Impact of the CRM System and Time Management on Organizational Effectiveness and Performance: Case Study of an E-Commerce Micro Enterprise

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Abstract:

Purpose: The main goal of the study is to examine the impact of the implementation of the Customer Relationship Management (CRM) system and Time Management (TM) tools on organizational effectiveness and performance (OEP). A literature review provides the background for presenting the results of own research performed for an e-commerce microenterprise.

Design/Approach/Methodology: The empirical research involved a case study with the use of participant observation method and direct unstructured interview. The participant observation results were compared with the results of a direct interview with the CEO of the company and discussed against the background of the research results in the literature.

Findings: The research has shown a significant impact of the CRM system on increasing the OEP. There were also differences in the perception of TM's impact on the OEP, the people who did not have TM tools in place used the CRM less and were not able to benefit from the CRM potential. It also became one of the reasons for the failure of the first CRM implementation in the company. In addition, the lack of knowledge of IT management support tools, training, as well as the non-intuitive nature of the CRM system resulted in barriers preventing a further use of the system.

Practical Implications: The results indicate what TM functions of the CRM system can be useful to improve the work organization and to increase the OEP of a micro enterprise.

Originality/Value: The impact of the simultaneous use of the CRM system and TM tools on OEP has not been described in the literature. The previous studies concerned mainly the impact of the CRM on organizational performance or the TM on the sales team's performance. No article was devoted to the application of CRM and/or TM in a microenterprise. The value of the article results from pointing out the synergy effect from the combination of CRM and TM tools.

Keywords: Customer relationship management, time management, organizational effectiveness, organizational performance, e-commerce, micro enterprise, SME.

JEL codes: L21, L25, L81, O33.

Paper type: Case study.

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1. Introduction

Information Technology (IT) and Information Systems (IS) have a great impact on organizational effectiveness and performance. According to Sambamurthy *et al.* (2003), *"IT plays a strategic role in increasing organizational efficiency"*. Many researchers claim that IS and IT are the core organizational competency affecting the organizational performance (Brynjolfsson and Hitt, 2000; Hal and Kholi, 2006; Melville *et al.,* 2004). IT/IS are seen as critical components of customer relationship management (Jayachandran *et al.,* 2005; Sun, 2006), which represents a business model described as a customer-oriented model.

Like many others management concepts and IS that support their implementation, CRM solutions were initially introduced in larger organizations. For several years, many small and medium-sized enterprises (SMEs) have also tried to adopt CRM systems (Adebanjo, 2008, Chao, 2009; Alshawi *et al.,* 2011; Pohludka and Štverková, 2019). While large enterprises use both operational CRM to support the work of marketing, sales and service departments, and analytical systems of the Business Intelligence class, small enterprises, especially the commercial ones, apply them mainly to support e-commerce and customer service. The study by Pease (2012) confirmed that e-commerce improves the business performance of SMEs, however, there are some important barriers inhibiting the diffusion.

It should be emphasized that in SMEs there are still problems with IT systems adoption and there are no methodologies for their implementation (Paredes and Carvalho, 2019). This also applies to the implementation of CRM systems. According to Pohludka and Štverková (2019), *"There has been a lack of quantitative data related to successful implementation of the CRM system for SMEs"*. Therefore, it is important to determine the failures and to indicate some recommendations.

Another aspect affecting the OPE is TM. These issues were researched, e.g., by Madnii (2000), Tripathy (2018), Sutharshini *et al.* (2019) and Rapp *et al.* (2020), and in SMEs – by Chao (2009) and Turner and Enders (2017). To the best of the Authors' knowledge, no one has examined the impact of the simultaneous use of the CRM system and TM tools on the OEP, especially in small enterprises. TM tools are offered as dedicated applications for tasks and time management, they are important elements of office suites and groupware software, however, they are also offered as CRM system modules. The latter solutions are especially useful in e-commerce organizations where most of the tasks performed are related to customer service.

