

RELATIONSHIP MARKETING THROUGH THE CUSTOMER RELATIONSHIP MANAGEMENT (CRM) TOOL: CASE STUDY WITH IMPLEMENTATION STRATEGIES

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ABSTRACT

This research analyzed the strategies carried out in the implementation of the CRM tool for relationship marketing management in a company that provides consulting services. For the research methodology, a qualitative approach, exploratory method and data analysis based on the paradigm of interpretive research with case study were used. Data from each phase of implementation was collected and detailed to structure implementation strategies to analyze them individually. It was observed that CRM is a powerful tool to help organizations generate lasting relationships with their customers and increase company profitability through customer retention and buyback. In addition, it was identified that the implementation process needs to be aligned with the organizational culture, have the roles and attributions defined in the initial phase.

Keywords: Relationship Marketing, Business relationship, Customer relationship management, CRM.

INTRODUCTION

The economic, social and cultural scenarios have undergone major changes over the years. Following the evolution of the market in real time has become difficult Kotler (2017). The authors (Bes & Kotler, 2011) comment that companies need to keep up with market changes and thus anticipate the future, which is often uncertain. It is important to generate innovation to always be ahead of the changes and to preserve the leadership in the sector.

Intense and rapid changes can happen in the integration of communication technology systems with market information. These actions consist of marketing premises to generate competitive strategies for organizations, and can provide added value to the customer through a better consumption and life experience. Marketing can also be defined as strategies that place the customer at the center of all the company's attention to understand their consumption behavior, engage them and strengthen the relationship (Minor & Mowen, 2003). In addition, (Kotler & Keller, 2010) emphasize that marketing encompasses the identification and satisfaction of consumer needs. Consumers are increasingly demanding and companies need to keep up with the market,

Swift, (2001) emphasizes that there are different ways of acting in marketing, among them, relationship marketing that focuses on understanding the customer through data collection and information that can be used to improve consumption, experience and relationship between the organization and the consumer. Authors Laketa et al. (2015) define the relationship as

communication that captures consumer data and information such as tastes, customs, reactions and others. The Customer Relationship Management (CRM) tool aims to improve the relationship with customers, meeting their needs and expectations through individual and assertive communication (Brambilla, 2013).

However, the company needs to maintain a lasting relationship with its customers to become more competitive in the market Kotler (2017). The author also mentions that CRM is a tool that facilitates customer relationship management through systemic processes and automation for individualized interactions, even with a large volume of information. Given the above, the question to be answered is: How to structure and implement a CRM tool for the management of relationship marketing in a consulting company?

The main objective of this study is to analyze the implementation of the CRM tool for the management of relationship marketing in a consulting company. There are also specific objectives to contextualize the history of the implementation of relationship marketing and the CRM tool in the organization under study, to present and detail the steps to materialize CRM and internal marketing practices, and to list the actions taken and future ones in the (efficient) applicability of the tool.

Theoretical Reference

This chapter demonstrates the main theories that served as the basis for the construction of the development of this work. The scope of this study is based on analyzing the implementation of the CRM tool for relationship marketing management in a consulting company. Next, relationship marketing and consumer concepts, Customer Relationship Management (CRM) will be presented, in addition to demonstrating how to use it for competitive advantage and how to structure the implementation according to the premises mentioned by authors in the literature and, concomitantly with importance of internal marketing in the organization.

Relationship Marketing and the Consumer

McKenna, (1998) comments that the relationship has been transformed with innovations and technologies, consumers have been looking for agile companies in communication to buy. Relationship tools help orchestrate response time between the customer and the organization. The longer the time, the greater the power to motivate loyalty and the satisfaction of desires, in order to guarantee the execution of all company processes and possible adaptations in real time, with the main objective of generating connectivity in all parts, from the salesperson to the highest echelon of management (Kotler, 2006).

The principles of relationship marketing, also called Customer Relationship Management (CRM), are to develop and maintain a lasting relationship with all stakeholders, improving the consumer experience and competitiveness for the organization that uses the tool. in its favor. Relationship marketing is fundamental for business leadership, it helps in the development of solid and lasting relationships between the consumer and the organization Bogmann (2002). It is a process that aims not only at individualized treatment, but at capturing customer information and using it intelligently to meet their needs and expectations Swift (2001). The author still reiterates the importance of these strategies to increase business profit and support customer-focused decision making. The relationship contributes to the repurchase and retention of buyers

for a longer period of time (Almomani & Jarrah, 2010). It is important for the company to convey trust, commitment and cooperation (Agariya & Singh, 2011).

