about customers, to a CRM-system owned by Cembrit, would that affect your value to the company?"*. By doing so, the negative is removed from the sentence.
- One test person noticed that the questionnaire did not have a last page stating that the respondent had completed the questionnaire, this was also implemented before sending the questionnaire out to the respondents.

The answers provided by the participant were not as thorough as initially hoped. Additionally, only seven of the ten sales representatives participated in the survey- Although this left us with a response rate of 70%, it was something that we contemplated over. After having received the answers, we realized that we should have used our contacts within the company to get the sales manager (their boss), or the human resources department to send out the questionnaire instead of using the part-time researchers work email, as this definitely would have impacted the participation rate as well as the motivation for answering the questionnaire thoroughly and in more detail (Bryman & Bell, 2011; Saunders et al., 2019).

3.6.2 The interview

Bryman & Bell (2011) presents two main types of conducting an interview: qualitative and quantitative. There is a qualitative approach, which uses a semi- or unstructured approach to interviewing, in this setting the interview is looser and provides the interviewer with space to go off-script and ask follow-up questions. On the other hand, the quantitative approach is structured, and the interviewer follows a strict interview guide. The two approaches differ in the rules of conducting the interviews (Bryman & Bell, 2011; Saunders et al., 2019). As previously described the quantitative approach is very strict and it is very important that the interviewers follow the interview guide and ask the question in ranked order. The quantitative approach thereby seeks a more reliable approach by not deviating from the script (Bryman & Bell, 2011). However, the data extracted from a quantitative approach focuses on facts and on the other hand, the interviewer in qualitative research has the option to ask follow-up questions to ensure that the participant can elaborate on the questions asked. Thus, the researcher does follow a script in a qualitative approach, but they are able to deviate from it to seek a more profound understanding of the participant's opinion (Bryman & Bell, 2011).

In this research paper, the researcher has chosen to use qualitative research interviews, also more commonly referred to as semi-structured interviews (Saunders et al., 2019). This approach was chosen because it fits with the ontological and epistemological considerations within the interpretivist approach to doing research (Saunders et al., 2019). In this sense it is encouraged to follow up on occurring themes as the interview progresses, which was deemed fitting for our objective of gaining a richer understanding of the manager's realities. Furthermore, the researcher conducted a questionnaire before the interview to examine the employees view on the field of study. This allowed the researchers to ask the interviewed managers about the answers given in the questionnaires and thereby investigate the topic even further. The two participants that were interviewed were Annette, with the position of Head of Nordic Marketing and Brian, Head of Sales. The interview guides for these interviews can be found in Appendix 6, for Annette and Appendix 7 for Brian.

Annette's interview was conducted in her office, providing her with safe surroundings allowing her to fully engage in the interview. The interview was conducted face-to-face with both researchers present, where one was leading the discussion and the other acted as principal note taker (Saunders et al., 2019). The researcher leading the interview investigation was the researcher that is not associated with the case company. This choice was made as it sought to gain reliable answers why the interview required all the details relevant for the field of study (Saunders et al., 2019). Additionally, it was perceived that if the roles were switched some information could potentially be left out due to the knowledge shared between the associated researcher and the company. The main objective for the interview with Annette was to generate an overview of the managerial decision behind the CRM integration and to figure out what the future brings for the Nordic countries as well as how these foreign departments handled the introduction of the new global CRM system. Annette's interview was conducted in English, although she is of Danish origin, this was preferred by her. By performing the interviews in her second language, stutter and pause is often a part of formulation (Kvale, 1996). Therefore, the researcher did not deem it necessary to include these in the transcription, as these pauses would not affect the overall context. Annette's interview lasted 31 minutes, which complied with the initial plan. The interview was transcribed in English (Appendix 8).

Due to Brian’s schedule, the interview had to be conducted via telephone while he was driving from one meeting to another. It would of course have been preferred to conduct this interview in a different manner, but the alternative was that he could not participate in the study. Therefore, the setting of this interview has severely impacted the answers provided, and it is acknowledged that this type of interviewing is not something that should be pursued in the future. For Brian's interview additional questions were added because the researcher perceived him as pertaining most knowledge of the sales department. In the same manner as Annette’s interview, the one researcher not associated with the case company was leading the discussion, while the associated researcher was the principal note taker, thus providing for the same level of reliability as with the interview with Annette. The main objective for the interview with Brian was to investigate the motivation he provides his team with and to further investigate the answers provided in the questionnaire by his employees. Brian’s interview was conducted in his native language, Danish, as this was preferred by him, and since both researchers are Danish, there were no issues. The transcription of Brian’s interview was done in Danish (Appendix 9) and the quotes that were deemed necessary for the analysis were translated to English. In addition, it needs to be recognized that although Brian’s interview was done in his native language, given the circumstances of doing the interview by phone while driving between meetings, his answers were short and the connection unstable. This also led to some of the answers being short phrased and ended in a necessity of having both the researcher and the participant repeating questions and answers. This did not create a good flow of conversation as was originally intended, where the possibility of exploring new themes is part of the interview process. Because of these complications and Brian’s busy schedule the interview lasted 21 minutes, which was under the intended goal.

In addition to the differences in the conduction of the two interviews, some characteristics are shared. For example, both participants were given the opportunity to be anonymous, they were also explained that if they felt that some of their answers should be removed or altered after the interview they could contact us, and we would oblige. This was done for ethical reasons and for the safety of the participants (Kvale, 1996; Saunders et al., 2019).

In the transcriptions of the interview, it is important to outline some ground rules for the transcription to ensure reliability and validity, as there can be concerns about how the interviews have been transcribed from oral speech to a final written transcription (Kvale, 1996). Both interviews were firstly transcribed through a recording by one of the researchers. After the first researcher was done transcribing the interview, the second researcher went over the material to ensure the quality and to search for mistakes. The reason being that the researcher wanted a unifying reason for transcribing the interview. The researcher chose to use a verbatim method in the transcribing phase, allowing for some adjustments to create a more fluent view of the transcriptions (Kvale, 1996).

In regard to the further analysis of the interview, it is important to look at the method behind the analysis of an interview. One of the most common ways of analysing an interview is using meaning condensation (Kvale, 1996). This is done by analysing the text and pointing out the main point and highlighting them for the analysis. However, the researcher has chosen a different approach for this analysis which is the meaning interpretation. This method has been chosen to analyse the interview for various reasons. The researcher seeks to apply the information gathered from the literature review in the form of theories and relevant models to understand and interpret the information from the participants; this is done in order to see if there is any correlation to the information extracted. Kvale (1996) describes the process of the meaning interpretation as a part of a conceptualization and requires distance to investigate the information into further details. By using this method, it allows the researcher to uncover information from the participant and thereby allow the analysis to be more specific and detailed about the information given in the interview. To further analyse the information given in the interview. The researcher aims to compare some of the answers given in the questionnaires to the interview to show the meaning from different levels in a company which is illustrated by the questionnaire (sales representatives) and the interviews (management). The meaning interpretation is based on the hermeneutic approach which is about understanding a phenomenon and then investigating the topic even further to seek a better understanding of the phenomenon. This is often illustrated by a spiral called the hermeneutic spiral. This entails the concept of expanding knowledge by keeping exploring the phenomenon and further developing knowledge.

To ensure the reliability of the interview an interview guide has been undertaken (Appendix 8; 9), the researcher follows this guide in the interview to cover the relevant areas for the field of study. Through the interview guide the interviews can be retested which is a vital factor for the reliability (Bryman & Bell, 2011). The interviewers seek to be objective in the interview with the participant, by allowing the researcher to elaborate and guide their answers to clarify their question. This approach is used to strive for valid answers and thereby not pressuring the participant to charge their statements throughout the interviews. However, even though the researchers seek objectivity, the goal is to extract as much relevant information form the participant, meaning that the researcher guided the interviews but allowed the participant to elaborate (Kvale,1996).

Kvale (1996) describes three ethical points vital for the interviews: informed consent, confidentiality, and consequences. In order to remain ethical in the investigation the participants were informed about the interviews and how the researchers intended to use their answers. The participants had the option to be anonymous in their responses and that their name and positions in the company would be deleted in the paper. The participants were informed about consequences related to the interview and were offered the right to remove some of their statements from the results.

3.7 Quality of the research

Given that the objective of any scientific research is to provide trustworthy findings to the investigated area, it is important that the research is designed with certain degrees of quality (Kuada, 2012; Saunders et al., 2019). In order to improve the quality of research it is commonly evaluated by the criteria of reliability and validity (Bryman & Bell, 2011).

3.7.1 Reliability & Validity

Reliability revolves around the question of whether the procedures of the study are repeatable by other researchers, and therefore the same results would be reached if these procedures are followed (Yin, 2003). Validity on the other hand revolves around the integrity of the generated conclusions from the research (Bryman & Bell, 2011).

The reliability and validity of this study has been shortly described in the previous section. However, to clarify the main points, four factors: (1) credibility, (2) transferability, (3) dependability, and (4) confirmability, which Bryman & Bell (2011) refers to as important in relation to the reliability and validity of qualitative research will be discussed.

The first factor credibility is based on internal validity and refers to how believable the findings are (Bryman & Bell, 2015). To achieve internal validity the method of triangulation was used in this research. This method has been chosen on the basis of extracting a broad variable of information. This paper has included a questionnaire and two interviews to validate the empirical data retrieved from the participants. This approach was sought to investigate the findings and support them. This is further highlighted by using the questionnaire to design the interview guide and to allow the participants to further elaborate on the topics asked in the questionnaire (Bryman & Bell, 2011). Given that the sample size in this study has been rather small (7 questionnaire respondents and 2 interviews with managers), the findings on the different independent variables impact on the adoption of CRM systems by sales representatives, could be argued to not be as confident as if the sample size had been higher.

The second factor is transferability and is based on external validity, which is concerned with the question of whether the results can be generalized beyond the specific research context (Bryman & Bell, 2015). In this sense it was sought to collect profound information to understand and interpret the meaning outlined in this paper. The organization and people used in this study was selected based on the notions that it was known that the organization had just launched a CRM system in 2020 for the third time and was still experiencing issues with getting their sales representatives to adopt and utilize the system. The sales representatives were therefore selected on the basis that it was known that they had issues with adopting the system and thus they were deemed as fitting to the objectives of this investigation. In addition, it needs to be mentioned that, because of this choice, the findings in this paper can be somewhat generalized through population validity by investigating people in similar professions, experiencing the same issues. As described in this paper the role of sales representative is changing due to the digital change, which alters the perception of requirements enrolled in the job. However, the researcher acknowledges that the transferability of this paper could entail complications based on the choices made (Bryman & Bell, 2011).

The third factor dependability is based on reliability. The first part is external reliability is concerned with the ability to replicate the research. The previously described section on how the interviews were conducted, based on Kvale (1996) were used to make the interviews as reliable as possible. This has been done when collecting the data, furthermore the interviews have been transcribed and the questions asked in the questionnaire and the interview guides can be located in appendixes (4-9). The interviewed participants were all asked whether they wished to be anonymous, while all the questionnaire respondents were informed that their answers would be anonymous as well. This choice of providing the participants with anonymity was made to ensure the reliability of the answers given in the interview. The questionnaire was done anonymously due to the fact that some of the answers were in regard to management. The approach was chosen to seek the participant's clear opinion in regard to the implementation and use of the CRM system. For the achievement of external reliability, the researchers assumed two different roles when conducting the interview; one was leading the discussion of the interview and the other was given the role as principal note taker to capture additional relevant information from the interviews (Bryman & Bell, 2011).

The fourth factor is confirmability which is based on the objectivity of the research. In this sense, it was sought to be as objective as possible, but it was acknowledged that there are complications in doing so. The paper deals with arguments from different authors, to show different viewpoints and to collect investigated empirical evidence for further discussion. The researcher chose to use a hermeneutic approach by investigating the field of study. This was done by searching for material relevant to the field of study to collect a deeper insight. This approach has been used to design the question for the questionnaire and interviews. Furthermore, this approach was especially used in regard to follow up questions in the interviews conducted in the paper (Bryman & Bell, 2011).

Chapter 4: Data Analysis

This chapter contains an empirical analysis based on the collected data from the semi-structured interviews and the questionnaires. This is done by using the meaning interpretation method, outlined in the previous chapter, which allows us to further discuss the different perspectives in the discussion (Kvale, 1996). The interviews were as previously mentioned held with Anette, Director of Nordic Marketing (Appendix 8) and Brian, Director of Project Sales (Appendix 9). The questionnaire answers that will be used for this analysis, contains answers provided by seven sales representatives in Cembrit (Appendix 4; 5), all of which are currently under Brian's management, and who are in daily contact with Annette.

The conceptual framework presented earlier will be used to guide the analysis. The first section of the analysis will consequently revolve around the respondent's answers linked with the tensions that are experienced within the case company. The second part of the analysis will deal with the 'motivation' categories from the framework as a means to investigate how the managers have provided motivational incentives for the sales representatives. The two managers' statements will be benchmarked to the statements provided through the questionnaire in order to illustrate both the management and the sales representatives point of view on the two themes that, according to the reviewed literature, have an influence on the adoption of CRM systems.

4.1 Tensions towards the adoption of CRM

To investigate the challenges that Cembrit has experienced, and are experiencing in the adoption of the new global digital CRM system Annette, were asked what her opinion was on being introduced to new technological systems, where she replied:

"You're used to changing things a lot [in Cembrit]. New CRM systems, new ERP systems, new CMS systems, you name it. So, I mean, we are quite used to it. And of course, it is always easier to work with the systems that you already have and have been using for several years. But I don't see it as a problem."

Anette expresses that Cembrit has introduced several new systems over the years, and that she does not see any problems with being introduced to these systems. However, she further states that it would have been easier to use the system they had beforehand. This could cause some tension in the departments as they have to change some of their routines to how the new systems work. Annette was then asked about her involvement in relation to the CRM system.

"I'm not really that involved in it when we [first] changed the system in 2014, the project was actually owned by marketing, but that has changed on the way. So now it is run by sales. And I think it is really the right decision. So, we are not really using it as much as we should have. And we are looking into the system for references and information about different cases when we are creating PR and stuff like this. So, we do not really use it as much as we should. We have, of course, marketing lists and gathering information about who we are sending Christmas presents to and stuff like this. But it is basic things. I was just told today that I have not been using it for a long time, so I was actually being kicked out of the system. "

Annette describes that the CRM was originally owned by marketing but with the new launch it is the sales department that are in charge of the system. Annette further expresses that her department only uses the CRM system for basic things, which is why she feels that it makes more sense that the system is operated by the sales department. She further implies that the CRM system has a stronger relation to sales in Cembrit, as she does not see marketing using it to its full potential at this point. Hence, she believes that it was the right decision to transfer the ownership to sales. Finally, Annette states that her access to the system has been revoked due to her not using the system, it could therefore be argued, as she states, that the decision to transfer the ownership has been the right decision. In relation to Annette's answer, Brian was asked about his use of the CRM system where he replied:

"I use the system to note agreements. So, I basically use it as a database for the appointments I have and the project cases I follow. Besides that, I enter the information I have discussed with the customers. So, for me it is a database".

This implies that he uses the system as an overview of the different appointments and to follow up on active cases they are working on. He expresses that he uses the CRM system on a daily basis and enters all relevant information he has regarding customers. This is also the case for the sales representatives, illustrated in the questionnaire answer in question 9 (Appendix 5), where all participants who answered, expressed that they use daily or even several times a day.

In relation to the presentation of the CRM system, the sales representative was asked about what their opinion towards the presentation of the CRM system was (Question 1). Here on of the sales representatives replied:

"They oversold the system when it was introduced as it was not exactly the "gold-plated" version which was chosen [by management], but rather a BETA version according to my perception. There have been A LOT of adjustments along the way."

This sales representative clearly had high expectations towards the system due to management's presentation. This could argue for some tensions towards using the system, as it was not as prominent as they were promised. Furthermore, it is argued that the employee had to use more time to adapt to the system. In relation to whether the sales representatives could see a purpose in using the CRM system, one respondent stated: *"I can see the purpose as long as it stays at a reasonable level. Focus should still be on sales and not on "a system for the sake of the system".* This individual further elaborates on the tension described before whereas he or she describes some of the tension he or she has towards the system. This is because the focus should be on the sales initiatives in regard to the CRM system and not focus on the system overall. Annette and Brian describe the CRM system as more related to sales. Whereas the frustration stated by the sales representative could be seen as a tension towards the system. Because the company had a different focus in the beginning but later changed to be more focused on the sales initiatives in the CRM system.