An attempt to implement a CRM system with the TM modules was also made by a small commercial enterprise, which is the subject of the empirical study described further in the article. The main objective of the study is to examine the impact of the CRM system and TM tools on the effectiveness and performance of an organization based on a literature review and to illustrate it with own empirical research for a

micro e-commerce enterprise. An additional goal of the empirical study has been to find the causes of implementation failures and to indicate some recommendations for other micro and small enterprises.

2. Literature Review

2.1 Literature Analysis Procedure

The authors used a multi-search engine by courtesy of the library of the UTP University of Science and Technology in Bydgoszcz, Poland, which searches various bibliography databases (among others: *Academic Search Ultimate, Business Source Ultimate, Springer Nature Journals, IEEE Xplore Digital Library, Social Sciences Citation Index, Scopus, Directory of Open Access Journals*). To find articles addressing the topic researched, a search for phrases, "CRM" (or "customer relationship management"), "time management" and "organizational effectiveness" (or "organizational performance") was filtered. The search was limited to peer-reviewed scientific articles available in full version in the following scientific fields: Economy, Business and management, Information and technology, Social sciences and the humanities.

The subsequent searches in abstracts and keywords did not bring any result. A success was only achieved by searching the content of the articles; 67 articles were found (the oldest one was from 1995). The articles published, respectively, over the last 20 years were 61, 10 years - 45 and 5 years - 23. The 67 texts were verified by analysing their abstracts and content with the keywords. The selection criterion was the simultaneous use of the phrase "organizational effectiveness (or "organizational performance") with the phrase "customer relationship management" or "time management". Only 29 articles were qualified for a further detailed analysis. The main reasons for the rejection of the remaining items were the occurrence of the phrase searched only in the bibliography or the lack of a direct relationship with the objectives of the authors research (e.g. considering the CRM as an element of the educational program).

2.2 Impact of the CRM on Organizational Effectiveness and Performance

Referring to Bose (2002), "*the term CRM emerged in the mid- 1990s, and was understood as an "an integration of technologies and business processes used to satisfy the needs of a customer during any given interaction*". In terms of management concepts, the CRM is seen as a business strategy. Buttle (2009) defines it as "*the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to customers at a profit.*" In terms of the IT system, the CRM is defined as an IS that supports the work of marketing, sales, service or contact centre departments. According to Xu et al., "*CRM is an information industry term for methodologies, software, and usually Internet*

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capabilities that help an enterprise manage customer relationships in an organized way".

A lot of studies show that the CRM system has a positive impact on organizational effectiveness and performance (Elmuti *et al.,* 2009; Reimann *et al.,* 2010; Arsi´c *et al.,* 2019). Some researchers consider the CRM in the context of the sales strategy (Barone and DeCarlo, 2012) or focus only on the CRM impact on sales performance (Weinstein and Mullins, 2012; Deeter-Schmelz, 2018) or sales managers effectiveness in the context of resource orchestration (Badrinarayanan *et al.,* 2019).

CRM systems can have a positive effect on organizational performance in both the strategic and operational perspective. They contribute to the excellence of operational processes significantly (Novićević, 2004). Hnatiuc (2011) claims that "*Customer relationship management unites the potential of relationship marketing and information systems in a strategic continuum in order to achieve sustainable organizational performance.*" Siu (2016) states that: "*The successful implementation of CRM results in the reduction of defection rates, reduction of costs and enhancing revenues*". Also, Coltman *et al.* (2010) report on a positive and significant link between a CRM capability and firm effectiveness. They point out that "*CRM brings together people, technology and organizational capabilities to ensure connectivity between the company, its customers and collaborating firms*". Similarly, the research by Tworek and Sałamacha (2019), which involved a group of 558 entities from Poland and 564 from Switzerland, stresses that reliable IT solutions are a factor that strengthens the impact of the CRM on the organization's performance.

The benefits also apply to SMEs, often implementing e-CRM solutions. Studies by Harrigan et al. (2009) with a sample of 286 entities in Ireland showed that "*Benefits range from enhanced customer service, reduced business cost, increased sales and improved profitability*".