Companies are moving away from mass marketing and moving towards precise marketing, with a focus on lasting customer relationships. The more data and information collected from customers, the more chances the company has to individualize communication and customize its products and/or services Kotler (2010). According to Kotler (2003) consumer satisfaction can be understood when the expectation is met or exceeded. For Kotler (2006) consumers usually come across a large number of products and services capable of satisfying their needs. However, they end up buying from those who generate greater expectations and experiences. Satisfied customers buy again and refer others.

McKenna (1998) mentioned the importance of *“carefully monitoring the quality and speed of a company's responses to customer feedback”*. The author also comments that the organization needs to understand that the market is heterogeneous in its characteristics, and it must provide and manage customers in a unique and differentiated way, according to their needs and desires. It is important to put the customer at the center of attention at all stages of the relationship, including post-sales.

Customer Relationship Management (CRM)

According to Swift (2001), CRM is a technology tool that works together with relationship marketing. It assists in individualized relationship, which requires not only knowledge about the consumer, but the ability to collect information, analyze it and react quickly to customer needs. Kotler (2003) comments that *“CRM is a positive evolution for companies and for society as a whole, as it will humanize relationships, contribute to a more efficient functioning of markets and offer better solutions for customers”*. For the author Greenberg (2001) CRM goes beyond the relationship, as it helps to understand the customer's life cycle. The author also mentions that CRM is the automation of sales management,

Payne (2005) reaffirms that CRM is *“a business approach that seeks to create, develop and improve relationships with carefully segmented customers, with the aim of increasing their value and the company's profitability, and consequently maximizing value. of shareholders.”* CRM can also be defined as a targeting strategy to generate value for both consumers and employees. The objective is to build lasting and profitable relationships for the company through connectivity between information technology (IT) and marketing strategies composed of attracting, maintaining and improving valuable relationships with customers (Payne, 2005).

CRM is a business strategy designed to increase the company's profitability and revenue by increasing the level of satisfaction of those who use the goods and services it sells. To succeed in this effort, your users need to implement processes and technologies that support customer interaction through any channel – field sales, inside sales, telemarketing, in-store sales, resellers and partnerships, customer service and assistance. Customer service, field services, direct mail, e-mail, fax and internet. What all these activities have in common is a set of data very well segmented by types of customers grouped in a maximum of differentiated categories. (Richers, 2000).

The author also mentions that a company that wants to change the way it interacts with its customers needs to be in the digital transformation, improve the consumer experience, and CRM can be an ally for these actions. The organization needs to understand and follow the evolution of

the internal and external market in its characteristics, movements, changes and transformations to generate competitive intelligence (Kuzaqui & Kanaane, 2004).

The Tool as a Competitive Differentiator

For an organization to be competitive, it needs to know the market, its customers and chains, in addition to adding value to services and serving in the shortest possible time, generating quality and exceeding expectations. Have a personalization in customer service to increase the bond between the consumer and the company McKenna (1998). The author also comments that being attentive to needs and understanding what they are looking for is essential to generating relationships.

According to Chen & Popovich (2003), many companies had an increase in competitiveness, above all, an increase in revenues and a decrease in operating costs and expenses with the implementation of a Customer Relationship Management (CRM) tool. The main advantage is to improve the company's performance through customer satisfaction, meeting their needs, expectations and desires in order to generate loyalty. If organizations manage to satisfy customers and keep them in their relationships, they will ensure greater profitability against their competitors (Greenberg, 2001).

For Greenberg (2001) *“a good CRM portal aggregates all the information regarding the consumer in a single application or desktop, in a customized format for those who use the data, aiming at improving the interaction between the company and the customer”*. Gupta & Aggarwal (2016) mention that CRM helps to have a broad and strategic view of the company with a focus on increasing the number of sales closing and customer loyalty through their experiences. Organizations need to have a competitive advantage and that CRM helps in this process through the prolonged relationship with customers, increasing their engagement, satisfaction and loyalty, in addition to provisions for the subsequent years.