These tensions could be affected by the way Cembrit uses the system. Because the employees need a specific focus on sales. Brian was asked if he feel Cembrit is utilizing the system to its full potential where he stated:

"No, I really don't think so. I mean I do not think that we are good enough to enter information on reference. We can use the CRM system so much more than what we use it to, and I think that is a bit of a pity. Among other things, references we are not good enough to fill in. Nor are we good enough to fill out the cases. I had a meeting with an employee yesterday, because the employees are not that good at filling out the calendar and other stuff that we agreed to enter into the CRM system. I draw a weekly or every 14 day a report on what we call "missing data" which means data which is missing on our opportunities and usually there are a lot of cases which aren't filled out properly."

Brain describes some of the issues they face in the sales department and states that they need to optimize their performance in the system. They are missing data on several of the cases they are working on at the moment. He describes that he checks up on the employees which have neglected to enter, what he refers to as "missing data". He does so because it impacts the entire department if they are not filled out properly. Thus, it can be argued that this provides tension between the manager and the employees. This is further implied by the answers given in question 3 & 4 in the questionnaires (Appendix 5). Here the sales representatives were asked about the support from management and if they felt that they were invited to an open dialog about the technological change a CRM system brings. One respondent answered "*to some degree"* to both questions which implies that the sales representative is not satisfied with the support provided by the management. This could be because the sales representative feels that they are lacking training, information, or a purpose for using the system.

The two viewpoints described previously are based on the managerial and the employees' point of view. As seen from the previous statement there are some inconsistencies. Brian was asked if he felt that his employees were lacking the understanding of the purpose of using the system, to which he replied: *"No, I don't think so. The employees I have the responsibility for know what the CRM system is used for and what the purpose is".* He further elaborates in regard to if he had experienced any resistance from the employees towards the adoption of CRM, to which he replied:

"Maybe on some topics because they feel that we are registering just to register information. At this point it is my job to discuss and clarify why we want to register the information which is being registered."

By stating this Brian expresses some issues with the employees not seeing the idea or purpose for using this system which could lead to some tension between him as a manager and the employees, because the meaning and purpose of the CRM has not been clarified enough for some of the employees. This is further emphasised in the answers given in the questionnaires, question 10 (Appendix 5). Here the sales representatives were asked how the CRM affects their way of working. Participants 1, 4 and 7 replied accordingly:

1	*"It makes some things easier but all in moderation… CRM should not take over everything… The customers should be in focus NOT CRM".*
4	*"Easy to access information but a lot of screen time".*
7	*"It keeps me more in the office and less by our customers".*

The main task that the sales representatives have is to ensure satisfied customers. Whereas the answers given in the questionnaire argue for some tension because of the increased time in the office and not with the customers, which they argue should be their primary focus. The answer given by participant 1 is especially important to the understanding of the sales role. This respondent expresses a negative attitude towards CRM as it could potentially take some of the respondent´s focus away from maintaining relationships with customers. When asked about the issues faced as a manager regarding employee resistance towards sharing, entering, and maintaining the information in the system, Brian replied:

“I don't sense that there is any resistance towards sharing information because we have these project meetings in both east and west where we share this knowledge. I think that they think: ``I'm sharing the information every fourteenth day [in physical meetings] and I have all the knowledge right here in my book”. So, I feel that they feel that it is a bit of a waste of time to enter this data into the CRM system, when they [already] have the information with them and are sharing it every fourteenth day. My argument to them is that there is a risk of one of them being run over or getting sick. So, the information they have isn't available to the rest of us.”

Brian describes the issues he faces as a manager, and it becomes apparent that there is some complication between the introduction to the system and the way his employees were used to work. This is further illustrated because some employees still use a book to note down information and thereby not share this information with the rest of the team in the technological CRM system. Furthermore, he highlights the fact that CRM is necessary for the sales department in Cembrit to use, due to how the manager sees it. However, the tension created by the CRM could stem from the fact that the sales representatives have to use additional time in the office to ensure the quality of the data and thereby not focus as much on maintaining the relationship they have with their customers.

In question 15 in the questionnaire the participants were asked if they felt that the CRM system could improve the performance. Where one sales representative answered:

“At times too much time is used on [things such as], follow-ups on various offers/opportunities when we know the cases are coming regardless of the position we currently have on the market. The system can assist in keeping track of what we send to the customers”.

The participant clearly expresses that the time used in the system can have a negative effect on their performance. This participant is expressing the value of time which should still be on the customers and not on the CRM system. This is reflected towards the unnecessary time used in the system. Another participant highlighted the value of information from the sales representative's perspective, in relation to sharing their customer information in question 16 by stating: *"I´m fine with that. Of course, it affects your value to the corporation as you register information which previously was only available to the employee".* Even though the participant is fine with sharing his information, this participant expresses that his or her value to the company has decreased due to sharing this information.

In addition to the tensions described from the participants working from the Danish headquarter, some tensions were discovered through the interview with Annette, the director of Nordic Marketing, why these challenges will be analysed in a section by themselves.

4.1.1 Cultural challenges

As head of the Nordic marketing Team, Annette has the overview of the Nordic challenges in relation to implementation and adoption of the new global CRM system. This is highlighted when she was asked about if she had experienced any reluctance amongst the Danish employees to adopt the new launch:

"No. But I think if you're asking in Sweden or in Norway, you would find it very much different. It has been really, really difficult in Sweden for her [the Swedish sales director] to explain how to use the system and why to use the system. And I am not really sure what system they had before, actually. But the change has been really difficult for them. And I do not know if it is because in Sweden it is still actually owned by marketing. And she is a super user. And I am actually sure that it really does make a difference because she does not know their way of working specifically. And in Norway, I think the reason why they were a bit more reluctant was that they had a really perfect system. They were using Super Office and they have been using it for so many years so that it was completely tailored to the specific things that they are doing, and they were so used to that system. So, it was very difficult for them to change. That was also owned by marketing. But she is [Nordic marketing director] very much into sales. So, I think that has helped the process a bit."

Annette explains here that they had some difficulties in Sweden and Norway in the introduction and implementation of the new global CRM system. In Sweden, the CRM system is owned by marketing which Annette argued against in regard to Denmark, because she feels that the system is more related to sales. Because the system is owned by marketing, the system is not tailored to the Swedish sales team, and thus the Swedish sales director do not have the same understanding of how the system should be used. As seen from Annette's response the system is basically perceived as a sales tool, implying that the request required by sales is not implemented in Sweden, as it is in Denmark due to the fact that it is owned by marketing in Sweden. This could cause tension in the Swedish departments because the system is not tailored to the sales representatives in Sweden which Annette expresses a concern for because their sales department does not have an experienced user. Annette further describes the issues faced by the Norwegian team in relation to the introduction and implementation of the new global CRM system. Annette expresses that the Norwegian team had a "perfect system" called Super Office before they had to implement the new CRM system. The super users in Norway are however in a split position between marketing and sales. This could argue for the Norwegian sales representative to have a more suited CRM system in regard to the Swedish team. Thus, the implementation of the new global system provides the teams with challenges because they have to start from the beginning and implement the features they had developed to perfection in the previous system, which might not be as easy in a unified system, as transferring from a fully functional system can cause some tension because the routines can be impacted. Even though the Swedish and Norwegian team had/still has some difficulties with transferring to the new system. Annette further elaborates on how the situation is in the other counties and departments in regard to being digital active:

"We were always quite different in the Danish team. I think mainly because we have been far ahead digitally for many years compared to some of the other markets. I mean, when we implemented this CRM system, they were still using Excel sheets in some of the markets. So, it's just combining apples and pears."

Annette expresses that some of the other counties had an old school approach in regard to their storing of information which might have affected the perception of a new technological system. This could be a critical factor in regard to the challenges the different counties had when implementing a new digital system. Annette is then asked whether the lack of a more digitized approach having comes from the management or from the employees, to which she states: *"[...] they just haven't had the resources. I think its smaller offices in many of the other departments and smaller turnover. Smaller markets all in all".* This argument could explain some of the tension received from implementing the new system in Denmark, as Brian explained that some of his employees still use this old school approach in their work routines. It could therefore be argued that the transition to the system in regard to some employees and countries have been difficult. Furthermore, Annette was asked whether there is any correlation due to cultural differences:

"I don't know if it's a cultural difference. I think it is not a culture border thing. I think it is just a working culture thing. What you are used to and how you are used to work. Yeah. I mean, it is still the culture".

The issues from the different countries and departments are apparent through the interview. However, the main obstacles seen are between the purpose of the presentation and the common understanding behind the change of the system. Annette, however, describes these obstacles as not being part of cultural differences but more related to how the work culture is in the different departments (i.e., the use of old school methods vs. technological solutions).

4.2 Motivation

In relation to adopting a new technology or system, the interviews and questionnaires look at how the management (Annette and Brian) has motivated their employees (sales representatives & the Nordic departments) to use the system. To understand the motivation for the Danish employees in Cembrit, it is crucial to refer to Annette's previously described statement regarding change of ownership. When the CRM system was originally implemented, it was owned by marketing but with the new launch the ownership was transferred to the sales department. Before being asked about the managements motivational efforts, Brian was asked how he would define the CRM system, to which he replied:

"I will define it as one of the most important tools in our organisation. When you have something to do with sales, the essence is that you have a tool, where you can enter the data into, when you are in sales. I myself, have been a key account manager and there I had my own system, where I entered the data into, related to the meetings I had, what we spoke of, and so on. So, it is a really good reference tool, when you need to find information about a meeting or prepare for a new meeting with the same customer [...]".

Brian defines the CRM system as a system which provides him with an overview over the cases he is working on. He also uses the system to keep track of meetings and conversations which he previously had with the customers. In relation to the system Brain was asked what motivates him to use the CRM system:

"What motivates me is that it is a good tool. I see the effect of using it and as a leader I am able to follow the process of my employees on a daily basis. Not because I have the need to control it. But on the other hand, it is nice to see the progress with the use of the system".

This implies that Brian as a leader needs to have an overview of the active cases within his team. This implies how important the system is for the sales department. This is further highlighted in question 6 where the sales representatives were asked about the training and demonstrating of the system in regard to their work to which one participant replied: "Yes, a brief presentation in the beginning of employment but honestly you do not learn it until you work with it every day". This participant highlights the importance of using the system in order to learn how it actually works. Furthermore, in the questionnaire the sales representatives were asked what motivates them to use CRM, to which they replied:

1	*"That I can see the meaning of using it in my daily work".*
2	*"CRM is part of my DNA when I work. The easier it is to use, the more interested in logging the information one has".*
3	*"The motivation lies in having access to all the data on the customers e.g., offers and the likes".*
4	*"Customer information gathered in one place".*
5	*N/A*
6	*"I use it a lot because you know what you talked about with the customers the next time you are there".*
7	*"It keeps track of my history in my calendar and on the customers".*

What clearly motivates the sales representative is to have all the information gathered in one place in order to keep track of the information and appointments they have. Furthermore, one participant describes that he/she is motivated by seeing a purpose in using the system in regard to their daily work. Participant 2 shares the same opinion as Brian, that the motivation is present because the system is part of the DNA in work related aspects. Furthermore, a common indicator for the answers given to this question is the goal to have all the information gathered in one place. Brian is further asked into the way the sales department uses the system today, where he stated: *"You could say that it is a database where we have to write everything about a customer or a specific case if it is an opportunity or a lead".* in addition, he further argues for the motivation for the sales representative to use the system by stating:

"I would say that a motivator in my opinion is that we have the information and that we have a high focus on the opportunities and cases we have. I wouldn't say that it's not concrete, that we are motivated by the opportunities from CRM, but we are".

Brian describes that these opportunities are a strong motivational factor for the sales representatives. Because they provide them with possible leads due to the fact that this information is gathered in the system by the team. This could therefore be a motivational factor form the sales representative by entering data into the CRM system they will be provided with leads. In addition, Brian was asked about the leads they get and if they could use information from other departments, to which he stated:

"Well, it's something we are working on. We have actually just discussed this in a meeting with ByggeFakta which provides leads. But we did not see the potential at this point. It may well be in the long run, that it could be something that useful".

Brian implies that generating leads is something they are working on and that it might come in the future. This would provide additional motivation for sales representatives to maintain the information in the system, so they are provided with good opportunities and leads. The sales representatives were asked a similar question regarding leads and the database they gain leads from (ByggeFakta), in question nr. 14 - if the information improved their relationship with the customers, where they replied:

1	*"I get leads and opportunities from ByggeFakta which makes it easier to establish contact with the correct contact person at my customer".*
2	*"I do not have access to ByggeFakta. CRM allows me to know where the individual people sit and which purchasing associations they belong to as this is registered on the customer card".*
3	*"CRM gives insight into which activities previously have happened at the customers thus the customer thinks we know them".*
4	*"Relevant data on the customer + overview of which projects are being worked on".*
5	*N/A*
6	*"I do not use ByggeFakta".*
7	*"I do not use ByggeFakta. easier to monitor what has been sent to the customer and positionally agreements".*

The sales representative implies that the leads provided by ByggeFakta, and CRM help them to obtain a better relationship with the customers. In the long run this enables them to have a higher customer satisfaction, which Annette describes as an upcoming feature in the CRM system with NPS (Net Promoter Score) to be implemented into the system:

"Actually, we are just this week implementing NPS, and this will definitely be something that's going to be used in CRM. It will be combined at least, I hope this week, because right now what we get from the NPS surveys is going into some dashboards and stuff like that. And that is, of course, something that needs to be available from the CRM system for the salespeople. And this is also where they should follow up. Of course, if they get a bad review, they need to call the person and say, "how can I help you with this? We really want to be better". So that is at least the latest thing that we will be getting into the system. And I really actually have high expectations."

Anette describes that NPS will be implemented into the CRM system and points out some of the most important aspects for the sales representative in regard to follow up and to enter the necessary information into the system. Because the customer has the option to review the sales representative's performance in the system. It should therefore be a clear motivational factor for the sales representative to have a high customer satisfaction and to ensure a good relationship between them and their customers. Annette further describes the top management point of view in regard to the CRM system by stating: *"[...] the management today also says you have to use a system. There is no doubt you cannot get around it. That's just the way it is".* This implies that the employees have to use the CRM system in Cembrit to be able to work in the sales department. She further elaborates on the hiring process of new consultants within sales:

"[...] I also know that it's actually one of the things that they are asking for when they're hiring new people. Can you use a CRM system? Are you used to working with the CRM system, and I think that's a really good point, because if you're just used to being the old school salesperson sitting in your car and having your notebook and not writing anything into a digital system, that just doesn't work?"

Implying that when Cembrit is hiring new salespeople it is important that they are motivated to work in a team and share the information in the CRM system. Brian was asked about his boss attitude towards CRM where he replies: *"My boss' attitude towards CRM is that it is something that needs to be filled out and it is something that we should have focused on.*" This indicates that the top management and middle management in the company support the CRM initiative. Which is crucial to have in relation to implementing CRM because this can motivate the employees to use it as much as possible. The statements from both Brian and Annette support the fact that management is pushing the company to increase the use of CRM in Cembrit.

Brian describes how he is trying to motivate his employees to use the system to which he replies: *"It is something we discuss on a weekly basis. We have a project review meeting every 14th day, where we talk about the projects in CRM".* He implies that it is something he focuses on to ensure that the employees are motivated to use the system. This is something he discusses with his employees every other week. As previously described in the challenge section. Brian had some issues with some of his employees. However, he also highlights that it is something he needs to take care of and figure out how to fix it, through his statement*: "[...] It is of course something I have discussed with the employees and told them that this is something we need to do [...]"*.

In relation to the question on whether the sales representatives felt that management invites an open dialogue, three participants answered "yes" to this question. Hence, the three sales representatives do state that management is available to have an open dialogue regarding CRM. This could imply that the sales representatives have the opportunity to ask questions and if they think there is any issue with the system that they can come to management. Which could motivate the employees to use the system because they have the support of management.