The authors have not found any studies relating to the impact of CRM systems on the effectiveness and organizational performance in microenterprises, especially in e-commerce, or indicating which functionalities are considered most useful.

2.3 Impact of TM on Organizational Effectiveness and Performance

The TM is considered one of the important soft skills of managers (Neirotii *et al.,* 2012). In a McKinsey study of 1,500 executives across the globe, it is seen as an organizational priority (Bevins and De Smet, 2013). Many researchers suggest that TM affect the organizational performance and some even argue that it is a key factor in determining it (Adebisi, 2013; Channar *et al.,* 2014; Grissom *et al.,* 2015; Kouali and Pashiardis, 2015). Triphaty (2018) stresses that *"High performance is delivered by wise time management"*. Madnii (2000), on the other hand, emphasizes that good work sharing between teams contributes to high productivity.

Rapp *et al.* (2020) stress that the TM in sales managers is a critical factor influencing organizational performance. Their results show the importance of "*effective time management for sales managers across a core set of leader behaviors, including managing people, managing information (planning and analysis), customer interaction, and administrative tasks.*" According to Channar *et al.* (2014), the TM is important for effective service delivery, timely completion of assignments, as well as for the promotion of excellence. The authors have not found any reports on the impact of the TM on the OEP in microenterprises, especially in e-commerce.

3. Research Methodology

3.1 Research Goals

The main purpose of the empirical study has been to examine the impact of the implementation of the CRM system and TM tools on the OEP of an e-commerce micro-enterprise. The following specific objectives were indicated:

1) Determining the premises for the CRM system implementation.
2) Understanding the reasons for abandoning the solution implemented and the conclusions drawn from the failure.
3) Indication of the most useful CRM functions in the context of workers time and task management.
4) Getting to know the opinion about the impact of CRM with TM tools implementation on improvement of work organization and on the OEP.

3.2 Research Methods

The research involved a case study with the methods of participant observation and direct unstructured interview. The participant observation made by the co-author of the study took 11 months (11.2018-10.2019), focusing on the organization of work and communication in the company, mainly in terms of the organizational improvements related to the implementation of the CRM system and TM methods. The observation results were recorded as handwritten notes and in the observation log (in a computer file).

The interview was made with the company's CEO in October 2020. The interview questionnaire contained over 40 questions in 5 groups. The first group of questions concerned the premises for implementing the CRM system, and the second group – the implementation process, the reasons for giving up the system. While developing the questionnaire, that group of questions addressed the human aspects such as support from top management and employee resistance, indicated in other studies (Arab *et al.,* 2010; Papadoulus, 2012). The third group included questions about the conclusions from the unsuccessful second attempt to implement the CRM system. Further questions focused on the functionalities supporting the TM in the selected CRM system. The questions from the last group addressed the opinions on the influence of

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the CRM with TM functions on work organization and organizational effectiveness and performance.

4. Research Results

The study was conducted in a commercial company that sells lifestyle devices over the Internet. The company, although representing the group of micro-organizations, serves several thousand customers a month. The company's departments are dispersed. The management board and the marketing department are located in Warsaw, and the customer service and equipment service are found in Zielona Góra, over 450 km away. The main warehouse is located in the vicinity of Warsaw, and an additional, rented, warehouse operated by a logistics company is found in a town in a vicinity of Zielona Góra.

4.1 Participants Observation Results

The observation showed that the company, despite a small number of employees, faces very serious communication problems. Even people in the same department do not have complete up-to-date information. It is due to a variety of communication channels; telephone (business and private), email (one person supports several business email addresses), sms, whatsapp, messenger, wechat. It is difficult to locate information provided a few days ago. A lot of time is wasted on searching. The company's CRM (Bitrix24) and applications supporting it (desktop and mobile Bitrix24) should also be added to the list of communication channels. On top of that, the subcontractors (e.g., the accounting office) operated their own CRM, which also had to be handled (tasks related to clarifying discrepancies in invoice corrections or missing invoices to be settled for the previous accounting period).