For companies that seek to develop stronger bonds with their customers, the use of CRM is essential (Kotler, 2003). The author Bretzker (2002) characterizes the main benefits for a company to focus on CRM, among them; get to know the customer better, record customer interactions, work with a volume of customer information in an intelligent and automated way, improve after-sales and the services offered, establish more effective and systematic communication, in addition to reducing the cost of the process commercial. Damacena & Pedron (2004) corroborate this opinion and add that CRM can bring more frequency to the same customer, higher levels of loyalty and satisfaction, and increased sales.

According to Malthouse et al. (2013) CRM facilitates interaction with customers in an automated, interactive and real-time manner, in addition to providing greater information and insights for decision-making in the company. Bretzker (2002) adds that CRM has a direct impact on business management, on the way of relating and possibly even on the organization's structure, and therefore, the importance of top management in the implementation process, which can impact the company's positioning in relation to the customers and suppliers.

CRM Implementation Steps

According to Bretzke (2000) the implementation of CRM is fixed on two axes. The first is the volume of information on consumers and their potential customers and the second is characterized by the history of interactions with customers that can be used by all sectors of the company.

Some authors define steps for the implementation of the CRM tool. They are cyclical and can be revised at any point in implementation or usability. For Bretzke (2000), Chen & Popovich (2003); Shaw (2000), one of them is to improve and redesign customer relationship processes in a strategic way for greater financial and economic return. The company needs to have a good organization of business, relational and human resources processes. For Shaw (2000); Bretzke (2000), one of the steps is to add to the processes the focus on the customer's consumption experience (before, during and after the sale, to respond in real time, to have relationship strategies to retain them). , make them advocates of the brand and/or product through the delivery of value to the consumer. Shaw (2000); Bretezke (2000) add on the importance of the company having the customer in focus in all sectors and process. Payne (2005) and Peppers & Rogers Group (2000) mention the CRM tool selection stage. There is an excess of technologies on the market and the best is the one that fits the company's culture, which is customizable and adjustable according to the reality of the organization. Bauer (2002); Roggers Group (2000) comment on the importance of organizational culture in the implementation process, which needs to be changed little by little, with specific actions that help employees to perceive the relevance of this change. Peppers & Rogers Group (2000), Swift & Ronald (2001); Pedron & Saccol (2009) emphasize the stage of training users to improve the commercial process in the approach to sales, use of new technology, awareness of the benefits for entering the information and ensuring the management of individualized strategic relationship with the client. Sanader et al. (2015), Pedron & Saccol (2009) emphasize that leadership commitment contributes to the success of implementation through the dissemination of the importance of use and awareness of the return that the usability of the tool will bring to the organization. Leaders are role models in the organization and contribute to employee engagement. Bretzke (2000), Damacena & Pedron (2004) comment on another step that consists of analyzing the indicators and collected results. Pedron & Saccol (2009) emphasize that leadership commitment contributes to the success of implementation through the dissemination of the importance of use and awareness of the return that the usability of the tool will bring to the organization. Leaders are role models in the organization and contribute to employee engagement.

Brown (2001); Bretzke (2000) mention possible barriers during the implementation phases of the CRM tool, among them, the transformation of employees in entering data in the tool, rigidity to the established change process, the forgetting of training by users and finally , slow learning. For Damacena & Pedron (2004) “*obstacles can be quickly overcome if the company has a set of guiding, articulated ideas*”. About 60% of attempts to implement the CRM tool in companies are unsuccessful due to a misunderstanding of the benefits it can bring (Pedron & Saccol, 2009). Figure (1) below shows the process cycle of the CRM tool.



FIGURE 1
THE CRM PROCESS CYCLE

Note: Swift (2001). CRM Customer relationship management: the revolutionary customer relationship marketing. Rio de Janeiro: Elsevier.

Swift (2001) comments that the learning process is cyclical with the activities carried out with clients. All the information collected serves for learning, planning, knowledge and interaction between the company and the consumer in order to retain them to increase the profitability of the organization. Highlights & Richers (2000) emphasize that a smart business does not depend only on factors related to the product, customer and market, but also the focus on profits and efficient work based on information specific to generate competitive advantage in the business.

Endomarketing: Actions for the Internal Customer

The authors Kuazaqui & Kanaane (2004) argue that people are the most valuable assets an organization can have. The main premise of relationship marketing is to satisfy consumers' desires and for that, it is important that employees are recognized and perceive themselves as key points. They are the ones who make customer satisfaction happen through their attitudes.