Chapter 5: Discussion

In this chapter based on the conceptual framework, which is based on the review literature, the key findings from the analysis will be discussed. The two topics derived from the literature are accordingly the challenges (tensions) and motivational mechanisms for adopting a CRM system. Using the key findings from extant literature and the primary data collected, it is sought to investigate the phenomenon further through an examination of the findings.

Firstly, one of the tensions found in the literature is the concept of role overload (Brown et al., 2005), which describes the increasing role requirement for sales representatives in relation to their adoption of new technological systems. This is highlighted in question 10 in the questionnaire in which the participants expressed that CRM should not have the primary focus, the customers should. Furthermore, Brian describes some issues he faced in regard to some of his employees, as they do not enter the required information into the system. An argument could be made that the sales representative has issues with the adoption of the new requirement. This comes to show when Brian describes that some of his employees still use a notebook instead of entering this information into the system. The findings from Brown et al. (2005) include the complications which can occur, such as the administrative burdens, learning new technologies, and additional information gathering. All of these requirements will be put onto the sales roles when CRM and automation is implemented. It thus becomes apparent that the issue described by Brown et al (2005) occurs in the sales department in Cembrit. In order for Cembrit's management to combat the potential overload that the employees might perceive, it is important that the employees are informed how the new technology can increase their efficiency, which means that even if the sales representatives are given more tasks, their previous tasks will be easier to manage if they learn to use the system properly.

Obal and Morgan (2018) describes the issues with goal orientations in relation to employees versus the management, where employees are often focused on short-term goals, while the managers are more focused on long-term goals, also described as strategic goals. This misalignment can be the cause of tensions between the two parties. As seen from the collected empirical data, the presentation by management is lacking in some areas as described in question 2, 7 in the questionnaire (Appendix 5). The participant clearly states that the purpose of the CRM system is understandable, however, in the case of it being on a reasonable level and the main focus should be on sales and not on the system. Brian values in regard to the system is concerned with the strategic goal behind the system. He describes the entering of data into the system as a necessity for the sales department. However, the bigger picture in relation to the future development is somewhat not clear throughout the company. It could therefore be argued that the alignment from the employees and the management point of view has crumbled along the way. In relation to Obal and Morgan's (2018) finding the two parties need an alignment to be successful. They further argue that an alignment would ease the transition towards the new system for the two parties. Moreover, the issues faced by the company could be a combination of misrepresentation and tension towards the transition of new systems. Obal and Morgan (2018) further presents the term "perceived technological change", which describes the tension that can occur when the goals of the two parties are not aligned. The sales representatives answered question 4 in the questionnaire if the management invites to an open dialog. The sales representative has conflicting opinions and the answers are limited in detail. However, there is some tension in regard to an open dialog from management. Whereas some of the sales representatives do not feel that management invites an open dialogue about technological change. Which could be in line with the misalignment towards CRM.

Essier et al. (2020) describes the phenomenon of "automation anxiety" which is based on the anxiety of having some job functions taken over by technology. One of the sales representative's states that he/she is fine with sharing knowledge but highlights that the value of the employees is decreased due to the fact of sharing information. This argument is in line with the anxiety towards technology taking over job requirements because the sales employees lose some of their value towards the company when providing them with the information only they possess. Furthermore, the sales representatives express that their main objectives should be on sales and the customers, and not supporting the system. Furthermore, these arguments could assemble the fear and anxiety towards new technological change within a company.

Morgan and Inks (2001) describe the loss of power as a factor for challenges for sales representatives. This phenomenon entails a description on how sales representatives have to give their personal information to the company and that management has the opportunity to extract real time performance data on the employees. Brian describes that he has the option to follow his employees' performance at any given time and to ensure that they are entering data from their appointments. The loss of power is related to the employee's value to the company described by the sales representative in the previously mentioned question 10 in the questionnaire. To the sales representatives the information they have is the key to their value to the company whereas their feeling towards loss of power and management supervision has a direct influence on their job, however, the majority of the sales representatives expressed that they had no issues with sharing their customer knowledge with others, in fact, only one participant expresses the concern of losing their power. Therefore, in this investigated setting, it would be hard to argue that loss of power actually impacts the adoption of CRM.

Morgan and Inks (2001) includes another viewpoint which is fear of technology. Their argument is based on the fact that sales representatives do not feel that they are capable of using the technology and thereby have a fear towards using it. Brian describes the issue with missing data, where his employees have not included all the relevant data into the system. This could be due to the training and the fear of technology. The sales representative describes this aspect in question 4 in the questionnaire (Appendix 5). Some of the main points here is that the training has only been average, and they had further questions about the use of the system after starting to use it. This implies that some of the sales representatives feel that the training could have been better and may have felt neglected in regard to requiring the necessary knowledge to use the system. This leads to the fear of technology as the users do not feel capable enough to use the system. Thus, the findings from Morgan and Inks (2001) are aligned with some of the issues faced by the sales representatives in this case study.

When implementing a global CRM, tensions can occur due to different cultures and countries. Hawking (2007) described the issues faced due to the standardization of the system in relation to a country specific CRM. Annette describes the tensions Sweden and Norway had when implementing the new system. The two countries had previously worked with another CRM system for a couple of years and perfected their systems to the department's needs and requirements. Hawking (2007) mentions that issues can impact departments and countries due to the local requirements needed to adapt to the system. These requirements are often met by barriers in relation to languages and culture within the department. Annette describes these tensions as part of the Swedish and Norwegian frustration towards the system because they had a fully functional system. Thereby meaning that they had to adapt the new system to their previous format. Dasgupta and Gupta (2019) further argues for the importance of espoused values within the organizational culture. Their argument is based on the organizational impact a global CRM has in regard to the culture. Which is seen from the response described by Annette. The two points are seen from the empirical data retrieved in this research study and are some the companies should consider when implementing a global CRM system.

One of the biggest factors in relation to motivating employees when adopting a new technology is the support from management. Kumar and Reinartz (2018) describes the first steps as key to motivating the employees in the presentation. They argue for the importance of resistance as a motivational factor. Because it translates to the use of the system and the information management retrieved from employees can be used to enhance the system and improve it. Annette and Brian mention that the CRM system has been transferred to sales, from marketing, because it is more related to the sales department in the case company. Anette further describes that they, in marketing, are not a big user of the system and that her account has been revoked. Both managers have discussed this with their superiors which sees it as a very important tool in sales. The management in the case company hereby acknowledge and support the decision to transfer the system to the sales department. Brian expresses that when he has any suggestions towards the system, they are always met which could imply an even bigger support from management. Kumar and Reinartz (2018) argue for another factor which is the motivation from different departments. Brian describes this as an important factor for them to utilize the information from other departments to ensure customer satisfaction.

Training is another important motivational factor which is concerned with the training and the training material provided to the employees. Kumar and Reinartz (2018) describes this as a critical factor when motivating employees to adopt the system. As seen from the empirical data collected in the research study, both the interviews and the questionnaires describe the training they received by the company and describe a group of superusers. The sales representatives stated that they had a short introduction to the system and that the way it works in the case company is more in relation to learning by doing. However, Annette and Brian do also express that both they as managers and their employees have received very detailed training guides to help them navigate the system, although the sales representatives argued that these were outdated and only available in English. The case company has established a group of expert users (super users) to help the employees in the system by receiving additional training in the system. It is apparent that the case company has established the five factors discussed by Kumar and Reinartz (2018) to provide the employees with incentives to use the system. As seen from the answers given in the questionnaire the employees have through these supplements learned how to use the system, however, some of the replies do argue for more training in order to improve their perceived usefulness of the system, which could be something that management should further investigate.

Team goal commitment is considered by several authors to be a motivational factor (Obal & Morgan, 2018; Talukder, 2012; Chibelushi, 2008). Brian describes that he conducts team meetings every fortnight to ensure a common goal towards the use of CRM. They use these meetings to discuss the progress on active cases and to provide their team members with information on their active cases. Brian as a manager thereby uses these meetings to create a common goal for his team. It was found that the sales representatives are fond of sharing information which only allows these meetings to create a better bond with the team. As previously described in relation to management support, Brian is encouraging the team to help each other to reach a better result. These meetings further allow Brian to interact with his employees to seek a better understanding of the social aspect in the team. thereby creating a better understanding from a management perspective (Morgan & Inks, 2001; Talukder, 2012). The meeting however comes with a cost, as some employees do not see the point in entering customer information into the system when they are going to discuss this information at the meetings, therefore management should further try and explain the importance of sharing this information to the collective knowledge pool.

Annette described that when hiring new employees into the sales department, one of the main objectives for hiring is that they are well known to a CRM system. She further elaborated that they only consider hiring the employees who have worked with a CRM system on a daily basis before and are willing to use the system. This action is supported by Morgan and Inks (2001) who highlights the importance of managing expectations when hiring new employees. They argue that doing so could lead to the employees seeking to utilize the system, which creates better expectation towards the adoption of the system.

Due to the complexity and the increasing job requirements, the new CRM system can be a frustration task to endure. However, Morgan and Inks (2001) argue for another motivational factor being not to be left behind. The motivational factor being that employees are motivated in the fear of being left out and therefore seek to use the system in order to be a part of the group. This, however, demands that the majority of other peers are using the system thoroughly. As previously described, Brain uses the system to check if the employees are using the system and if they do not use the system is discussed with them. To ensure the utilization of the system and maximize the use of the system by the employees. This entails a part of responsibility from the sales consultant’s perspective to ensure that they are updated regarding new developments in the system. As Brian also describes, it is a big part of the job because he trusts his employees to tell him regarding any issues with the system. Which creates the option for the employees to have an influence on the system and the features it has (Morgan & Inks, 2001; Avlonitis & Panagopoulos, 2005). Herzberg (1966) also describes the responsibility as a motivational factor in his two-factor theory. This can therefore be argued that if the employees feel left out it is their responsibility to fulfil the requirements, also, in relation to updating and reporting issues with the data or system.

Chapter 6: Conclusion, Limitations, Further Research

In the following sections the findings of this dissertation will be highlighted, as well as the limitations faced, and suggestions for further research.

6.1 Conclusion

This dissertation deals with how motivational dynamics and tensions are organised and managed in relation to the adoption of a new global CRM system. The investigation into the phenomenon of what the associated factors are towards the adoption of new CRM technologies by sales representatives revealed multiple variables, which has been categorized on to overarching topics: tensions and motivations, in a conceptual framework (Figure 2).

Our findings firstly revealed that Customer Relationship Management systems clearly has the potential to improve the performance of an organization as well as their sales representatives, however, this can only be achieved if the system is adopted and properly utilized by the sales representatives. Without the sales representative's acceptance of the CRM system, the investment is likely to be unsuccessful. Multiple implications regarding encouraging, managing, and organizing CRM acceptance may be drawn from this dissertation.

First in order to achieve, or at least ease, the adoption of new CRM systems, there has to be an alignment between the sales representatives' expectations and their managers expectations. Therefore, organizations should make sure that sales representatives know what changes they can expect from the introduction of a new CRM technology. In this sense communication of these expectations should be provided and supported by both upper and middle management. In addition, our findings showed an incident where sales representatives felt as if the presentation of the system, thus what they could expect from using it, was oversold. Therefore, managers should focus on making their sales representatives understand what they can expect from the new CRM system, in the sense that they should clearly present both the good points and the bad points of the new technology. This will allow the sales representatives to make a better assessment on what they can expect from the proper use of the CRM system.

Secondly, management needs to encourage involvement from the sales representatives from the beginning of the implementation, as this will provide them with a sense of responsibility. This could either be done through encouraging the individual involvement of the interested salesperson, or through suggesting them to select representatives that will be involved with the further development of the system. In this way, managers can get a sense of what is working and what is not, through the feedback from the involved employees. In our findings this was supported by the notion, that the sales department had taken ownership of the new CRM system, both in regard to its everyday use, but also the implementation process. This had a positive effect on the adoption of the system, as the sales representatives could easily make the necessary changes to make the system fit their work procedures.

Thirdly, the management of the organization need to make sure that the sales representatives believe that they can utilize the new system. This could be done through management making sure that sufficient training is offered, as well as establishing a team or guidelines that can assist those who are experiencing issues with using the system, especially in the implementation phase. Thorough training may prevent the sales representatives' feelings of spending too much time in front of a screen, instead of focussing on customers, additionally through thorough training, the sales representatives may be able to realize the long-term benefits that the CRM system will provide and decrease the 'downtime' associated with the adoption of new technologies.

Finally, our findings regarding the cultural characteristics that can have an impact on the adoption of global digital CRM systems, it was found that in general culture as such did not have an impact. This finding, however, is primarily due to the limitations of the collected empirical data. It was however discovered that one major challenge that may be experienced in the adoption of one unified global CRM system is that some countries are not as used to work with technology as other countries, which can impact the adoption from sales representatives in these countries. This primarily relates to the tension of fear of technology, as these "underdeveloped" countries might fear that they will not be able to utilize the system as expected by the corporate management.

If sales representatives are not fully committed to the adoption of the CRM system, the implementation of the initiative will become problematic. Therefore, it is of great importance to "sell" the idea of the CRM system to the sales representative, which calls for management involvement in order to organize and manage the tensions that sales representatives may have towards the adoption of CRM.

6.2 Limitations

Although the findings of this research are compelling, some limitations of the current study need to be recognized. First of all, it should be noted that the quality and availability of the collected empirical data was heavily influenced by the ongoing global pandemic. This severely impacted the sample size of the investigation as the Swedish and Norwegian sales departments withdrew their original offer to participate in the investigation. Which in relation impacted the understanding of the cultural issues that may come from implementing a global CRM system across multiple national borders. Additionally, this as a result has meant that the investigation had to adopt a single case study approach to investigate the phenomenon, thus only providing a sample from a single organisation.

Next, although we were satisfied that the sales manager, Brian had the time to participate in the investigation, we would have chosen a physical interview instead of the virtual interview that was held between his drive between two meetings. This is because that it resulted in connection issues, which meant that the flow of the interview was often interrupted, leading to short and precise answers instead of the lengthy, detailed ones that was intended when planning the interview.

Also, since the Swedish and Norwegian departments withdrew their offer to participate, we would have preferred to change the use of questionnaires in regard to the sales representatives' experiences towards the adoption of the global CRM system. This is because the Danish sales department only consists of ten sales representatives, why it would have been manageable to conduct semi-structured interviews with these social actors as well in order to get a more comprehensive understanding of the issues and motivational aspects they have encountered. But due to the Danish government restrictions being lifted, this limited the sales representatives available time to do physical meetings, as they had to catch up with the customers they had been forced to neglect due to them having to work remotely from home.

Finally, the questionnaires were distributed through the use of a link sent to the participants (the sales representatives) sent via one of the researchers work email. Since this researcher is has only been a student assistant within the organisation, this may have impacted the participation rate, as a more credible source would have provided them with the idea that the questionnaire was important to answer. This lack of complete participation has impacted the ability to obtain a more accurate description of the studied population. Thus, without there participation, our ability to draw generalizations from the results have been further limited.

6.3 Further Research

In order to fully grasp of the behavioural aspects from the perspective of individuals it is suggested that a more profound study should be taken into consideration through the use of a multi-method case study. This is so because this could provide more generalizable results. Additionally, it is proposed that future research should try and include international organizations and further investigate the impact of culture on the adoption of CRM systems. It is also suggested that the research could be undertaken amongst other industries to collect observations and empirical data to investigate the reactions from different viewpoints and in order to see whether the findings from the investigated Business-to-Business organisation, match other industries. Also, as CRM system are known to be an interdepartmental system. further research could expand the reach and investigate the adoption of CRM in other departments within an organisation. As a final suggestion, in relation to the cultural aspect for further research the researcher behind this study suggests that the phenomenon could be investigated in several countries to examine the cultural relations which can affect the findings in the study.

Bibliography

Ahearne, M., Hughes, D. E., & Schillewaert. (2007). Why sales reps should welcome information technology: Measuring the impact of CRM-based IT on sales effectiveness. *International Journal of Research in Marketing, 24*(4), 336-349.

Ahearne, M., Rapp, A., Mariadoss, B. J., & Ganesan, S. (2013). Challenges of CRM Implementation in Business-to-Business Markets: A Contingency Perspective. *Journal of Personal Selling & Sales Management*, *32*(1), 117-129.