Another problem was the task delegation. Many tasks were commissioned ad hoc with an as-soon-as-possible performance clause. In addition, the CEO used to make detailed inspections and provide guidelines for insignificant routine tasks which were still in progress, without giving the employee the opportunity to plan and perform the task their own way. Tasks often accumulated and employees had to interrupt what they were doing to do another task. Another difficulty was a conviction of the management that employees did not have too many tasks to do, and often that they were doing nothing.

The time management principles and techniques which helped in the timely completion of tasks were implemented and used by two employees only. The CEO and other employees did not have any such adequate knowledge and skills. The communication and work organization problems started to show a negative effect on customer service. Mistakes were made while entering orders; it also turned out that the goods ordered and considered available were out of stock. The management decided to react to this situation by implementing the CRM system. The job of searching for the right software was commissioned to the employee with no

experience with such systems. The selected Bitrix24 system was free and offered in the Polish version. According to the provider, it was special in terms of a good access to technical support and the ability to control service requests, and it also offered a mobile application.

The very implementation of the system consisted only in installing the application on the computer and phone and starting the login procedure. All office workers used the application for the first few days. Unfortunately, some of them returned to their earlier communication channels very quickly. The employees were bothered by the fact that the phone application was loading for a long time. They noticed that the CEO also stopped using the system. Only a few people tried to use different modules such as calendar, task saving and deadlines.

According to the observer, the main reason for the Bitrix24 system implementation failure was a lack of training, a lack of management pressure and some software shortcomings. The application lacked the basic functions appreciated by employees, such as the ability to comment on tasks to be done or to send e-mails informing about the receipt of the task to be performed. The problem was also the ineffective use of the application, which required multiple approvals of selected options, in contrast to the previously used simple whatsapp or messenger applications.

A wrong assumption was also made, according to the observer, that the CRM is only to replace the previously used communication channels, without introducing any changes to the organization at the company level, which first resulted in the rejection of the system by most of the employees (including the management) and ultimately in the abandonment of its use.

4.2 Results of a Direct Interview with the CEO

The first group questions concerned the reasons for the decision to implement the CRM system. According to the CEO, the need to implement the CRM system resulted from the need of a better work organization of the team and the need to solve the communication problems. One of the examples given by the CEO was the organization of the company stand at the fair. The challenge was due to the complexity of the project and the multitude of tasks to be performed simultaneously in a specific place and time which triggered a search for an additional work organization tool. Google Sheets was selected. Using the form, the people who were to perform specific tasks were marked with colours, with deadlines and places of implementation. It turned out, however, that Google Sheets makes it impossible to avoid task collisions (overlaps), which made additional telephone communication with several employees necessary to determine who and when is free.

According to the CEO, an online CRM system would allow assigning tasks without the need for additional consultation with team members. Another reason for the decision to implement the system was a desire to increase work efficiency by

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avoiding the performance of the same tasks by 2-3 people. The system was also to help organize tasks and to facilitate the subordinates' control and task monitoring.

Further questions concerned the selection criteria and the implementation process, and the reasons why the system was finally abandoned. When selecting the software, the following criteria were considered: the system should operate in a cloud, have a mobile application, offer highly intuitive operation and a clear interface and the ability to enter tasks and add comments by the users easily. When looking for the system, the opinions of friends of the people running micro-enterprises, not necessarily from the same business, were also considered.