It is about meeting needs, exceeding them and knowing exactly what the consumer wants, as he does not always know what he needs. Therefore, marketing is the perfect integration of the company with the consumer market. Today, in addition to creating and developing physical products, companies need to add value and service to the consumer market, to better differentiate and position their mix of products and services (Kuazaqui & Kanaane, 2004).

The market is developing so quickly and directly influencing the way organizations operate. Kuazaqui & Kanaane (2004) mention that people are key factors for marketing management in business and, therefore, they need to be engaged in generating positive consumer experiences. Although the company provides certain specializations and capabilities, the results generally gain more strength when they come from the desire of the employees. The authors also describe that human talent is the most valuable resource for an organization, it must be valued and prioritized by leaders. Keeping qualified professionals, managing them and motivating them is a painful process, but with significant returns on the company's results.

Leaders in the era of connectivity need to adopt postures compatible with the contemporary context and generate alternatives for action so that the creativity of human talents is released, with a view to enabling the network of relationship and communication between employees and between them and the company, external customers. and suppliers. (Kuazaqui & Kanaane, 2004)

For the author McKenna (1998) the demands of real-time communication have caused enormous chaos in organizations. The author also mentions that it is normal for organizations to enter into internal conflicts due to changes in directions and demands to disconnect from discontinued actions to implement new ones.

Damacena & Pedron (2004) also mention that the success of CRM implementation depends directly on the company's management, as they are the ones who interface the organization's strategic objectives with the data transformation culture. Al-Weshah, Deacon & Thomas (2009) corroborate that top leadership should support and value the results obtained through Marketing Intelligence and CRM as a method of improving the organization's performance.

Methodological Procedures

This chapter will discuss the methodological aspects that will be used for the development of the present study and the strategies that will be applied in the collection and analysis of data.

Regarding the research objective, the present study is classified as exploratory, as its main objective is to analyze the implementation of the CRM tool for relationship marketing management. For this, it was necessary to investigate and explore information already collected by the company studied through secondary data. Exploratory research is premised on investigating a particular phenomenon to approach the subject (Gil, 2002).

This research also has characteristics and qualitative nature. Yin (2016) defines characteristics of qualitative research, namely; study of people's lives, opinions of people participating in the sample under study, concepts that allow explaining human social behavior and multiple sources of data collection. As a research method, the qualitative is used to guide the analysis, decompose the data, recompose them, interpret them and conclude information according to what was studied. In this research, data obtained in the private environment of the company that provides consulting services (called DELTA company in this study) were analyzed. Data analysis was based on the interpretive research paradigm with the case study method since the research was carried out based on knowledge,

Interpretive research methods assume that our knowledge of reality, including the domain of human action, is a social construction by human actors and that this also applies to researchers. Thus, there is no objective reality to be discovered by researchers and replicated by others, in contrast to the assumption of positivist science. Our theories about reality are always ways of making sense of the world, and shared meanings are a form of intersubjectivity rather than objectivity (Walsham, 1993).

Data collection took place through secondary data through the collection of information, reports and internal records of the company studied, in order to seek inputs for the interpretation of facts about the implementation of the CRM tool. Next, the case study for the implementation of the CRM tool for the management of relationship marketing in a consulting company will be presented.

Presentation and Discussion of Results: Case Study

Competition is growing, rivalry between companies and consumer retention is increasingly fierce. Conquering and keeping customers is an increasingly difficult task (Brambilla, 2013). In view of this, a case study was carried out on how to structure and implement the Customer Relationship Management (CRM) tool for managing relationship marketing in a company. consultancy, called Delta. Next, the company under study will be discussed, how the implementation of the CRM tool was carried out and the analysis of actions for the management of relationship marketing.

The Consulting Company

Delta is a non-profit private entity that has been operating throughout the state of Santa Catarina for over 45 years, with approximately 180 employees. One of the great challenges of the Delta company is to help small companies improve their business maturity, be more competitive and have sustainable development.

In 2020, more than 149 thousand services were registered by Delta. Although the company has internal records systems, it was necessary to have a tool that would help in the

commercial relationship due to the volume of information and the difficulty in being able to use it for customer retention.

CRM Implementation in a Consulting Company

The employees and leaders of the DELTA company expressed interest in having a customer relationship management tool in order to make communication more assertive and improve sales processes, contributing to the achievement of organizational goals and consumer satisfaction.