Ahearne, M., Srinivasan, N., & Weinstein, L. (2004). Effect of Technology on Sales Performance: Progressing from Technology Acceptance to Technology Usage and Consequence. *Journal of Personal Selling & Sales Management, 24*(4), 297-310.

Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behaviour*. Englewood Cliffs, NJ: Prentice-Hall.

Alexander, J. R. (2002). *History of Accounting.* Association of Chartered Accountants in the United States.

Alexander, R. (2018). Different Types of Knowledge: Implicit, Tacit, and Explicit. Retrieved on April 4, 2021. From : https://bloomfire.com/blog/implicit-tacit-explicit-knowledge/

Araújo, C. C. S., Pedron C. D., & Picoto, W. N. (2018). What's Behind CRM Research? A Bibliometric Analysis of Publications in the CRM Research Field. *Journal of Relationship Marketing*, *17*(1), 29-51.

Avlonitis, G. J., & Panagopoulos, N. G. (2005). Antecedents and consequences of CRM technology acceptance in the sales force. *Industrial Marketing Management*, *34*(4), 355-368.

Baran, R., Zerres, C., & Zerres, M. (2014). *Customer Relationship Management (CRM)* (1st edition), bookboon.com.

Bohling, T., Bowman, D., & LaValle, S. (2006). CRM Implementation: Effectiveness Issues and Insights. *Journal of Service Research, 9*(2), 184-194.

Boulding, W., Staelin, R., Ehret, M., Johnston, W. (2005). A CRM Roadmap: What we know, potential pitfall, and where to go?. *Journal of Marketing*, *69*(4), 155-166.

Bowman, C. (2001). Tacit Knowledge: Some Suggestions for Operationalization. *Journal of Management Studies*, *38*(6), 881-829.

Bryman, A., & Bell, E. (2011). *Business Research Methods* (3rd Edition). Oxford University Press.

Bryman, A., & Bell, E. (2015). *Business Research Methods* (4th Edition). Oxford University Press.

Brown, S. P., Evans, K. R., Mantrala M. K., & Challagalla, G. (2005). Adapting motivation, control, and compensation research to a new environment. *Journal of Personal Selling & Sales Management, 25*(2), 155-167.

Brown, S. P., Jones, E., & Leigh, T. W. (2005). The Attenuating Effect of Role Overload on Relationships: Linking Self-Efficacy and Goal Level to Work Performance. *Journal of Applied Psychology*, *90*(5), 972-979.

Bull, C. (2003). Strategic Issues in Customer Relationship Management (CRM) Implementation. *Business Process Management Journal, 9*(5), 592-602.

Burrell, G., & Morgan, G. (2019). *Sociological Paradigms and Organisational Analysis: Elements of the Sociology of Corporate Life* [Reissue of the original book from 1979]. London and New York: Routledge.

Buttle, F., & Maklan, S. (2015). *Customer Relationship Management: Concepts and Technologies* (3rd edition). New York: Routledge.

Cembrit. (2019). *Cembrit Annual Report 2019*. Retrieved on March 3rd, 2021. From: https://www.cembrit.com/media/2039481/cembrit-annual-report-2019-18-03-2020.pdf

Cembrit. (2020). *Cembrit 2020 Interim financial report - 2nd quarter*. Retrieved on March 3rd, 2021. From: https://www.cembrit.com/media/2040102/interim-quarterly-report-q2-2020.pdf

Cembrit. (2021a). *Our Story: Helping you build better*. Retrieved on March 4th, 2021. From: https://www.cembrit.com/about/our-story/

Cembrit. (2021b). *Choose Country and Language*. Retrieved on March 4th, 2021. From: https://www.cembrit.dk/

Cembrit. (2021c). *Contacts and Dealers*. Retrieved on March 4th, 2021. From: https://www.cembrit.com/contact/contacts-and-dealers/

Chen, I. J., & Popovich, K. (2003). Understanding customer relationship management (CRM): People, process, and technology. *Business Process Management Journal, 9*(5), 672-688.

Chibelushi, C. (2008). Learning the hard way? Issues in the adoption of new technology in small technology oriented firms. *Education + Training, 50*(8/9), 725-736.

Dasgupta, S., & Gupta, B. (2019). Espoused organizational culture values as antecedents of internet technology adoption in an emerging economy. *Information Management, 56*(6), 103142.

Davis, F. D. (1986). *A Technology Acceptance Model for Empirically Testing New End-user Information Systems: Theory and Results*. [Doctoral Dissertation]. MIT Sloan School of Management, Cambridge, MA.

Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Technology. *Management Information Systems Research Center, 13*(3), 319-340.

Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). User Acceptance of Computer Technology: A Comparison of To Theoretical Models. *Management Science, 35*(8), 982-1003.

Debnath, R., Datta, B., & Mukhopadhyay, S. (2016). Customer Relationship Management Theory and Research in the New Millennium: Directions for Future Research. *Journal of Relationship Marketing*, 15(4), 299-325.

Dibb, S., & Meadows, M. (2004). Relationship marketing and CRM: a financial services case study. *Journal of Strategic Marketing, 12*, 111-125.

Dudovskiy, J. (2018). *Epistemology*. Retrieved on May 5th, 2021. From: https://research-methodology.net/research-philosophy/epistomology/

Edinger, S. (December 20, 2018). *Why CRM Projects Fail and How to Make them More Successful*. Retrieved on April 13th, 2021. From: https://hbr.org/2018/12/why-crm-projects-fail-and-how-to-make-them-more-successful?fbclid=IwAR3_rUIoEstR6ll9WYEhZ_ReYsFPKO_m0PyEXR0HQPYAh64tvNpL5YtK56g#:~:text=Use%20them%20to%20improve%20the%20sales%20process%2C%20not%20just%20evaluate%20it.&text=In%202017%2C%20CIO%20magazine%20reported

Elmuti, D., Jia, H., & Gray, D. (2009). Customer relationship management strategic application and organizational effectiveness: an empirical investigation. *Journal of Strategic Marketing, 17*(1), 75-96.

Essier, J., Torrini, M., & Böhm, S. (2020, June 19-21). *Automation Anxiety as a Barrier to Workplace Automation* [Paper presentation]. SIGMIS-CPR ´20: Computers and People Research Conference, Nuremberg, Germany, p. 47-51. Located on April 4, 2021. At: https://dl.acm.org/doi/pdf/10.1145/3378539.3393866?casa_token=LVKCSB4m5VUAAAAA:2JzmJhJGU_JrgInIL0SOASsn6bT3FNflWwIo4JKLqGT7Rr2pMrkay43X9-7VMA9WKQCGJqqzKSPVbQ

Finnegan, D. J., & Currie, W. L. (2010). A multi-layered approach to CRM implementation: An integration perspective. *European Management Journal*, *28*, 153-167.

Fitzgerald, M., Kruschwitz, N., Bonnet, D., & Welch, M. (October 7, 2013). *Embracing Digital Technology: A New Strategic Imperative.* Retrieved on April 4th, 2021. From: https://sloanreview.mit.edu/projects/embracing-digital-technology/

Fletcher, L. A. (2001). Going beyond the buzzword: what exactly is CRM?. *Learned Publishing. (14)3*, 213-222.

Foltean, F. S., Trif, S. M., & Tuleu, D. L. (2019). Customer Relationship Management capabilities and social media technology use: Consequences on firm performance. *Journal of Business Research, 104*, 563-575.

Gerring, J. (2004). What Is a Case Study and What Is It Good for?. *American Political Science Review, 98*(2), 341-354.

Ghauri, P. N., & Firth, R. (2009). The formalization of case study research in international business. *International Journal of Marketing, 48*, 29-34.

Giventer, D. (March 29, 2021). *Why This Industry Is Experiencing Incredible Pandemic-Fuelled Growth.* Retrieved on April 3rd, 2021. From: https://www.entrepreneur.com/article/367095

Guerola-Navarro, V., Oltra-Badenes, R., Gil-Gomez, H., & Gil-Gomez, J. A. (2020). Customer relationship management (CRM): a bibliometric analysis. *International Journal of Services Operations and Informatics, 10*(3), 242-268

Gustafsson, J. (2017). *Single case studies vs. multiple case studies: A comparative study*. Retrieved on May 21st, 2021. From: https://www.diva-portal.org/smash/get/diva2:1064378/FULLTEXT01.pdf%20(10

Harb, Y., & Abu-Shanab, E. (2009). *Electronic customer relationship management (e-CRM) in Zain company*. In Proceedings of the 4th International Conference on Information Technology ICIT, Amman, Jordan (pp. 1-10).

Hawking, P. (2007). Implementing ERP Systems Globally: Challenges and Lessons Learned for Asian Countries. *Journal of Business Systems, Governance and Ethics, 2*(1), 21-33.

Herzberg, F., (1966). *Work and the nature of man.* Cleveland: World Pub. Co.

Hobson, K. (December 12, 2019). *Five Reasons Employees Are Your Company's No. 1 Asset.* Retrieved on April 4th, 2021. From: https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2019/12/12/five-reasons-employees-are-your-companys-no-1-asset/?sh=35af8b9e2563

Hofstede, G. (1991). *Cultures and organizations: Software of the mind*. London: McGraw-Hill.

Homburg, C., Wieseke, J., & Kuehnl, C. (2009). Social influence on salespeople's adoption of sales technology: a multilevel analysis. *Journal of the Academy of Marketing Science, 38*, 159-168.

Hosseini, R. (2013). Analysis Of CRM Perspectives Toward Successful Implementation Model. *Life Science Journal 10*(2). 954-962.

Hsieh, M. H. (2009). A case of managing customer relationship management systems: Empirical insights and lessons learned. *International Journal of Information Management, 29*(5), 416-419.

Hunter, G. K., & Perrault, W. D. (2007). Making Sales Technology Effective. *Journal of Marketing, 71*(1), 16-34.

Kale, S. H. (2004). CRM Failure and the Seven Deadly Sins. *Marketing Management, 13*(4), 42-46.

Kim, M., Sudhir, K., Uetake, K., & Canales, R. (2016). *Multidimensional Sales Incentives in CRM Settings: Customer Adverse Selection and Moral Hazard*. Cowles Foundation [Discussion Paper] NO. 2085.

Kincaid, J. W. (2003). *Customer Relationship Management: Getting it Right!.* Prentice-Hall: Upper Saddle River, NJ.

Kuada, J. (2012). *Research Methodology: A Project Guide for University Students* (1st Edition). Frederiksberg C. [Denmark]: Samfundslitteratur.

Kumar, V., & Reinartz, W. (2018). *Customer Relationship Management: Concept, Strategy, and Tools* (3rd Edition). Berlin, Germany: Springer Texts in Business and Economics.

Kvale, S. (1996). *InterViews: An Introduction to Qualitative Research Interviewing.* Thousand Oaks, CA: Sage.

Labus, M., & Stone, M. (2010). The CRM behaviour theory - Managing corporate customer relationships in service industries. *Database Marketing & Customer Strategy Management, 17*(3/4), 155-173.

LBM Journal. (March 25, 2021). *Harvard study shows how pandemic boosted home improvement industry.* Retrieved on April 4th, 2021. From: https://lbmjournal.com/harvard-study-shows-how-pandemic-boosted-home-improvement-industry/

Lee, Y., Kozar, K. A., & Larsen, K. R. T. (2003). The Technology Acceptance Model: Past, Present, and Future. *Communication of the Association for Information Systems, 12*(50), 751-780.

Ling, R. and Yen, D.C. (2001). Customer relationship management: an analysis framework and implementation strategies. *Journal of Computer Information Systems*, *41*(3), 82-97.

Lipiäinen, H. S. M. (2014). CRM in the digital age: implementation of CRM in three contemporary B2B firms. *Journal of Systems and Information Technology, 17*(1), 2-19.

Maklan, S., Knox, S., & Peppard, J. (2011). Why CRM Fails - and How to Fix It. *MIT Sloan Management Review, 52*(4), 77-85.

Marangunic, N., & Granic, A. (2015). Technology Acceptance Model: A Literature Review From 1986 to 2013. *Universal Access in The Information Society, 14*(1), 81-95.

Marshall, G. (June 11, 2018). *"Voluntarism". A dictionary of Sociology.* Retrieved March 6, 2021. From: Encyclopedia.com: https://www.encyclopedia.com/social-sciences/dictionaries-thesauruses-pictures-and-press-releases/voluntarism.

McKinsey. (2017). *Jobs Lost, Jobs Gained: Workforce Transitions In a Time of Automation.* Retrieved on March 7th, 2021. From: https://www.mckinsey.com/~/media/mckinsey/industries/public%20and%20social%20sector/our%20insights/what%20the%20future%20of%20work%20will%20mean%20for%20jobs%20skills%20and%20wages/mgi%20jobs%20lost-jobs%20gained_report_december%202017.pdf

Mehta, R. (2015). *Solix Group $200 million acquisition of Cembrit Holding from FLSmidth & Co.* Retrieved on March 3rd, 2021. At: https://www.iflr1000.com/Deal/Profile/7905#undefined

Montargot, N., & Lahouel, B. B. (2017). The acceptance of technological change in the hospitality industry from the perspective of front-line employees. *Journal of Organizational Change Management*, *31*(3), 637-655.

Morgan, A. J., & Inks, S. A. (2001). Technology and the Sales Force: Increasing Acceptance of Sales Force Automation. *Industrial Marketing Management*, *30*, 463-472.

Mullick, N. H. (2016). *Customer Relationship Management.* Oxford University Press. New Delhi.

N.A. (May 29, 2018). *"Determinism". International Encyclopedia of the Social Sciences*. Retrieved on March 6, 2021. From: Encyclopedia.com: https://www.encyclopedia.com/social-sciences/applied-and-social-sciences-magazines/determinism.

Ngai, E.W. (2005). Customer relationship management research (1992-2002). An academic literature review and classification. *Marketing intelligence & planning*, *23*(6), 582-605.

Obal, M., & Morgan, T. (2018). Investigating the Moderation Effects of Perceived Technological Change on Sales Force Acceptance. *Journal of Business-to-Business Marketing. 25*(4), 319-338.

Obal, M. (2013). Why do incumbents sometimes succeed? Investigating the role of interorganizational trust in the adoption of disruptive technology. *Industrial Marketing Management*, *42*(6), 900-908.

Ormston, R., Spencer, L., Barnard, M, & Snape, D. (2013). *The Foundations of Qualitative Research*. In: Ritchie, J., Lewis, J., Nicholls, C. M., & Ormston, R. (2013). *Qualitative Research Practice: A Guide for Social Science Students and Researchers* (2nd Edition) (p. 1-26) . London: Sage.

Osarenkhoe, A., & Bennani, A. (2007). An exploratory study of implementation of customer relationship management strategy. *Business Process Management Journal*, *13*(1), 139-164.

Payne, A., & Frow, P. (2005). A strategic framework for customer relationship management. *Journal of Marketing and Management*, *5*(3), 1-13.

Payne, A., & Frow, P. (2006). Customer Relationship Management: From Strategy to Implementation. *Journal of Marketing Management*, *22*, 135-168.

Payne, A., & Frow, P., (2013). *Strategic Customer Management: Integrating Relationship Marketing and CRM*. Cambridge University Press.

Rababah, K., Mohd, H., & Ibrahim, H. (2011). A unified definition of CRM towards the successful adoption and implementation. *Academic Research International*, *1*(1), 220-228.

Richard, J. E., Thirkell, P. C., & Huff, S. L. (2007). An Examination of Customer Relationship Management (CRM) Technology Adoption and its Impact on Business-to-Business Customer Relationship. *Total Quality Management & Business Excellence*, *18*(8), 927-945.

Rodriguez, M., & Honeycutt, E. D. (2011). Customer Relationship Management (CRM)'s Impact on B-to-B Sales Professionals' Collaboration and Sales Performance. *Journal of Business-to-Business Marketing*, *18*, 335-356.

Ryals, L., & Knox, S. (2001). Cross-Functional Issues in the Implementation of Relationship Marketing Through Customer Relationship Management. *European Management Journal 19*(5), 534-542.

Ryals, L. (2003). Making Customers Pay: Measuring and managing customer risk and returns. *Journal of Strategic Marketing 11*(3), 165-175.