According to the CEO, the price was not important, although eventually, the system selected was free of charge. Assessing the implementation, the CEO said, "*It was not an implementation, but a pilot. 5-6 people participated. Apps on computers and phones were installed and we started using it. It took about 1 month*." When asked about the involvement of employees in the system implementation, he answered, "*Yes, everyone understands the need to have a system and notices that many tasks are missing or being duplicated, there is no good separation of tasks.*"

Analysing the reasons for giving up the system, the CEO emphasized the lack of training, which resulted in a misunderstanding of the application's operating principles and failure to use all the possibilities offered, as well as the lack of skills to operate the application. He also pointed to difficulties with switching between the web application and the communicator. He considered the unintuitive use of the Bitrix24 system to be one of the most important reasons for him to give up the system, as evident from his statement, "*The Bitrix24 system was not understood by employees who are not necessarily oriented in the use of IT systems. These are production, marketing, and warehouse workers, and they may never have seen such systems before their eyes, so if they are even a little complicated, they will abandon the system. They will treat it as some additional duty for which they do not have time and do not want to learn it. In my opinion, it is all about the hyper-intuitive operation of such systems. (…) If the new system requires at least 2 clicks more than the simplest method for shortcuts such as email or WhatsApp, it will be abandoned.*" The failure of the deployment was largely due to the fact that not all the modules were deployed and limited to single user functions only.

According to the CEO, the system's capabilities in terms of team coordination were not used. Further questions referred to the conclusions from the unsuccessful second attempt to implement the CRM system. The CEO noted that he treated the unsuccessful implementation as a pilot, which did not discourage him from making another attempt. However, the provision of a reliable support by a domestic supplier and the provision of training were added to the previously indicated selection criteria. The search for the system was carried out in the same way as before. One of the employees was told to search for CRM software on the Internet. The selected TeamFlow system was implemented one week before the interview.

The choice was determined, among others, by the fact that the supplier declared a possibility of preparing dedicated functionality, which certainly cannot be expected for the systems offered by global manufacturers. An additional advantage was the possibility of integration with the service module, which was to ensure that some communication problems were solved. TeamFlow also enables the preparation of personalized application forms via the website, where the customer can submit a complaint and attach photos, and the application is displayed by the system as a "matter to be dealt with". The supplier also assured that in the future it would be possible to integrate Team-Flow with the courier shipment system and the warehouse system.

The next questions were to identify the most useful CRM system functions. The CEO found the following functionalities related to work organization and time management particularly valuable:

a) Monitoring the time of performing tasks, including remote work and accounting for time spent on individual tasks.
b) Keeping a calendar; an employee can choose from several views, showing, for example, the availability of a given employee or separated tasks.
c) Organizing, segregating and recalling tasks, as well as the possibility of arranging tasks depending on how important and urgent they are.
d) Reminders by e-mail; you can define what, when and how often the system is to remind you, and specify the duration of tasks and set priorities.

The first impressions of using the TeamFlow system are better than those of Bitrix24, mainly due to a more intuitive operation and a friendly interface. What he has learned so far shows that the new system is well suited to the needs of the organization. He confirmed that neither he nor the employees know all the modules and possibilities of the new system, and that training is necessary, which is confirmed by the following statement, "*The first days with the new system already show that without training and implementation, nothing will happen*." He also admitted that to take advantage of TeamFlow's capabilities, it would be worth reconstructing some processes, and the employees must abandon the applications used before.

The last group of questions concerned the opinion on the impact of the CRM system with time and task management modules on the organizational effectiveness and performance. The main goal of the CRM implementation is to improve the work organization, which should eliminate tasks in chaos and make employees carry out their tasks easier and more efficiently. He also clearly indicated that, in his opinion, the CRM increases the organization efficiency. However, the CEO considers it as an indirect effect, justifying it as follows, "*a better use of resources associated with better organization of work reduces costs, which in turn translates into increased profit*".

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5. Discussion

5.1 Comparison of the Results from the Participant Observation and the Interview with the CEO

The interview results partially coincide with the observation results. Like the observer, the CEO points out that not all the modules have been implemented and that only functions intended for a single user have been limited. The system was not used to coordinate a teamwork. The discrepancies mainly concern the perception of employee involvement in the implementation process and the reasons for abandoning the system. The CEO claims that "all the employees understand the need to have the system", however, the observations show that the employees, not knowing the CRM possibilities, treated it as a complex tool and an additional obligation. In turn, the reasons for abandoning it include, e.g., the need to perform additional actions (clicks) to complete a specific task. According to the observer, it is not necessary and it results from not knowing the system and from not remembering the correct sequence of movements in the application.