In 2019, the Delta company was taken over by new leaders, who decided on the importance of having a lasting relationship with the customer, as the organization has a vast portfolio of business solutions to offer to the market. As a result, tools were sought that could facilitate customer service and provide intelligence in commercial actions. The action was a disruption in the organizational culture and in the commercialization processes of pre-existing products and services, a CRM tool was implemented with low acquisition cost and little usability complexity to test the performance and commercial maturity that the company had been.

In July 2019, the low-complexity CRM was implemented with all the ideal settings for sales activities and a user was created for each salesperson. The customer relationship processes and automations of the CRM tool were basic. Over the months, the organization had developed new commercial maturity, increasing the culture of strategic sales and intelligence in commercial processes. Therefore, it was noticed that the tool had been limiting the actions of sellers and in some situations, making work difficult and generating rework in the records of interactions with consumers. The organization needed to make investments to integrate the actions with other internal systems in order to have a unique history of the consumer, favor the relationship and, specific automations that proposed to guide the salesperson in his client portfolio management.

However, in January 2020, the construction of the ideal process for customer relationships began. For this, the Lean Office methodology was used to build the inputs and outputs of all interactions carried out with potential customers. At the same time, market research was carried out to learn about the main tools that existed and what their competitive differentials were. With this, it was possible to analyze how the customer relationship was being conducted at the Delta company and what should be done to generate more engagement with possible repurchases. The construction of the ideal model was completed and the process of hiring the company that would provide the CRM tool to meet the new maturity of the organization began.

In September 2020, the new tool was contracted and the process of integration between the CRM and the systems already used by the Delta company began with the objective of collecting, storing and working in an automated way with sales multifunnels in order to build a lasting relationship and intelligent relationship between the company and the consumers. The details of the implementation process of this first phase are illustrated in figure (2) below.



FIGURE 2
FIRST PHASE OF IMPLEMENTATION

Note: Prepared by the authors (2021).

The aim of the new CRM is to ensure:

- Expanded view of the business.
- Identify and define customer profiles.
- Intelligence in business planning.
- Control of sales follow-ups.
- Integrate with various systems, especially those used for prospecting leads in marketing, WhatsApp Business and the seller's agenda.
- Learn more about customer behavior.
- Generate customer relationship.
- Store email templates and business proposals (all sales material in one place).
- Consult information on client companies in the Federal Revenue database to identify valid CNPJ, address.
- Customizable and smart filters to automatically create activities.
- Funnel/Board passing cadence.
- Automated processes when moving a lead, create new activities without human intervention.
- Customizable reports, user activity reports, revenue forecast reports, conversion rate reports by funnel stage, lead source, funnel stage, achieved versus expected goals and conversions by product.
- Comparisons between sales teams (possibility of identifying best practices), report of reasons for loss by product.
- Mobile access.

In February 2020, training was carried out with all salespeople with a focus on using the new CRM and presentation of the sales playbook with guidelines on how and what to do at the funnel stage to generate customer relationships. Several materials were also developed with insights on how to approach the customer and make relevant interactions, as well as guidance videos on how to sell certain products.

Numerous forms of training were promoted (workshops, collective training, individual, in-person and online mentoring) on the importance of customer relationships and on how to use the CRM tool to generate more engagement with consumers, as shown in figure (3) below.



FIGURE 3
MAIN TRAINING CARRIED OUT

Note: Prepared by the authors (2021).

Individual and team visits were also carried out weekly, to clarify doubts and monitor the usability of the CRM tool and analysis of reports with the information entered in the system comparing with ideal market indicators. In addition, sales pitches were also developed due to the complexity of marketing products and services to facilitate the salesperson's approach at each stage of the sales funnel.

Results Achieved, Problems and Future Actions with the Implementation

With the new CRM tool implemented, in addition to commercial strategies with a more assertive language to the potential customer, in the first 4 months of 2021 Delta prospected 8,339 new business opportunities, that is, people interested in buying the products offered in the digital environment. However, due to the high volume and in a short time, there was a bottleneck in the commercial process. Salespeople were not fully engaged in the process of using the tool and it took more than 50 days to talk to the potential customer who showed interest in buying the product. An estimated money gap of over 20 million in lost business. Based on the results obtained, the operational inability to meet all the demand generated within the ideal return period stipulated by the market was verified,

There are market indicators that propose to meet the needs of potential customers in real time, that is, at least 24 hours after their conversion to have an average of 53% effectiveness rate, as shown in figure (4) below.