Salesforce. (N.Y.). *The Complete History of CRM*. Retrieved on April 1st, 2021. From: https://www.salesforce.com/ap/hub/crm/the-complete-crm-history/.

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students* (8th edition). Pearson Education Limited: United Kingdom.

Schein, E. H. (1986). What you need to know about organizational culture. *Training & Development Journal*, *40*(1), 30-33.

Sheth, J. N, (2000). *Relationship Marketing: Paradigm Shift or Shaft?*. Handbook of relationship marketing, 609-620.

Sin, L. Y., Tse, A. C., & Yim, F. H. (2005). CRM: conceptualisation and scale development. *European Journal of Marketing*, *39*(11/12), 1264-1290.

Siu, N. Y. (2016). Customer relationship Management and Recent developments. *Administrative Science, (6)*7, 1-2.

Soltani, Z., Zareie, B., Milani, F. S. and Navimipour, N. J. (2018). The impact of the customer relationship management on the organization performance. *The Journal of High Technology. Management Research*, *29*(2), pp.237-246.

Sota, S., Chaudry, H., Chamaria, A., & Chauhan, A. (2018). Customer Relationship Management Research from 2007 to 2016: An Academic Literature Review. *Journal of Relationship Marketing*, 17(4), 277-291.

Speier, C., & Venkatesh, V. (2002). The Hidden Minefields in the Adoption of Sales Force Automation Technologies. *Journal of Marketing, 33*, 98-111.

Søndergaard, S. (May 22, 2008). *Dansk Eternit hedder nu Cembrit.* Retrieved on March 3, 2021. From: http://www.dagensbyggeri.dk/artikel/24173-dansk-eternit-hedder-nu-cembrit

Talukder, M. (2012). Factors affecting the adoption of technological innovation by individual employees: An Australian study. *Procedia - Social and Behavioral Sciences, 40*, 52-57.

Tien, P, H. (May 14, 2017). *The Similarities Between Cultures In The World Today*. Retrieved on May 5th, 2021. From: https://www.eurasiareview.com/14052017-the-similarity-between-cultures-in-the-world-today-oped/

Vella, J., & Caruana, A. (2012). Encouraging CRM systems usage: a study among bank managers. *Management Business Review 35*(2), 121-133.

Venkatesh, V., & Davis, F. D. (2000). A Theoretical Extension of The Technology Acceptance Model: Four Longitudinal Field Studies. *Management Science*, *46*(2), 186–204.

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User Acceptance of Information Technology: Toward a unified view. *MIS Quarterly, 27*(3), 425–478.

Williams, P., Ashill, N., & Naumann, E. (2017). Towards a contingency theory of CRM adoption. *Journal of Strategic Marketing*, *25*(5/6), 454-474.

Wilson, C. (2014). *Semi-Structured Interviews.* In: Wilson, C. (2014). *Interview Techniques for UX Practitioners: A User-Centered Design Method* (1st edition). Massachusetts: Morgan Kaufmann.

Wilson, H., Clark, M., & Smith, B. (2007). Justifying CRM projects in a business-to-business context: The potential of the Benefits Dependency Network. *Industrial Marketing Management, 36(*6), 770-783).

Yin, R. K. (2003). *Case study research: Design and Methods* (3rd. Edition). Thousand Oaks, Calif.: SAGE Publications.

Zablah, A. R., Bellenger, D. N., & Johnston, W. J. (2004a). Customer Relationship Management Implementation Gaps. *Journal of Personal Selling & Sales Management*, *24*(4), 279-295.

Appendix 1

Summary of the different perspectives of CRM definition collected by Rababah et al., (2011).

1. "CRM is a relationship orientation, customer retention and superior customer value created through process management" (Ryals & Knox, 2001).

2. “A philosophy of doing business that will affect the entire enterprise” (Newell, 2003).

3. “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 et al., 2004b).

4. "CRM is a customer-centered enterprise management mode, which discovers the customers’ value and satisfies their requirements to realize the interaction between enterprise management and customers" (Huang & Wang, 2009).

5. "CRM is a customer-focused business strategy that aims to increase customer satisfaction and customer loyalty by offering a more responsive and customized services to each customer " (Croteau & Li, 2003).

6. "Is a strategy used to learn more about customer's needs and behaviors in order to develop stronger relationship with them" (Gupta & Lehmann, 2003).

7. "An enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability" (Swift, 2000).

8. "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).

9. "A process to compile information that increases understanding of how to manage an organization's relationships with its customers" (Zikmund et al., 2003).

10. “Resources destined for relationship building and maintenance efforts should be allocated based on customers’ lifetime value to the firm” (Ryals, 2003).

11. "CRM is a strategic approach concerned with created improved shareholder value through the development of appropriate relationships with key customer and customer segment" (Payne, 2006).

12. "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. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value" (Parvatiyar & Sheth, 2001).

13. “CRM is a key business strategy in which a firm needs to stay focused on the needs of its customers and must integrate a customer-oriented approach throughout the organization” (Liou, 2009).

14. "CRM is a strategic approach for systematically targeting, tracking, communicating, and transforming relevant customer data into actionable information on which strategic decision-making is based" (Karakostas et al., 2005).

15. "CRM is a strategy used to learn more about customers' needs and behaviors in order to develop stronger relationships with them." (Tarokh & Ghahremanloo, 2007).

16. "CRM is an enterprise-wide integration of technologies working together , such as data warehouse, web site, intranet/extranet, phone support system accounting, sales, marketing, and production" (Bose, 2002).

17. "CRM is a technology or software solution that helps track data and information about customers to enable better customer service" (Peppers & Rogers, 2004).

18. “CRM is 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).

19. "CRM is an enabling technology for organizations to foster closer relationships with their customers" (Hsieh, 2009).

20. “CRM is the complex of software and technologies, automating and performing business processes in the following areas: sales, marketing, service, and customer support” (Urbanskienė et al., 2008).

21. "CRM is the philosophy, policy and coordinating strategy mediated by a set of information technologies, which focuses on creating two way communications with customers so that firms have an intimate knowledge of their needs, wants, and buying patterns". (Lun et al., 2008).

22. “CRM is a managerial strategy that helps organizations collect, analyze, and manage customer related information through the use of information technology tools and techniques in order to satisfy customer needs and establish a long term and mutually beneficial relationship” (Hung et al., 2010).

23. "CRM is a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. CRM unites the potential of relationship marketing strategies and IT to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand customers and to create value with them. This requires a cross functional integration of processes, people, operations, and marketing capabilities that is enabled information, technology, and applications" (Payne & Frow, 2005).

Appendix 2

Thorough description of Burrell and Morgan's (2019) objectivist-subjectivist assumptions about the nature of Social Science.

DIMENSIONS	THE OBJECTIVIST APPROACH	THE SUBJECTIVIST APPROACH
Ontology	Realism	Nominalism
Epistemology	Positivism	Antipositivism
Human Nature	Determinism	Voluntarism
Methodology	Nomothetic	Idiographic

Table 1: The Objectivist-Subjectivist assumptions about the nature of Social Science.
Source: Own production based on Burrell and Morgan, (2019).

Objectivistic researchers argue that the social reality that is investigated is an external entity to both the researcher and everyone else. Because of this, objectivistic researchers, ontologically, embrace realism, where, in its purest form, they perceive social entities as existing independently of how they are thought about, labelled, or even our awareness of them (Saunders et al., 2019). Thus, in this viewpoint, social reality consists of hard, tangible, and relatively inflexible structures (Kuada, 2012), which means that it makes sense to study social phenomena in the same way as natural scientists study nature (Saunders et al., 2019). In contrast to this, the subjectivist holds the assumption that social reality is produced by the perceptions and subsequent actions of people in the social reality (Saunders et al., 2019). Therefore, subjectivist researchers, ontologically, embraces Nominalism, entailing that the order and structures of the social phenomena that is being investigated are created by the researcher, as well as other social actors in the interaction with each other through names, language, labels, perceptions, and concepts (Saunders et al., 2019; Kuada, 2012). Because of the perception that every social actor is viewed as having their own experiences and thus perceives reality differently than other social actors, the ontological assumption within subjectivism, in its truest form, sees more sense in talking about multiple realities within social science, than believing that everyone perceive reality in the same way (Saunders et al., 2019; Kuada, 2012).

Epistemologically, the objectivist seeks to predict, explain, and discover the truth about what happens in the social world (Saunders et al., 2019; Kuada, 2012). They do so through the use of observable, measurable facts, and through finding causal relationships between constituent elements in the pursuit of drawing law-like generalisations about the universal social reality (Saunders et al., 2019; Kuada, 2012). A positivist researcher holds the belief that they can be external and objective enough in their investigations to understand the whole and even predict the social world (Kuada, 2012). Because of this, objectivistic researchers hold the philosophical view that human nature is deterministic, meaning that all events are determined completely by; the situation or ‘environment’ that he is located within (Burrell & Morgan, 2019) as well as previously existing causes (N.A., 2018). In contrast, the subjectivist holds the assumption that social phenomena are a continuing process, which implies that it is constantly changing (Saunders et al., 2019). Because of this the epistemological assumptions held by subjectivistic researchers are categorized as Anti Positivist, where it is mostly assumed that reality is socially constructed, implying that reality can only be understood if it is investigated from the social actors, directly involved in the activity under investigations, point of view (Kuada, 2012). Because of this, subjectivistic researchers hold the philosophical assumption that human nature is voluntaristic, meaning that social actors are completely autonomous and free-willed (Burrell & Morgan, 2019), they act as agents of their own actions, and have some kind of control over what they do (Marshall, 2018). Therefore, within the subjectivist approach, there is no consensus that social science research has the ability to create objective knowledge of any kind (Kuada, 2012).

Within the methodological assumptions, the objectivistic researchers aim to adopt a nomothetic approach, which encourages studies based on systematic protocols and statistical techniques (Kuada, 2012), as the aim is to keep the investigation free of the researchers own values and beliefs throughout a strict scientific research process, as they believe these values could bias their findings (Saunders et al., 2019). On the other hand, objectivistic researchers are more likely to adopt the idiographic approach (Kuada, 2012). In this approach researchers indulge themselves in the situation they are investigating, allowing them to get close to the social actors and letting them tell their independent stories of the situation at hand through qualitative techniques such as participant-observations, interviews, and diaries, rather than having them respond to predefined questions (Kuada, 2012).

Appendix 3

Thorough description of Burrell and Morgan's (2019) four paradigms for organisational analysis.

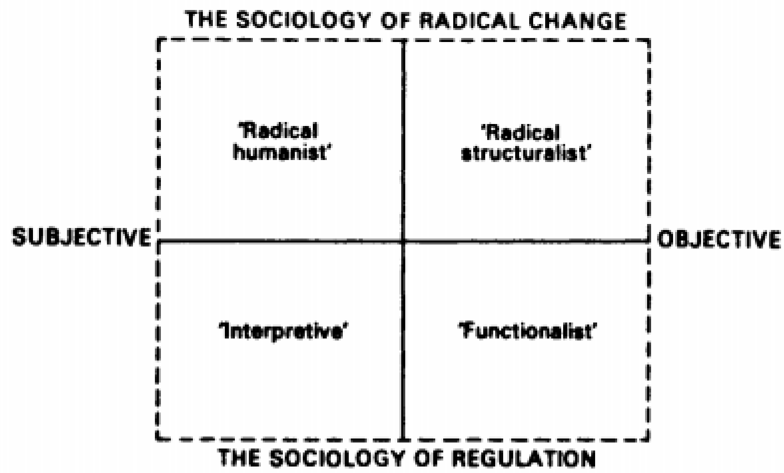

Figure 4: Four paradigms for organisational analysis.
Source: Burrell and Morgan, 2019, p. 23.

The functionalist paradigm

According to Burrell and Morgan (2019), most business and management research operate within the functionalist paradigm, placed in the bottom right corner of the matrix. This paradigm is located on the regulation and objectivist dimension and is concerned with objectivity and order. Research within this paradigm looks for rational explanations and seeks to develop recommendations within the current organisational structure (Saunders et al., 2019; Bryman & Bell, 2011). It assumes social and organisational issues to be objective and value free and because of this, researchers in this paradigm can therefore separate themselves from the investigation through the use of the strict scientific methods they employ (Kuada, 2012). Research carried out within the functionalist paradigm is thus often sought to provide generalisable results.

The interpretive paradigm

In the bottom left corner of the matrix, the interpretive paradigm is represented. This paradigm is located on the regulation and subjectivist dimension and is concerned with understanding the world as it is (Burrell & Morgan, 2019). The researchers focus is therefore on the way social actors attempt to make sense of the reality around us. According to Saunders et al. (2019) and Bryman and Bell, (2011), researchers adopting the interpretive paradigm seek to understand the fundamental meanings within the investigation, acknowledging that social events are complex. Therefore, they will invariably end up being highly subjective and qualitative in their research as they concern themselves primarily with the experiences of the social actors in the study (Kuada, 2012), and seek to understand and explain what is going on, rather than seeking to change things.

The radical structuralist paradigm

The radical structuralist paradigm, in the top right corner of the matrix is located on the radical change and objectivist dimension and is concerned with inherent structural conflicts within society (Kuada, 2012; Bryman & Bell, 2011). According to Saunders et al. (2019), researchers subscribing to this paradigm, approach research with an aim to achieve fundamental change which they base upon analyses of phenomena in organisational settings such as patterns of conflict and structural power issues. Researchers conforming to this paradigm would also adopt an objectivist perspective as a way to stay distanced from the investigation, employing strict scientific methods.

The radical humanist paradigm

Lastly, the radical humanist paradigm, in the upper left corner of the matrix, located on the radical change and subjectivist dimension is concerned with changing the status quo (Burrell & Morgan, 2019; Saunders et al., 2019; Bryman & Bell, 2011). Researchers subscribing to this paradigm, share the same view on reality as the interpretive paradigm, that reality is a social construction (Kuada, 2012). Although it shares this view with the interpretive paradigm, researchers conforming to the radical humanist paradigm "emphasises the importance of overthrowing or transcending the limitations of existing social arrangements" (Burrell & Morgan, 2019, p. 32). Because of this, research within this paradigm is concerned with the issues of power, and politics, domination, and oppression, although it would approach these issues within a subjectivist ontology (Saunders et al., 2019).

Appendix 4

Questionnaire answers in Danish, cleaned.

Spørgeskema angående motivation for brugen af CRM-systemer i Cembrit

Formålet med spørgeskemaet er at få et dybere indblik i jeres opfattelse af implementering samt brugen af CRM-systemet i Cembrit. Ligeledes søger vi en bredere forståelse af hvordan de forskellige værktøjer i systemet har påvirket jeres arbejdsgange.

Alle besvarelser vil blive behandlet anonymt og vil kun blive benyttet som empiri i en kandidatafhandling, som ser nærmere på de motivationelle processer og angsten for at gøre brug af nye teknologiske systemer, i en international virksomhed.