A detailed comparison of the research results is presented in Table 1, which also shows additional similarities and differences between the opinions and the statements expressed by the observer and the company's CEO, not discussed in the previous section.

Table 1. *Comparison of the results of the interview and the participant observation*

Issue	Interview results	Observation results
Important CRM modules / functionalities	- management of team relations (customer relationship management not important) - the ability to pin tasks - a kanban machine which shows tasks on the timeline and the people assigned - the ability to paste a screenshot, photo or file into the task - task and deadline reminders	- a communicator with the ability to add attachments and comments - schedule - managing employee matters (holidays, etc.) - task delegation with discussion - task and deadline reminders
Benefits of implementing the first system	- drawing attention to the CMR potential and need	- noting a need for the CRM and a need for training - helps to organize tasks (if it is used as the main tool, not one of many)
Employee involvement in the implementation process	- the employees were involved - they understand the need for implementation - noticed that many tasks were missing or duplicated and that tasks were poorly distributed	- rather uninterested in using the next tool - they did not know the CRM possibilities, so they did not understand the need for implementation - they believed that the applications they use were enough - they were not against the implementation, however, with no good example from the management, they stopped using the system

Work without the CRM	- communication takes place via several channels: e-mail and whatsapp - Google Sheets allows you to place all tasks in one place, however it is not a convenient solution as, e.g., it does not remind you of the deadline and exceeded deadlines	- many communication channels: e-mails, whatsapp, wechat, sms, messenger, telephone, - no single system for all the employees, - forgetting the tasks, - difficulty with accessing data stored in various locations (FTP, Dropbox, Google sheets, disks, pen drives)
Implementation considered in the context of the company's strategy	- there is no direct relationship between the CRM implementation and the strategy - the system is mainly considered an organizational solution	One of the elements of the company's strategy is development, which is difficult to achieve without a good work organization, which can be provided by the CRM
Management support	- the management does not know the CRM better than the employees and so it does not support the employees - the implementation task was commissioned to one of the employees	- no support - no example "from the top" (the CEO stopped using the system) - no person who knew the CRM
Reasons for abandoning Bitrix24	- no high intuitiveness - no training - long switching between the mobile and desktop application - the need to perform too many actions in the application	- no training - too slow system operation - lack of commitment by the employees and the management
Conclusions from an unsuccessful attempt to implement the CRM	- the supplier should provide better support and constant contact, and prepare additional functionality on request - a greater intuitiveness needed - the need for training	- everyone must use the system - training before implementation - CRM must be regarded as the main and only communication and task transfer system
CRM integration with other systems	- it was not, however, it should be integrated with warehouse management and with the courier service	- it was not integrated, however, it should be
Bitrix24Time management functions	- delegating tasks and subtasks - modifying the list - task and subtask monitoring - a calendar	- delegating tasks and subtasks - modifying the list - task and subtask monitoring - setting the order of tasks according to time management methods - a calendar

Source: *Own study.*

5.2 Results of Own Research Compared to Other Research

Due to the limited volume of the article, it is impossible to illustrate the results of the study against the background of all the other studies the authors have found. The focus will be on the most important differences. The results, considered most important by the authors, will also be presented in line with the results of other researchers. The comparison covered:

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1) Solution type (cloud computing, on-premise).
2) Perception of the relationship between the CRM and a business strategy.
3) Implementation benefits.
4) Barriers and reasons for the implementation failure.

The company only considered the solution in cloud computing. This is consistent with the opinion expressed by Paredes and Carvalho (2019), who claim that for SMEs it is particularly important to be able to "rent" an application as SMEs have limited resources and limited IT capabilities. At the same time, they point out that small businesses "*must face more difficulties in dealing with the search, evaluation, selection, hiring, deploys and maintenance of an enterprise IT application*", which has been confirmed by the first failed attempt.