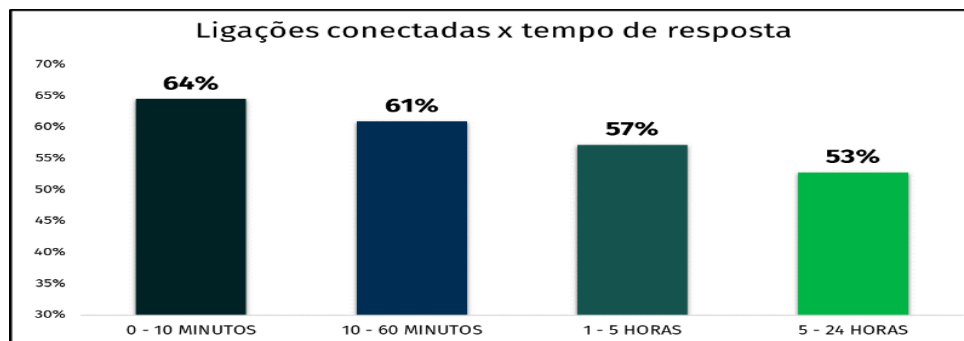


FIGURE 4
THE IMPACT OF RESPONSE TIME ON CONNECTING CALLS

Note: Meetime (Brazil). 2020. Inside Sales Benchmark Brazil. 2020.

Individual meetings were held with salespeople in order to understand the reason for the lack of interest in using the CRM tool, even with the customer interested in buying. In addition, it was identified that there was a lack of company leadership in this process. The sellers claimed not to be charged for using the tool by their superiors. Likewise, the number of assignments and operational processes meant that they had no interest and time to learn and use the new customer relationship tool. Some claimed that it was easier to meet one-on-one in person and make the sale during this service instead of making calls to return to potential CRM customers who showed interest, since the seller (due to other activities) was not able to make this first contact on the same day of the conversion. In addition, this process also generated discouragement in salespeople for not being able to make the first contact in a timely manner and not having a positive return when they did so after days of converting the potential customer. Consequently, it ended up that potential customers lost interest or did not remember what it was about due to this delay in contact.

The image of the Delta company in society was harmed. Of these 8,339 prospected opportunities, about 4,000 did not receive a response from the company and some potential customers publicly complained about the lack of response in the communication channels, through the organization's social networks (Facebook and Instagram).

It was also observed the complexity of the cultural change in the company and resilience on the part of the sellers. Some of them made a contact attempt or at most two and if it was not completed they would direct the potential customer as a loss of business. However, surveys by Mettime (2020) consider it ideal to make at least 6 contact attempts. Another factor observed was the unavailability of monetary, physical or moral incentives from the company's leadership to use the CRM tool.

However, the implementation of CRM also brought some benefits to those who knew how to take advantage of business opportunities. During this same 4-month period, 351 sales were made, amounting to 1.7 million reais. It was observed that these sales occurred for sellers who managed to keep the time of first contact with the potential customer in less than 3 days. The steps are detailed in Table (1) below.

Table 1 STAGES OF IMPLEMENTATION OF THE CRM TOOL IN DELTA COMPANY	
INDICATOR	ANALYSIS AT DELTA
User empowerment (Peppers & Rogers Group, 2000; Swift & Ronald, 2001;	Several specific and complementary trainings were carried out for the use of the CRM tool, among them:- Practical workshops on how to use CRM,