Til den første del af spørgeskemaet vil vi gerne have dit indblik i hvordan du føler introduktionen af CRM-systemet er forløbet, samt hvordan dit indtryk af ledelsens håndtering har været.
Spørgsmål 1: Hvad er din holdning til ledelsen præsentation af CRM-systemet, da det blev implementeret?
1. Kan ikke huske det blev præsenteret... 2. Kan jeg ikke svare på da systemet allerede var implementeret da jeg startede i Cembrit. 3. OK - Fin instruktion i brugen med div. Work shops. 4. Positiv. 5. Jeg var ikke i virksomheden da CRM blev implementeret. 6. Den var fin nok. 7. De oversolgte systemet, da det ikke lige var den "forkromede" version, der blev valgt, men nærmere en BETA-version iflg. min opfattelse. Der har været RIGTIG mange til rettelser undervejs.
Spørgsmål 2: Hvordan har ledelsens præsentation af CRM-systemet påvirket din opfattelse af formålet med systemet? - Har præsentation medført at du kan se en mening eller formål med at tage teknologien i brug?
1. Kan se meningen men ikke pga. ledelsens præsentation. 2. KØL har fint fortalt om CRM og jeg har stor forståelse for brugen af CRM. 3. Jeg opfatter det som om det giver mig et godt overblik og vores kunder i hverdagen. 4. Formål og anvendelse er klar. 5. N/A. 6. Ja, men jeg bruger det også meget. 7. Kan godt se formålet, så længe det bliver på et rimeligt niveau. Fokus skal stadig holdes på salg og ikke på "et system for systemets skyld".
Spørgsmål 3: Hvordan bakker ledelsen op om at gennemføre CRM initiativer?
1. ? 2. Ja! 3. I nogen grad. 4. Der er afsat tid og resurser til bl.a. undervisning. 5. N/A. 6. Tror det er godt. 7. Indkaldelser til møder mm sker stadig via Outlook Har ingen anelse om de selv bruger det.
Spørgsmål 4: Føler du at ledelsen indbyder til en åben dialog omkring den teknologiske forandring som et CRM-system medbringer?
1. ? 2. Ja det vil jeg mene. 3. I nogen grad. 4. Ja. 5. N/A. 6. Ja det gør jeg. 7. Der er ikke så meget dialog omkring hvad den "teknologiske forandring" bringer med

Anden del af spørgeskemaet fokuserer på den oplæring i har haft i forbindelse med introduktion af CRM-systemer og i den forbindelse om du føler den har været tilstrækkelig til at du har kunnet tage CRM-systemet i brug uden besvær.
Spørgsmål 5: Hvordan har medarbejder oplæringen i brugen af CRM-systemet været i forhold til at få de nødvendige færdigheder til at forbedre kundeforhold?
1. Er superuser. 2. Middel oplæring, der har efterfølgende været en del spørgsmål, når man først sidder med systemet til hverdag. Men altid en venlig kollega man kunne spørge. 3. OK - workshops og lign., samt nogle "super brugere" man evt. kunne henvende sig til. 4. Kunne være bedre. 5. N/A. 6. Godt. 7. Den har været ok. "Learning by doing" fungerer fint med lidt input/sparring undervejs.
Spørgsmål 6: Har oplæringen i CRM-systemet indeholdt en demonstration i hvordan du får adgang til, behandler og bruger den fornødne information i dit arbejde?
1. Er superuser. 2. Ja en kort præsentation i starten af ansættelsen, men ærligt så lærer man det først når man arbejder med det til daglig. 3. Ja. 4. Ja. 5. N/A. 6. Ja det syntes jeg. 7. Jo.
Spørgsmål 7: Er der tilstrækkelige vejledninger eller personer du kan benytte hvis der skulle opstå behov for at opfriske din viden om brugen af CRM-systemet?
1. Ja, men manuale måtte meget gerne bliver oversat og holdt opdateret på dansk. 2. Ja altid søde kolleger der vil hjælpe. Vejledninger synes jeg ikke har været logisk at finde på vores intranet eller fælles drev. Jeg ved de eksisterer. 3. Ja. 4. Ja. 5. N/A. 6. Ja helt sikkert. 7. Jo. Et par superbrugere kan kunne være til hjælp hvis nødvendigt.

Tredje del omhandler din personlige motivation til at bruge CRM systemet. Her ønsker vi at få indblik i om der er nogle faktorer der har påvirket din motivation for at bruge systemet, samt hvilken påvirkning CRM-systemet har haft på dine arbejdsgange.
Spørgsmål 8: Hvad motiverer dig til at bruge CRM-systemet? Hvis du ikke føler dig motiveret, hvilke faktorer har indflydelse på det?
1. At jeg kan se meningen med brugen af det i mit daglige arbejde. 2. CRM er en del af min DNA når jeg arbejder. Jo lettere det er at benytte jo mere er man interesseret i at logge den information man har. 3. Motivationen ligger i, at man har adgang til alle data på kunden. f.eks. tilbud o. Lign. 4. Kundeinfo samlet et sted. 5. N/A. 6. Jeg bruger det meget, så ved man jo hvad man har talt med kunden om næste gang man er der. 7. Det holder styr på min historik i min kalender og på kunderne.
Spørgsmål 9: Hvor ofte bruger du CRM-systemet i din dagligdag og til hvilke henseender?
1. Hver dag. Opportunities, leads, kunder, app., referencer mv. 2. Ja hver dag - registrering iht mine kunder. 3. Dagligt! Aftaler, tilbudsopfølgning etc. 4. Hver dag. 5. N/A. 6. Jeg bruger det flere gange om dagen. 7. Dagligt. Nogle dage mere end andre. Diverse opfølgninger og opportunities.

Spørgsmål 10: Hvordan påvirker CRM din måde at arbejde på?
1. Det gør nogle ting nemmere, men alt med måde... CRM skal ikke fylde alt…. Kunderne skal være i fokus, IKKE CRM. 2. Skaber struktur. 3. Positivt. 4. Nemt at tilgå info om kunder, men dog en del skærmtid. 5. N/A. 6. Det er et godt redskab. 7. Den holder mig mere på kontoret og mindre ved vores kunder.
Spørgsmål 11: Hvilke oplysninger noterer du på en ny kunde?
1. Alle relevante oplysninger. 2. Har ikke oprettet nogle nye kunder endnu. 3. Grundfacts som adresse, kontaktpersoner, etc. Evt. aftaler lavet pr. telefon eller mail - så de kan tilgås af alle og senere. 4. Ingen ændringer ift. tidl. systemer (Super Office & DTM). 5. N/A. 6. Ingen ændring i arbejdsrutiner - Skriver hvad vi talte om. 7. Aftaler/priser/opfølgninger/evt. referencer/arrangementer.
Spørgsmål 12: Hvilke oplysninger noterer du på en eksisterende kunde?
1. Alle relevante oplysninger. 2. Møder, specielle aftaler, generel rettelse af kundekortet, fx nye ansatte og meget mere. 3. Grundfacts som adresse, kontaktpersoner, etc. Evt. aftaler lavet pr. telefon eller mail - så de kan tilgås af alle og senere. 4. Indhold af møde/projekter m.v. 5. N/A. 6. Hvad man talte om. 7. Kontakt-informationer og evt. mundtlige aftaler.
Spørgsmål 13: Hvordan bruger du denne information på længere sigt?
1. Søger kunde info, tlf. mail m.v. 2. Reelt bruges CRM som en "dagbog" så man kan huske hvad der er aftalt m.v. 3. Som huskeliste til hvad historikken er på kunden. 4. Opfølgning. 5. N/A. 6. Så man ved hvad der har været talt om. 7. Kan finde tilbage til mundtlige aftaler.
Spørgsmål 14: Assisterer CRM-systemet og ByggeFakta dig i at opnå et bedre forhold til dine kunder? Hvis ja, i hvilke henseender? Hvis nej, hvorfor ikke?
1. Jeg får leads og opportunities fra BF hvilket gør det nemmere at få kontakt til korrekt kontaktperson ved min kunde. 2. Jeg har ikke adgang til ByggeFakta. CRM gør at jeg ved hvor de enkelte personer sidder og hvilke indkøbsforeninger de hører under, da det er registreret på kundekortet. 3. CRM giver et indblik i hvad der tidligere er sket hos kunden af aktiviteter, således også kunden tænker vi kender dem. 4. Relevante data på kunden + overblik over hvilke projekter der arbejdes med. 5. N/A. 6. Bruger ikke ByggeFakta. 7. Bruger ikke ByggeFakta. Nemmere at overskue, hvad vi har sendt til kunden og evt. aftaler.

Spørgsmål 15: Føler du at brugen af CRM-systemet vil kunne forbedre din arbejdspræstation? Hvis ja, hvordan? Hvis nej, hvad mangler det?
1. Det gør den allerede i dag. 2. Da jeg allerede bruger CRM, synes jeg ikke spørgsmålet er relevant? - Generelt synes jeg at et CRM-system, som ikke er for tungt at arbejde i, gør at man arbejder mere struktureret. 3. CRM gør at jeg altid er opdateret på hvad der sker/er sket hos kunden, samt hvilke tilbud og projekter han er involveret i. Så PT tænker jeg CRM fungerer OK - måske omsætningstal kunne integreres i CRM - så de ikke skal søges andet steds. 4. Ja. 5. N/A. 6. Ja helt sikkert, når man kommer ved så mange forskellige kunder. 7. Til tider bliver der brugt for meget tid på eks. opfølgning på diverse quotes/opportunities, når vi ved at sagerne kommer uanset med den position vi pt har i markedet. Systemet kan være med til at holde styr på det vi sender til kunderne.
Spørgsmål 16: Hvordan har du det med at dele din viden omkring kunder med dine kollegaer og føler du at det vil påvirke din værdi for virksomheden?
1. Det har jeg det fint med. 2. Det har jeg det fint med. Selvfølgelig påvirker det ens værdi for virksomheden, da man får registreret informationer, som måske kun lå hos den ansatte. 3. Helt fint. Vidensdeling er vigtig, der er ikke nogen der "ejer" en kunde - det er Cembrit kunde :-) 4. Positivt. 5. N/A. 6. Jeg har det fint med at dele. 7. Det har jeg ikke noget problem med.

Appendix 5

Questionnaire answers in English, cleaned.

Questionnaire regarding motivation of using CRM-systems in Cembrit.

The purpose of the questionnaire is to gain deeper insight of your perception of implementation as well as the use of CRM-systems in Cembrit. Likewise, we seek a broader understanding of how the different tools in the system has affected your workflows/work processes.

All the answers will be treated anonymously and only be used as empiricism in a master's thesis, which will take a closer look at the motivational processes and the anxiety of using new technological systems in an international corporation.

For the first part of the questionnaire, we would like your insight into how you feel the introduction of the CRM-system has progressed as well as your impression of how the management's handling has been.
Question 1: What is your opinion of the management's presentation of the CRM-system when it was implemented?
1. Cannot remember it being presented…   2. I cannot answer, as the system was already implemented when I started at Cembrit.   3. OK – Fine instructions in the use with various workshops.   4. Positive.   5. I was not in the corporation when CRM was implemented.   6. It was okay.   7. They oversold the system when it was not exactly the "gold-plated" version which was chosen but rather a BETA version according to my perception. There has been A LOT of adjustments along the way.
Question 2: How have the management's presentation of the CRM-system affected your perception of the purpose of the system? Has the presentation led to you seeing a meaning or purpose of using the technology?
1. I can see the meaning but not because of the management's presentation.   2. KØL has told of CRM and I have a large understanding of the use of CRM.   3. I perceive it as giving me a nice overview and our customers in everyday life/the weekday.   4. Purpose and application are clear.   5. N/A.   6. Yes, but I also use it a lot.   7. Can see the purpose as long as it stays at a reasonable level. Focus is still to be maintained on sales and not on "a system for the sake of the system".
Question 3: How does management support the completion of CRM initiatives?
1. ?   2. Yes!   3. To some degree.   4. Time and resources have been set aside for education among other.   5. N/A.   6. I think it is good.   7. Convening of meetings etc. is still taking place via Outlook. Have no idea if use it themselves.
Question 4: Do you feel that management invites to an open dialogue about the technological changes that a CRM-system brings?
1. ?   2. Yes, I would say so.   3. To some degree.   4. Yes.   5. N/A.   6. Yes, I do.   7. There is not really a dialogue about what the "technological change" brings.

The second part of the questionnaire focuses om the training you have had in connection with the introduction of CRM-systems and in that connection if you feel that it has been sufficient for you to start using the CRM-system without trouble.

Question 5: How has employee training in using the CRM-system been in relation to attaining the necessary skills to improve customer relations?

1. I am a superuser.
2. Average training. Afterwards, there has been quite a few questions when actually used the system for everyday use. But always a friendly colleague one could ask.
3. Ok. Workshops and the like as well as some superusers one optionally could turn to.
4. Could be better.
5. N/A.
6. Good.
7. It has been ok. "Learning by doing" works well with some input/sparring along the way.

Question 6: Has the training in the CRM-system contained a demonstration of how you gain access to, treat, and use the necessary information in your work?

1. I am a superuser.
2. Yes, a brief presentation in the beginning of employment but honestly you do not learn it until you work with it every day.
3. Yes.
4. Yes.
5. N/A.
6. Yes, I think so.
7. Yea.

Question 7: Are there adequate guides or people you can use if the need should arise to refresh your knowledge of the use of the CRM-system?

1. Yes, but the manual may well be translated and kept updated in Danish.
2. Yes, always nice colleagues who will help. Guides I have not found logical to find on our shared drive. I know they exist.
3. Yes.
4. Yes.
5. N/A.
6. Yes, definitely.
7. Yea. A couple of superusers could be helpful if necessary.

The third part deals with your personal motivation for using the CRM-system. He we wish to gain insight on whether some factors have affected your motivation for using the system as well as which effect CRM-systems has had on your work processes.

Question 8: What motivates you to use the CRM-system? If you do not feel motivated which factors has had an influence on this?

1. That I can see the meaning of the using it in my daily work.
2. CRM is a part of my DNA when I work. The easier it is to use the more one is interested in logging the information one has.
3. The motivation lies in having access to all the data on the customers e.g., offers and the like.
4. Customer information gathered in one place.
5. N/A.
6. I use it a lot because you know what you talked about with the customer the next time you are there.
7. It keeps track of my history in my calendar and on the customers.

Question 9: How often do you use the CRM-system in your daily life and in which respects?

1. Every day. Opportunities, leads, customers, apps, references etc.
2. Yes, every day – registration according to my customers.
3. Daily! Appointments, offer follow-ups etc.
4. Every day.
5. N/A.
6. I use it several times a day.
7. Daily. Some days more than others. Various follow-ups and opportunities.

Question 10: How does CRM affect your way of working?
1. It makes some things easier but all in moderation… CRM should not take over everything… The customers should be in focus NOT CRM. 2. Creates structure. 3. Positive. 4. Easy to access information but a lot of screen time. 5. N/A. 6. It is a good tool. 7. It keeps me mor in the office and less by our customers.
Question 11: What information do you take note of regarding a new customer?
1. All relevant information. 2. I have not created any new customers yet. 3. Basic facts like address, contact person etc. Optionally, appointments made by phone or e-mail – so it can be accessed by all and at a later time. 4. No changes compared to previous systems (Super Office & DTM). 5. N/A. 6. No change in work routines – Writing what we talked about. 7. Appointments/prices/follow-ups/optionally, references/events.
Question 12: What information do you take not of regarding an existing customer?
1. Alle relevant information. 2. Meetings, special appointments, general correction of the customer card, e.g., new employees and much more. 3. Basic facts like address, contact person etc. Optionally, appointments made by phone or e-mail – so it can be accessed by all and at a later time. 4. Content of meeting/projects etc. 5. N/A. 6. What you talked about. 7. Contact information and optionally, oral agreements.
Question 13: How do you use this information in the long run?
1. Searching customer information, phone, e-mail etc. 2. CRM is actually used as a “diary” as to remember what has been agreed upon etc. 3. As a list of the history of the customer. 4. Follow-up. 5. N/A. 6. As to know what has been talked about. 7. To go back and find oral agreements.
Question 14: Do the CRM-system and ByggeFakta assist you in achieving a better relationship with your customers? If yes, which respects? If no, why not?
1. I get leads and opportunities from BF which makes it easier to establish contact to the correct contact person at my customers. 2. I do not have access to ByggeFakta. CRM allows me to know where the individual people sit and which purchasing associations they belong to as this is registered on the customer card. 3. CRM gives insight into which activities previously has happened at the customer thus the customer thinks we know them. 4. Relevant data on the customer + overview of which projects are being worked on. 5. N/A. 6. Does not use ByggeFakta. 7. Does not use ByggeFakta. Easier to monitor what has been sent to the customer and positionally agreements

Question 15: Do you feel the use of the CRM-system could improve your work performance? If yes, how? If no, what is missing?
1. It is already today. 2. As I am already using CRM, I do not find the question relevant? – Generally, I think that a CRM-system, which is not too difficult to work with makes ones work more structured. 3. CRM ensures that I am always updated on what happens/has happened at the customer, as well as which offers and projects, he is involved in. Currently I think CRM is working OK – maybe revenue could be integrated in CRM – So they do not have to be sought elsewhere. 4. Yes. 5. N/A. 6. Yes, definitely when visit so many different customers. 7. At times too much time is used on e.g., follow-ups on various offers/opportunities when we know the cases are coming regardless of the position we currently have on the marked. The system can assist in keeping track of what we send to the customers.
Question 16: How do you feel about sharing your knowledge about customers with your colleagues and do you feel that it will affect your value to the corporation?
1. I am fine with that. 2. I am fine with that. Of course, it affects your value to the corporation as you register information which previously maybe only lay with the employee. 3. Fine. Knowledge sharing is important nobody “owns” a customer – it is Cembrit’s customer. 4. Positive. 5. N/A. 6. I feel fine sharing. 7. I have no problems with that.