As for the perception of the relationship between the CRM and the strategy, the results of our own research do not coincide with the opinions quoted in the literature. Papadoulus *et al.* (2012) see the lack of linking CRM implementation with the strategy as an important risk factor for the CRM implementation. Also, Hnautic (2011) considers it to be the key to achieving organizational efficiency, claiming that "*strategic integration is the main mediating factor of customer relationship management and will ultimately lead to increased organizational performance*".

Contrary to these opinions and the opinion of the observer, the management of the company did not indicate a direct connection between the CRM system implementation and the company's strategy. The primary goal was only the improvement of work, which is reflected in the requirements for the functionality of the system, which in the first place is related to task and time management. It should be noted, however, that the research did not focus on the SME sector.

The results of the research discussed in the literature show a wide range of tangible benefits from the CRM system implementation, affecting the company's performance, also in the SME sector (Harrigan 2009). However, the CEO's expectations are not related to cost-cutting or profit increase. He shows, first of all, the benefits related to work improvement.

The present study has confirmed most of the barriers and errors identified in the literature for the IS implementation in SMEs. Of the 12 reasons for failure, as indicated in the 2019 research by Paredes and Carvalho, the following occurred in the e-commerce company: a lack of proper planning, poor leadership, difficulties with the selection of the most adequate application, a poor fit between the application and the enterprise, user resistance (due to the low system intuitiveness), informal communication, not affording the extensive necessary training. The reason for abandoning the system, which was not mentioned in the literature, was software use intuitiveness, which was indicated by the CEO as the key factor of the implementation success, and a lack of very high intuitiveness as an implementation problem.

6. Conclusions

The analysis of the literature reports confirmed a positive impact of the CRM and TM system on the OEP. Relatively little research has been performed in the SME sector. The Authors' study fills the gap for e-commerce microenterprises, where most of the tasks performed concern customer service. The present results show considerable differences in the perception of the goals and benefits of the CRM with the TM, however, also a similarity of the failures in the company to the results of the research described in the literature for SMEs.

The main purpose of implementing the CRM in a microenterprise is not to help support the strategy and to achieve tangible benefits of cost-cutting or increasing revenues but to improve the work organization, to eliminate problems related to delegating tasks, the inability to monitor problems as they come and communication problems between team members. There is, of course, an awareness that the CRM can indirectly increase the company's profits as, as the CEO notes, "*a better use of resources will save time, people and money.*" However, it is not the top reason for the implementation.

The first attempt to implement the CRM turned out to be unsuccessful. The study showed that many errors were made, often cited in the literature as major failure factors. The most important factor was a lack of training. It was also decided that the system was to come from a domestic supplier who will provide the appropriate support, develop additional functionality if necessary, and who will integrate the CRM with other systems used in the company, such as the ordering, warehouse and courier systems.

An interesting study result is the fact that software intuitiveness is seen as one of the critical success factors and that it is necessary for the system to be used by all the employees who have to give up the communication channels used so far. The two methods applied, the participant observation and the interview, have demonstrated that some aspects related to the system implementation are perceived differently by the observer and by the CEO. In particular, the observer noted that the employees did not use the system because there was no good example "from the top".

Interestingly, despite the fact that training was considered a critical success factor, with the second attempt, the system was first reinstalled and started to be used, and the training was postponed to a later date. The authors consider it a serious mistake.

7. Limitations of the Study and Future Research

The study was limited to one micro-enterprise in the e-commerce sector. It can be assumed that similar problems occur in other companies in that sector. However, it would be worthwhile to conduct a study for several or a dozen or so other entities. Due to some unexpected results of the study as a result from a direct free interview, the

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authors believe that the same method should be used in subsequent studies. Moreover, with the short time of the new CRM system use, the study is worth repeating in the same company, which would make it possible to verify whether the second implementation was successful, whether the training sessions planned were performed and how they were assessed, whether the integration plans were implemented, and whether there was a measurable impact on the OEP.

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