Pedron & Saccol, 2009)	main duties of the salesperson, sales funnels and on how to manage the customer portfolio correctly,- Presentations of playbooks with the processes, assignments, sales objections, possible reasons for losses and how to approach the customer in each interaction, as well as the ideal maximum time for the completion of the phases;- Sales Management Course;- Consultative Sales Course;- Spin Seeling Workshop;- Motivational lecture on sales, CRM and organizational culture;- Mentorships in sales techniques with the Spin Seeling methodology;- Sales negotiations course;- CRM sales funnels according to the complexity of the product; - Training on market indicators.
Leadership (Sanader, Laketa & Mistic, 2015, Pedron and Saccol 2009).	The company's leadership requested the implementation of CRM in the organization and opened one of the alignment meetings between the salespeople.
Customer in focus (Shaw, 2000; Bretezke, 2000).	A specific customer portfolio was created for each vendor according to their experience in the market and interest. The seller receives in his CRM the potential customers of the products he sells. There are salespeople who only have a portfolio of customers with low sales complexity, others have high sales and there are still those who are working with both types.
Personalized CRM (Payne, 2005; Peppers & Rogers Group, 2000).	Market research was carried out to understand what was most modern and useful for the organization. As a result, a basic CRM tool was contracted, with low complexity of use and contracting. It was used for approximately 10 months and it was noticed that the maturity of the company had evolved. Therefore, a new market analysis was carried out to understand what existed to be offered and to meet the redesign of the ideal commercial relationship process for the new commercial and relational maturity of the organization. Working groups were created with people from different areas (IT, Customer Service, Commercial, Marketing and Management of Internal Processes and Contracts) to participate in the process of choosing and implementing the tool.
Definition of relationship strategies (Shaw, 2000; Bretzke, 2000).	The entire business relationship process was redesigned through the Lean Office methodology with inputs and outputs in each phase of interaction between the potential consumer and the company's employee. In addition, a company specializing in marketing and sales was also hired to advise on the construction of sales funnels by product and service, commercial processes with activities and attributions by process stage, sales playbooks, customer approach picths, reasons for losses of leads per stage of the funnel, how to manage sales and interactions with potential customers, and strategies to reduce sales time.
Culture (Bauer, 2002; Rogers Group, 2000).	The promotion of culture began with the implementation of the first CRM at the DELTA company, in the development of people in management and sales techniques, well-defined product and service marketing processes, sales materials, biweekly meetings with guidance salespeople (individually and / or in a team), monitoring of CRM results and, in the implementation of a more advanced CRM tool with process automations without human intervention, automatic customer prospecting emails, activity reminders, ready commercial proposals and etc.

In addition to the actions taken so far, the Delta company needs to articulate other strategies in order to make communication more assertive, optimize sales and generate lasting relationships, contributing to the achievement of the organization's financial goals, customer satisfaction and ease of repurchasing with others products.

CONCLUSION

The CRM (Customer Relationship Management) tool assists in the development of the relationship through data collection, information generation, analysis and timely responses to the customer and the market with the objective of prospecting new sales and making the organization more sustainable (Kotler, 2003). This research sought to analyze the implementation of the CRM tool for relationship marketing management in a consulting company. With this, it was identified that relationship marketing is essential for the organization to be competitive and generate intelligence in interactions with customers, retain them and promote lasting and beneficial relationships for both (company and consumer).

Although the Delta company has been in the market for years, it was only in 2019 that it began to focus on commercial strategies. In less than two years, the company was able to develop and structure clear and strategic processes for customer-focused marketing and sales, implemented the organization's first CRM tool, built sales funnels to assist in the commercial actions of each product, trained salespeople in sales techniques and tools. With this, an increase in commercial maturity was identified, corroborating the idea that the company evolved in sales and customer relationship processes during the study period, requiring a new CRM tool, with more automation and intelligence. market in sales operations. It was noticed that the company is looking for new ways to reinvent and innovate, developing more agile processes and actions through tools and digital transformation in the operationalization of commercial actions. There is a concern to generate customer relationships and keep them in the organization for longer with repurchase and loyalty processes so that it becomes more competitive in the market and makes a difference in the life and experience of the consumer.

However, due to the size of the organization, there is the complexity of the cultural change directly affecting the business process, with the main issue being the turnaround time given to the customer. It was identified that there are gaps in the current model of commercial relationship, there is no evidence of lasting relationships that favor the business maturity of customers. There is a need to articulate other strategies in order to make communication more assertive, optimize sales, generate lasting relationships, satisfy and build customer loyalty so that it contributes to achieving the company's financial goals. For this, it is necessary to change the way of conducting commercial actions, especially in the first contact with the potential customer so that their expectations are met, generating positive impact and trust in the other stages of the relationship. This action is fundamental for the effectiveness of the Delta company's sales and image in society, since some potential customers complained on social media about the lack of response from the organization. It was also noticed that there is resistance and lack of engagement on the part of employees in the new commercial process and use of the CRM tool.

However, although the implementation of the CRM tool for relationship marketing management has generated business losses, it has also promoted some gains and competitive advantage to the organization. It can be concluded that the current model needs readjustments due to the existing barriers with the seller, not focusing on the use of the CRM tool to generate intelligence in commercial actions and in the relationship with the customer. It should also be noted that the seller is a key piece for the relationship to happen, he needs to be engaged in the process, understand the importance and how to use the data in his favor to sell. In addition, there is a lack of engagement on the part of the company's leadership.

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