Appendix 6

Interview guide used for interview with Annette Brunsgaard Tymm, Head of Nordic Marketing.

Thank you for taking the time to talk to us. Before we start the interview, we would like to hear whether you prefer to be anonymous, in the use of the quotes we will be using in the project, or whether it is fine with you that we mention you by name or position. Should you wish to remain anonymous, we have a confidentiality agreement with us which you can sign.

1. To start off softly, we would like to hear a little about you, your position, as well as your function and how long you have been at Cembrit.
2. Next, we would like to hear about how you feel about being introduced to new digital technical systems.
3. We would also like to get an insight into your involvement in relation to the CRM-system in Cembrit.
4. Do you feel that Cembrit is utilizing the full potential of the CRM system?
    a. Can you see an advantage to Cembrit as a company getting better at using the system?

The next few questions deal with the second launch of the CRM-system developed in-house, as well as the presentation and how the staff in the sales department received this presentation.

5. In relation to the implementation of the global CRM system developed in-house, how did it go? - That is, the introduction of the CRM system.
6. Was a definite purpose for the use of the system presented along with the presentation that the employees should start using it?
    a. Can you elaborate on this purpose?
7. How was the system received by the employees in the sales department?
    a. Were there any signs of reluctance among the employees to use it?
8. Were there and are there any introductory courses, guides or other training offered to teach the employees (and yourself) to use the tools in the system?

The next few questions deal with your attitude towards the CRM-system as well as your role as head of the department.

9. Firstly, we will inquire about what your own expectations have been for the use of the system? (If specification is needed: Preferably in general for Cembrit as a company, but also for your department)
10. What motivates you to use the CRM-system?
11. How do you use the CRM system in your department?
    a. Do you have any future plans, or expectations for the use of the CRM system in your department?
12. Do you think that you as a manager have received enough knowledge / training in how your department can utilize the CRM system to help the employees in your department to understand the purpose of using it?
13. Would it, or does it already, help your department to share in on the knowledge that other departments can add to the system?
    a. If so, what departments' knowledge?
    b. And how could you use it?
14. What effort have you made, or continue to make, to motivate the employees in your department to use the CRM system?

The last few questions we have concern your department's use of CRM in relation to the sales department.

15. How is your department's role in relation to the sales department?
    a. Does your department's use of the CRM-system affect the sales department's use and vice versa?
16. Do you feel that the employees in the sales department use the CRM system in a sufficient sense?

Appendix 7

Interview guide used for interview with Brian Christiansen Bjellum, Head of Sales and Projects.

Tak fordi du har tiden til at snakke med os. Før vi starter interviewet, vil gerne have lov at høre om du foretrækker at være anonym, i brugen af de citater vi benytter i projektet, eller om det er fint med dig at vi nævner dig med navn eller stilling. Skulle du ønske at være anonym har vi en fortrolighedsaftale som kan underskrives.

1. For at starte blødt ud vil vi gerne høre lidt omkring dig, din stilling og hvor lang tid du har været ved Cembrit.
2. Dernæst kunne vi godt tænke os at høre om hvordan du har det med at blive introduceret til nye tekniske systemer
3. Vi kunne også godt tænke os at få et indblik i din involvering i forhold til CRM-systemet i Cembrit.
4. Føler du at Cembrit udnytter CRM systemets fulde potentiale?
    a. Kan du se en fordel ved at Cembrit, som virksomhed bliver bedre til at bruge systemet?

De næste par spørgsmål vi har omhandler lanceringen af systemet, samt medarbejderne i salgsafdelingens modtagelse af præsentationen af systemet.

5. Hvordan forløb introduktionen af CRM-systemet i salgsafdelingen?
6. Er der blevet præsenteret et decideret formål for brugen af systemet sammen med præsentationen af at det skulle lanceres?
    a. Kan du uddybe dette formål?
7. Hvordan blev systemet modtaget af medarbejderne i salgsafdelingen?
    a. Var nogle modstandere af at bruge det?
8. Var der, eller bliver der, tilbudt nogle introduktionskurser, guides, eller anden form for træning til at lære de ansatte, og dig selv, hvordan man bruger værktøjerne i systemet?

De næste par spørgsmål omhandler din indstilling til CRM-systemet samt din rolle som leder for salgsafdelingen.

9. Først vil vi forhøre os om hvad dine egne forventninger har været til brugen af systemet? Gerne generelt for Cembrit som virksomhed, men også for din afdeling.
10. Hvad motiverer dig til at bruge CRM-systemet?
11. Hvordan bruger I CRM-systemet i din afdeling?
    a. Har du nogle planer, eller forventninger til den fremtidige brug af CRM-systemet i jeres afdeling?
12. Mener du at du som leder har fået nok viden om hvordan din afdeling kan udnytte CRM-systemet?
13. Ville det, eller gør det allerede, hjælpe din afdeling at få del i den viden andre afdelinger kan tilføje i systemet?
    a. Hvis ja, hvilke afdelingers viden?
    b. Og hvordan kunne I bruge den?
14. Hvilken indsats har du gjort, eller fortsat gør du, for at motivere medarbejderne i din afdeling til at benytte CRM-systemet?
15. Føler du at medarbejderne i salgsafdelingen benytter CRM-systemet i tilstrækkelig forstand?

Appendix 8

Transcription of interview held with Annette Brunsgaard Tymm, Head of Nordic Marketing.

I: Yes, well, thank you for taking the time to talk with us. Before we start the interview, we would like to hear from you whether you prefer to be anonymous in the use of the quotes we will be using in the paper or whether if it is fine with you that we mentioned you by name or position, should you wish to remain anonymous? We have a confidentiality agreement which you can sign.

R: No, please feel free to use my name and all the quotes.

I: Thank you. We would like to hear a little about you or your position as well as your function and how long you have been with Cembrit.

R: Today I am the Nordic marketing manager and have been for the last two and a half years. Before that, I was a Danish marketing manager. I have been here since 2014.

I: Perfect. Next, we would like to hear about how you feel about being introduced to new digital technical systems.

R: I am in marketing. You are used to changing things a lot. New CRM systems, new ERP systems, new CMS systems, you name it. So, I mean, we are quite used to it. And of course, it is always easier to work with the systems that you already have and have been using for several years. But I do not see it as a problem.

I: OK, we would also like to get an insight into your involvement in relation to the CRM system here in Cembrit .

R: I am not really that involved in it when we changed the system in 2014, the project was actually owned by marketing, but that has changed on the way. So now it is run by sales. And I think it is really the right decision. So, we are not really using it as much as we should have. And we are looking into the system for references and information about different cases when we are creating PR and stuff like this. So, we do not really use it as much as we should. We have, of course, marketing lists and gathering information about who we are sending Christmas presents to and stuff like this. But it is basic things. I was just told today that I have not been using it for a long time, so I was actually being kicked out of the system.

I: So, this is something it does automatically?

R: No. It is Sushma who is responsible for the technical parts. She can see who has not been locked in for a long time. so, she was like, are you really using the system, or I will just give your license to another person.

I: Do you use it in relation to the Nordic teams?

R: No.

I: No collaboration or anything like that?

R: No.

I: Do you feel that Cembrit is utilizing the full potential of the system?

R: I am sure that we could do much more, but I think that within the last four or five years, we have begun to use it even more than we have before that. I think the salespeople have begun to see it as a resource that is becoming so much easier for them. They have it on the phone. They can very easily put information on the road. They do not have to wait until Friday when they are sitting in the office. So, I think it is being used so much more than it ever has. And I also think the fact that our super users today are coming from sales, it is one from each team and they can actually explain so much better to their colleagues how it is being used instead of me from marketing, having to tell them "Now you need to use it in this and this way". So, it is really working out so much better because they know what they are up against every day. So, they can really explain it in more detail.

I: OK, great. Well, you have actually answered the next question. Perfect. So, let us move on. The next few questions will deal with the second launch of the CRM system developed in-house, as well as the presentation and how the staff and the sales department received this presentation in relation to the implementation of the global CRM system. How did it go? That is the introduction of the CRM system.

R: I think at that point we were quite used to changing systems because we have done it a lot. And I think that we had the presentation material, the training material ready and we had the super users ready. I think it has been going so much easier this time again. And the system was also quite tailored to their needs, and they were involved. So, I think they could see the everyday working lives in the system. And that made it easier to use for them to swallow that we now again have to change the system. And the management today also says you have to use a system. There is no doubt you cannot get around it. That is just the way it is.

I: OK, so they are forced to use it.

R: Yes.

I: OK, well, that is a good incentive.

R: Absolutely. And I also know that it is actually one of the things that they are asking for when they are hiring new people. Can you use a CRM system? Are you used to working with the CRM system, and I think that is a really good point, because if you are just used to being the old school salesperson sitting in your car and having your notebook and not writing anything into a digital system, that just does not work?

I: Do you feel like some of the acceptance towards this system is because it has been developed in-house instead of, like you talked about, that it was tailored for the sales department now.

R: Both yes and no. Of course, it makes it so much easier to get in your system if it is tailored to your needs. But I think having an external company doing that for you, I think it will still be tailored to the needs of the salespeople. I am not sure that it makes a big difference whether it is in-house or externally.

I: Was the definite purpose for the use of the system presented along with the presentation, that the employee should start using it?

R: I think that has been clear for them for a long time, even before the launch of the new system and within the training that I would guess that it I mean, they were informed about how to use it. And it is not that much different from the old system that we had. The process is at least the same following the processes of the natural setting and in the building industry.

I: OK, so there was not a clear purpose presented to them, like why they should use it, which is something that they already knew.

R:Yes. Because I mean, we have always been using a CRM system, somebody more than others, but. Yeah, so they have always known the purpose I think.

I: How was the system received by the employees in the sales department.

R: I am not, 100 percent sure actually, because I was not involved in the second launch. OK, but I think overall what I hear is that it is quite intuitive. And again, to their needs, and we can find the things that we need to pull from the system, so but for marketing purposes, I am not sure that this is the system I would go for. But yeah, that is a completely different story now.

I: Did you experience any reluctance amongst employees to adopt this second launch?

R: No, no. but I think if you are asking in Sweden or in Norway, you would find it very much different. It has been really, really difficult in Sweden for her to explain how to use the system and why to use the system. And I am not really sure what system they had before, actually. But the change has been really difficult for them. And I do not know if because in Sweden, it is actually still owned by marketing. And she is a super user. And I am actually sure that it really does make a difference because she does not know their way of working specifically. And in Norway, I think the reason why they were a bit more reluctant was that they had a really perfect system. They were using Super Office. And that was I mean; they have been using it for so many years that it was completely tailored to the specific things that they are doing, and they were so used to that system. So, it was very difficult for them to change. That was also owned by marketing. But she is very much into sales. So, I think that has helped the process a bit.

I: Were there and are there any introductory courses, guides or other training offered to teach the employees and yourself to use the tools within the system?

R: I am not sure there has been any new material, but from the launch I cannot really remember what it was, 14, 15 or something. There was created some really, really nice training material with screen dumps and explanations on how to create all kinds of things. So that was really nice material.

I: But there aren't any updated versions?

R: I do not know, and I am not sure they would use it anyway. I mean they would probably use it for the first week when the system is implemented, but then they call and ask the super user instead. I mean they are mostly men who do not read the instructions to say.

I: The next few questions deal with your attitude towards the CRM system as well as your role as head of the department. First, we will inquire about what your own expectations have been for the use of the system.

R: I expect the salespeople to put information about the projects and I expect them to take pictures whenever it is relevant. I expect them to put information in that we can use for press releases. I expect them to make sure that we have permissions to newsletters. But that is because I am in marketing. I am sure that they, of course, use it as a follow up tool for their pipeline, of course. And I know that the market director, he is looking into the system, whether they are following up on the specific projects and how much is in the pipeline, that is really important for him, of course. So, but it is way more basic things that I need in marketing.

I: That relates a little bit to the next question. What motivates you to use the CRM system?

R: I can find the information I need without having to contact the salesperson. I mean, it is also for us in marketing. We have all kinds of lists because we cannot really remember who we sent the Christmas presents to in 2016 or 17 and how much do I have to order next year. And so, it is really those basic things as well. And we are sending POS material. That is also something we put into the CRM system. That, of course, motivates us also to make sure that the salespeople keep it updated. We ask them once in a while, could you please just drive around your area to check up on the presentation material that they have and put it in the system to make sure that we have an overview of whether it needs to be updated and stuff like that.

I: So, you already talked about how you use the system in your development. So, in addition to this, do you have any future plans or expectations for the use of the CRM system here in your department or in Cembrit in general?

R: Actually, we are just this week implementing NPS, and this will definitely be something that is going to be used in CRM. It will be combined at least, I hope this week, because right now what we get from the NPS surveys is going into some dashboards and stuff like that. And that is, of course, something that needs to be available from the CRM system for the salespeople. And this is also where they should follow up. Of course, if they get a bad review, they need to call the person and say, “how can I help you with this? We really want to be better”. So that is at least the latest thing that we will be getting into the system. And I really actually have high expectations.

I: Do you think that you as a manager have received enough knowledge and training in how your department can utilize the CRM systems to help the employees in your departments understand the purpose of using it?

R: No, because I am actually sure that the system can do so much more than we are using it today. It is a huge system, and it has so much potential, and we are not using it. We have been talking about buying click dimensions at some point as an add on through to the system to make sure that we could have all the permissions for the newsletters and stuff like that in the system, pulling it directly from the CRM. So, we do not have to keep it in two different places. Today we have two commissions in one place and the same people checking off in CRM. When somebody wants to receive the newsletter, that really does not make any sense because they do not sleep together, these two systems. So, it would have been really, really nice to be able to do something from the CRM system or at least from an add-on that talks together with the system and makes really good sense. But yeah, that did not really work out. And then we have some marketing automation also coming into place quite soon. And we will definitely also get some information into the system that we can definitely use. I do not know if it will be a point system or something, the way you get some points when a customer has been visiting the website on so many pages, has spent so much time on the website, then they get a certain score and then it comes into the system. And yeah, the salesperson can call them up and say, yeah, you are really interested in that. so, a lot of a lot of digital things are going on also as part of our new strategy, the overall Cembrit strategy. So yeah. So, I think CRM will definitely be involved in most of these projects somehow.

I: Would it or does it already help your department to share in the knowledge that other departments can add to the system?

R: Yes,

I: What department's knowledge?

R: Sales, and actually also of the technical department. They talk on the phone with our customers. That is what they do all day. And I mean, they really have to find a way to send this information to the salespeople who can follow up on this if it is relevant. So mostly sales and the technical department.

I: Could you clarify on how you could use this information which they could provide?

R: I mean of course I think I already told you about the references, for instance, from the sales to salespeople, information for press releases and stuff like that. So specifically on cases and the technical department, that is of course mostly interesting for the salespeople. But when they get the information, then afterwards we get the cases. So, yeah.

I: What efforts have you made or continue to make to motivate the employees in your department to use the CRM system.

R: I tell them that is where they can find information. So, I mean we are a small department. We are just talking about the references as we go along, but that is mainly what we are using it for.

I: The last few questions we have concerning your department's use of CRM in relation to the sales department. So how is your department's role in relation to the sales department?

R: We provide them with sales material and presentations and, yeah, pushing out press releases and just helping them to have some material that they can use to get in the door with the architects and contractors.

I: In relation to this, does your department use off the CRM system, affect the sales departments use?

R: No, I think we just give them more tasks to do in there because we are the ones needing the information and we want them to go find it because they are the ones visiting the customers. So, it is mainly that way around. We do not put anything into the system that they can use.

I: Do you sometimes provide the salespeople with leads in regard to information about new upcoming projects or anything related to that. Or do you have any tools to do so in Cembrit?.

R: Yes, but it is not going into the CRM system today. But we have different tools. I cannot remember what it is called, Analytics Pro or something, from ByggeFakta where we can actually see who has been on the websites and what they have been looking at. And that information should go into the CRM system, but it does not today by choice. Actually, we asked the sales manager from the project team, and he did not want it in there. He has access to the backend of analytics pro, and he pulls the information directly from that and then he puts it in the CRM system if he finds it relevant. So of course, it comes in there, but it is not automatic.

I: I remember something about that one being reluctant to include ByggeFakta into the CRM system. Do you feel that the employees in the sales department uses the CRM system in a sufficient sense?

R: Yes, they could always put in more information, but I mean, no, but I think they are actually quite good at using it. We have some old guys. I am saying old guys. That just means they have been in Cembrit for a long time, and they are not really using it as much as they should. But I think overall they do put in the information that they are supposed to. So overall, I think they are doing quite well.

I: Yeah, you can also put too much information.

R: Yeah.

I: If they spend four hours a day getting information that is too much.

R: Yeah.

I: We talked about it a bit, but did anyone express a negative attitude towards the new technologies implemented in their departments?

R: No, not to my knowledge.

I: Then just a follow up question. You stated that using a third party to develop a system would not affect the use of it and the design of it basically. So, in relation to a general system, do you feel that using a third party would have a better effect than doing it in-house?

R: I think that actually depends on who is actually creating the system in-house. And quite often its people sitting in a holding company in a group function who are not really related to sales in any way. They do not know the market, and then it might as well be some external company. I really do not think it makes any difference because they do not know the sales, they do not know the market. They do not know how the salespeople are working. So that is really why I am saying it does not really matter. I think unless it is people who are actually sitting in the sales department, and it is really close to the market and knows how they really want the system to work.

I: Do you feel that the third party has to include the same requirements you do in relation to sales and marketing? So, if, for example, you have a requirement for something you want to be in the system, do you feel that they are already included or something you need to elaborate to make sure that it is included in the system?

R: Well, I think quite often you are presented with a shell, and you have to put a lot of things into the system yourself. You have to design it to whatever works for you. But I think quite often it is quite basic needs, but still it has to be tailored. It always has to be tailored because we are working differently even in the different Cembrit departments. So, creating a global system was not really I mean, we could create a global Cembrit shell, but it still had to be localized to fit the sales departments because we were also working really differently across the borders.

I: And do you especially think there is a difference between the Global Initiative and, for example, the Nordic initiatives?

R: The global and Danish? Yes, we were always quite different in the Danish team, I think mainly because we have been far ahead digitally for many years compared to some of the other markets. I mean, when we implemented this CRM system, they were still using Excel sheets and some of the markets. So, it is just combining apples and pears.

I: And you said that you are far ahead in the digital part. Do you feel that comes from management or where is that motivation from?

R: Yes, management.

I: Why do you feel that it is lacking in the different departments? Is it because of management is not pulling it through or is it just the employees?

R: Employees

I: So, in relation to the other countries, you stated that they use Excel and related methods. Is that because the head of the department or the management has not pulled strings to get more digitized?

R: Yes, I think so. And they just have not had the resources. I think it is smaller offices in many of the other departments and smaller turnover. Smaller markets all in all.

I: Great, as the Nordic manager of the marketing department, have you experienced any cultural differences in the use of the CRM system?

R: I do not know if it is a cultural difference. I think it is not a culture border thing. I think it is just a working culture thing. What you are used to and how you are used to work. Yeah. I mean, it is still the culture.

Appendix 9

Transcription of interview held with Brian Christiansen Bjellum, Head of Sales and Projects.

I: Tak fordi du har tid til at snakke med os. Før vi starter interviewet, så vil vi gerne have lov til at høre, om du foretrækker at være anonym. Eller om det er okay, at vi benytter dine citater, navn og stillingen i projektet.

R: Det er helt fint, jeg behøver ikke være anonym.

I: For at starte blidt ud, så vil vi gerne starte med at høre lidt omkring dig og din stilling, samt hvor lang tid du har været ved Cembrit.

R: Brian Christiansen Bjellum, jeg har været i Cembrit siden 1. oktober 2019. Så det må være halvandet år. Stilling er salgschef i projekt.

I: Så kunne vi godt tænke os at høre om, hvordan du har det med at blive introduceret til nye tekniske systemer.

R: Det synes jeg er fantastisk.

I: Så kunne vi godt tænke os at få et indblik i din involvering i forhold til CRM-systemet i Cembrit.

R: Altså min involvering i implementeringen eller generelt?

I: Jo, faktisk. Begge dele.

R: Under selve implementering af CRM var jeg ikke ansat, så jeg har ikke været særligt involveret i den del. Da jeg startede, var det meget nyt og der havde de haft det i 4 måneder.

I: Hvordan bruger du det i din daglig?

R: Jeg bruger det til at notere de aftaler jeg har ind. Så bruger jeg det meget som en database over de aftaler jeg har og over de projektsager jeg følger. Derudover lægger jeg de ting, jeg har talt med vedkommende om. Så for mig er det en database.

I: Føler du at Cembrit udnytter CRM systemet til dets fulde potentiale?

R: Nej det gør jeg egentlig ikke.

I: Er det noget du kan uddybe på?

R: Altså man kan sige at jeg ikke syntes at vi er gode nok til at ligge reference ind. Altså man kan meget mere med vores CRM-system end det vi bruger det til og det synes jeg er lidt ærgerligt. Blandt andet references er vi ikke gode nok til at ligge ind. Jeg synes heller ikke altid, at vi er gode nok til at udfylde sagerne. Jeg havde et møde med en medarbejder i går hvor vedkommende ikke er så god til at udfylde kalenderen og udfylde de ting, som vi har aftalt i CRM. Jeg trækker ugentligt eller hver 14 dag en rapport på det, vi kalder 'missing data', det vil sige data, der mangler på vores opportunities, og som regel er der rigtig mange sager, som ikke er fyldt rigtigt ud.

I: Kan du se en fordel ved Cembrit som virksomhed bliver bedre til at bruge systemet?

R: Jamen, det kan jeg da. Systemet er jo også en måde at overlevere et budskab til en kollega på. Man kan sige, at den proces vi har i projektsalg, hvor vi rammer flere kanaler, er det jo vigtigt, at man har udfyldt tingene korrekt, og man skriver den data, som man har sådan så du overleverer det budskab korrekt til din kollega.

I: De næste par spørgsmål omhandler lanceringen af systemet, samt medarbejderne i salgsafdelingen modtagelse af præsentationen af systemet. Nu nævnte du blot, at du ikke var til stede under implementeringen, så det kan godt være, at det bliver lidt sparsomt med svarene. Men vi prøver at køre dem igennem alligevel. Hvis vi bare starter ud med, om der er blevet præsenteret et deciderede formål for brugen af systemet?

R: Nej det erindrer jeg ikke der er. Det er selvfølgelig noget vi har talt om til et møde. For mig giver det sig selv hvad formålet er med systemet. Det er ikke nyt for mig at arbejde med et CRM-system. Så for mig er det, hvis man skal sætte det op i en term som at forklare mig, hvorfor en dør sidder i et hus. Så det har jeg fuld forståelse for og hvorfor vi bruger det. Så det har nok ikke været en nødvendighed.

I: Der er heller ikke nogen medarbejderne, der føler at der mangler et formål?

R: Nej, det tror jeg ikke. De medarbejdere, som jeg har ansvaret for, der har vi drøftet hvad CRM skal bruges til og hvad formålet er med CRM.

I: Hvordan bliver systemet modtaget af nye medarbejdere? Har du et indblik i det?

R: Det har jeg i høj grad, så jeg synes det feedback jeg får er, at de synes det er brugervenligt, men de synes også at det er ærgerligt, at vi ikke udnytter dets potentielle. Og vi ikke har en god nok disciplin i det. Vi har Hanne, som er en ny medarbejder og hun er en af dem, som virkelig presser på, for at vi netop udnytter potentialet i CRM og at vi bruger det optimalt.

I: Men har du oplevet noget modstand i forhold til brugen af CRM-systemet fra medarbejderne?

R: Det kan da godt være på nogle punkter, altså fordi nogle føler måske også, at de registrerer bare for at registrere. Og så er det jo så min opgaver italesætte, hvorfor vi ønsker at få registreret det der bliver registreret.

I: Lidt mere omkring de nye medarbejdere, som kommer til. Har der været, eller bliver der tilbudt nogen form for introduktionskursus eller anden form for træning til at lære disse ansatte, og dig selv, hvordan man bruger værktøjerne i systemet.

R: Ja der er to superbrugere som tager sig af de nye medarbejdere og deres introduktion til CRM.

I: Så der er kollegaer, som man kan gå til?

R: Altså vi har ikke nogen decideret uddannede til kun at side med CRM. Så det er vores superbrugere der tager sig af det.

I: Okay, det lyder jo også som et fint alternativ. Hvis vi går lidt mere i dybden omkring din opfattelse af CRM, hvordan vil du så definere CRM?

R: Jeg vil definere det som et af de vigtigste redskaber i vores organisation. For når du har med salg at gøre er det essensen at du har et værktøj, som du kan bruge til at skrive den data ind du har. Hvis vi antager, man er en almindelig sælger. Der har jeg selv været key account manager og der havde jeg mit eget system, der skrev jeg det ind i en formular, med de møder, jeg holdt, hvad jeg har talt om og så videre. Så det er et godt opslagsværk til, når du så skal til et gentagne møde eller et nyt møde med den samme kunde, hvor man så kan huske hvad der blev talt om sidst. Det kan også være, på kundeniveau, så kan det være en personlig ting, der skulle antage, at kunden har været på jagt. Og skulle man have skrevet det i CRM-systemet så kunne du huske at du næste gang lige skulle huske at spørge ind til den her jagt.

I: Så det er også det jeg tænker, det er jo det samme i bruger det system, I har nu, til.

R: Man kan sige det er jo en database hvor vi skal skrive alt det der er omkring en kunde eller et specifikt projektsalg om det er opportunities eller et lead.

I: Super. De næste spørgsmål vi har omhandler din indstilling til CRM-systemet, samt din rolle som leder for salgsafdelingen. Først og fremmest vil vi gerne forhøre os om dine egne forventninger til brugen af systemet?

R: Mine forventninger har været, at man udfylder de ting vi bliver enige om. Vi har for eksempel lavet en drejebog på hvad vi forventer at der skal udfyldes i CRM.

I: Hvad motiverer dig til at bruge CRM systemet?

R: Det, der motiverer mig, er, at det er et godt redskab. Jeg kan godt se effekten af, at vi bruger det og samtidig som leder kan man også følge sine medarbejders dagligdag. Ikke fordi at jeg har behov for at kontrollere, men omvendt er det rart, at man kan se en udvikling i det vi arbejder med.

I: Har du nogen planer eller forventninger til den fremtidige brug af CRM-systemet i jeres afdeling?

R: Jeg har forventninger om, at vi gør det vi er blevet enige om og holder de aftaler der er.

I: Er der nogle specifikke områder, hvor I vil blive bedre til at bruge det inden for.

R: Det vi har talt en lille smule om, og som måske også bliver en del af det er en integration af. Det kan sagtens være. Det var en snak vi havde i dag omkring prøver, at når vi sender prøver ud til kunder, at vi også registrere det i CRM. Jeg vil sige for mig at se er min indstilling, at der ikke kan komme for meget data ind i CRM. Jeg vil ikke afvise at der kan bygges på.

I: Mener du, at du som leder har fået nok viden om, hvordan din afdeling kan udnytte systemet?

R: Ja, det mener jeg i høj grad. Man kan sige, at hvis jeg har nogle tanker og ideer til CRM, så bliver de som regel også udført. Så bliver der lavet en fane så det er muligt. Så det mener jeg i høj grad.

I: Så vil vi hører om du mener at det ville, eller om det allerede hjælper din afdeling med den viden, de andre afdelinger tilføjer i systemet?

R: Hvad tænker du, med selve systemet? Eller den måde vi arbejder med det på?

I: I forhold til andre afdelinger, taster de data eller tilføjer information til systemet, som I kan bruge til at generere leads?

R: Jamen, det arbejder vi på. Vi har faktisk lige haft et møde med ByggeFakta, hvor det har været en mulighed at få leads via ByggeFakta. Men vi så det bare ikke som noget, vi kan bruge lige nu og her. Det kan godt være på sigt, at det var noget der kunne komme på.

I: Er det primært jeres egne data, som I selv taster ind i systemet som bliver anvendt?

R: Ja det er det.

I: Der er ikke andre afdelinger viden I gør brug af?

R: Altså internt tænker jeg du mener?

I: Ja.

R: Det er der jo, fordi man kan sige at tit og ofte får vi leads ind via en forespørgsel fra en forhandler på det pågældende projektsalg, der ryger den videre i systemet til projektafdelingen. Og der er der sat beløbsgrænsen på alle sager over 200.000, på facade havner hos projektafdeling. Og så tager vi den derfra. Forstået på den måde, at vi etablerer kontakt til den pågældende arkitekt og til pågældende entreprenør. Så på den måde videns deler vi. Den viden, vi så får fra entreprenøren og arkitekten skriver vi så ind i CRM så projektkonsulent er klædt ordentligt på til at vide hvor står vi hen i forhold til det her projekt.

I: Hvilken indsats har du gjort eller fortsat gør du for at motivere medarbejderne i afdelingen til at benytte CRM systemet?

R: Det er jo noget, vi har op ugentligt. Men vi har projekt gennemgangs møder hver fjortende dag, hvor vi netop taler om de projekter, der ligger inde i CRM. Og jeg vil sige, at det jo også er en motivator, synes jeg i hvert fald, at vi har det liggende, og at vi har et stort fokus på de opportunities, de projekter sager, vi har. Jeg vil ikke sige, at det ikke er konkret, at vi motiveres til at bruge CRM, men det gør vi jo, så vi motiveres jo af de opportunities som ligger i CRM.

I: Føler, du at medarbejderne i salgsafdelingen benytter sig af CRM-systemet i tilstrækkelig forstand?

R: Nogle gør, andre gør ikke. Det et diplomatisk svar.

I: Det må siges, hvilke områder vil du sige at der kunne forbedres på?

R: Der er enkelte, som har haft svært ved at få noteret alle de samtaler, alle de møder, der har været, eller om man har haft en tendens til at sige: "Jeg har det jo stående på min blok. Jeg har det i min mappe, jeg har jo alt viden her". Men det er jo ikke det, vi har aftalt, og så får vi ikke den optimale funktion ud af CRM-systemet. Det er jo selvfølgelig også noget, jeg har fået italesat over for medarbejderne og sagt det skal vi bare gøre. Det skal bare være der. Det kunne for eksempel være en pågældende opportunity, en projektsag, der er i omløb, og som man har en snakket entreprenøren eller arkitekten om. At man så ikke får skrevet den, snak ind i opportunity´en, hvad man har talt om, hvornår man har talt om noget, og det kan også være missing data, hvornår starter projektet op. Hvornår forventer man, det skal leveres hvad er mængden, hvilken type på facadeplader er der taler.

I: Tror du grunden til at de ikke gør det, er ren og skær, fordi de bedre kan lide at have det på den gammeldags måde, eller tror du det fordi generelt er modstandere af dele viden?

R: Jeg fornemmer ikke, at der er mere modstand med at dele noget som helst, fordi vi har projekts-gennemgangs møder, i både øst og vest og der deler vi viden. jeg tror, at deres tanke er "at jeg deler viden hver fjortende dag, og jeg har jo min viden lige her. Den ligger i min bog", så jeg føler lidt, at de føler lidt det er spild af tid, at de skal bruge tiden på at sidde og skrive de her ting ind i CRM, når de har viden med sig og vi deler den hver fjortende dag. Mit argument over for dem er, at de kan risikere at blive kørt ned, når de bliver syge eller hvad ved jeg. Så den viden de har, den er ikke tilgængelig for nogen andre.

I: Hvad er din chefs holdning til CRM?

R: Min chefs holdning til CRM er, at det er noget, der skal udfyldes. Og det er noget, vi skal have fokus på.

I: Føler du, at han har givet alle de nødvendige værktøjer til at kunne hjælpe de medarbejdere der har behov for det så godt som muligt?

R: Ja det føler jeg i høj grad jeg er også lidt af den holdning, hvis han ikke havde det, var det også mit ansvar, som medarbejder at bede om det værktøj.