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Using successfully e-CRM for the Optimization of Working in Tunisian Organization

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Abstract:
This paper provides a study of using e-CRM for the optimization of organization in front office. At first, we mobilize a reading grid we identify our research hypotheses related to the impact of the key factors of success in e-CRM optimization of working time. Secondly, from the analysis of our empirical data, we analyze the different most significant relationships between variables that highlight the factors contributing to the optimization of working time in the front office. A third party tries to provide recommendations for optimization of working in front office.

Keywords: E- CRM, services, opportunities, constraints, Tunisian organization

1. Introduction

The human factor of the front office is a key part of e-CRM success. But it may have a strain. In general, it is the users who can see resistance to change organizational issues it represents. for example, to live the customer database with the required information. But also, tele-operator call center that is not motivated by his work, when the space is ergonomically unpleasant or his guide priority action or automated responses, when it turns out unsuited to the time requirements. Then the time of the feedback suffers, making the shares out of time. This is still the case that the customer requires a service delivery delay. The e-CRM manages to overcome these space-time constraints that foster the exchange of computerized data between the front office staff and the client. (Bondarouk et al., 2009). In addition, the establishment of e-CRM software is sometimes a problem when the different organizational structures each have their own standards and their own behavior in relation to the customer relationship. The customer can therefore no longer be at the corporate center. To overcome these obstacles, the choice of a good e-CRM system rarely suffices. Interactive training, and awareness actions shall platform among all human and organizational levers (Arab et al., 2010).

The information technology and communication (ICT) provide resources for networking, infrastructure, services, organizations, regionally or internationally. Through their virtual dimension, they erased the distances and geographical constraints by allowing the development of telework and e-commerce, by their standards and enlargement. Today, almost global, they draw a virtual digital space, out of time and physical space, cyberspace. Moreover, the Tunisian government recognizes the challenges posed by ICT. While the national strategy tends to reinforce the positioning of Tunisia in terms of widespread use of ICT internationally. But tunisian companies are behind the companies of developed countries in the field of ICT. (World Economic Forum, 2015). Indeed, several geographic location indicators can be studied to characterize the digital divide. A composite index based on five variables has been developed internationally (Houzet, 2014). But other statistics exist, especially at regional scales, on the level of individual infrastructure and regional initiatives to increase accessibility to ICT and generalize their applications. Although, ICT development have enabled the advent of e-CRM (Customer Relationship Management or electronic). But the e-CRM is also a full-fledged field of CRM through the website. For an e-commerce website, it is for example to personalize the interface according to the user profile, which is established either through declarative information, either in real time by analyzing its behavior on the website. Prospecting for potential customers on the Internet at a higher cost to the loyalty of existing customers. Indeed, the development of a long-term relationship is a strategic issue for organizations and the internet channel plays a key role in customer loyalty. The overall issue of loyalty on the web is to create a lasting relationship online, and engage the customer on the website. Therefore, e-CRM manages to make available personnel contacting a set of computerized devices that are often grouped under the term "front office" whose success depends on the organizational and human factors. (Gauche, 2013). Indeed, the work of Mintzberg (2004) and Kalika (1995) show the relationship between organizational and human variables and technologies. According to these authors, the investigations on the relationship between the variables of organizational structure and context structure (technology), assume causality between technology

and organizational structure (Baujard et al., 2014). Picking up the model and Rallet Brousseau (1997), the organization is examined through its coordination mechanisms between human and organizational components in the performance of their mission (Ben Youssef et al., 2012).

The purpose of this paper is to study the success factors of e-CRM. What are their impacts on the optimization of staff time in contact? Are they a resource mobilized by the staff in the relationship with the customer or on the contrary a constraint? We wish therefore statistically test our central hypothesis that the relationship online: front office / customer cannot be managed independently of the socio-organizational constraints on the one hand and spatio-temporal constraints on the other. The refutation or confirmation of this hypothesis will enable us to decide on possible strategies with respect to their organizational context. Are they necessarily likely to suffer the effects of context (technology) as suggested by the authors (Baujard et al., 2014) or can they conversely overcome the spatio-temporal constraints (Houzet, 2014) and adopt different behaviors? On a more critical with respect to our research, we can see now that the management of online relationship is much more complex.

2. Methodological Approach

2.1. The Sample Size
The composition of our sample is based on both the sample purposive and on the sample by convenience. Indeed, in the context of this survey, it is advisable to interview a priority population with knowledge in the area studied. Sample sizes vary identified consisted of 30 respondents from four different front offices. One belongs to a public service organization; the National Digital Certification Agency (NDCA) was established following the enactment of Law No. 2000-83 of 9 August 2000 and has established a framework of legislation and regulation exchange of electronic commerce. To foster an environment of trust, and it was decreed the creation of this agency as a public company under non-administrative supervision of the Ministry of ICT. NDCA is considered the root certification authority of Tunisia. NDCA scheduled for mid-2016, to propose to registrars and Tunisian hosts to become resellers of these security certificates (consistent with international standards), not only for the Tunisian market but also internationally (Naffati, 2015). Hosting providers are private businesses small, we have not called for confidentiality reasons, provide electronic certification service providers. The Startup will develop electronic billing solutions certified by TTN (Tunisian Trade Network) may also be suppliers of these services. Indeed, studied all business processes as the main input of information and out put as electronic certification services. However, the number and nature of offices fronts differ according to organizational and human characteristics.

2.2. The Data Analysis Method
Analysis of the data found in particular exploited the AFC method (Factorial correspondence analysis) is the most suitable for the treatment of questionnaires and surveys operating method when all variables are qualitative or when one is called to transform quantitative variables present in ordinal variables. Indeed, it is a technique for achieving such goals as: to determine the relationship between two or more variables. This is to determine whether data sets are partners for specific attributes. The technique is to compare the observed data to another set of data relating to a set of conceptual frequencies. These theoretical frequencies can be derived from the application of a particular model of the observed phenomenon; a chi-square measure of the deviation between the actual frequency and the expected frequency is calculated with the null hypothesis that the model is representative of the reality. If the measure of this difference is high, we reject the null hypothesis at a given risk level of alpha. If the measurement is low, we accept the null hypothesis that the model is compatible with the frequencies actually observed.

3. Theoretical Framework
The theoretical framework helps explain the meaning given to concepts covered. It provides clarity of research while ensuring coordination between the different parties, so as to make work a coherent whole, enabling a meaningful interpretation of the data.
 Thus, having justified our methodological approach, we will review the theoretical fields who analyzed the concepts involved in our research.

3.1. The Importance of e-CRM
Prospecting for potential customers on the Internet at an incomparable cost compared to retaining current customers. Create a long-term relationship is a strategic issue for organizations and the Internet channel can play a key role in customer loyalty. The overall issue of loyalty on the web is to create a lasting relationship online, and engage the customer on the website (Kumar, 2015). Thus, the following table presents the issues of e-CRM (Table 1)

Characteristics	Issues
Increased rates of secure infrastructures	• Appropriate Client Policy • Knowledge of the client's life, • Customizing the service delivery, • Adaptation of the provision to circumstances • Anticipation of applications.
Diversification benefit	• Excellent quality, • Diversification factor, • Loyalty Factor.
Reduction in trade margins	• Generation of service, • Segmentation by degrees of profitability, • Control costs of attracting new segments, • Productivity and control of business processes.

Table 1: The challenges of e-CRM

3.2. Steps of an e- CRM implementation

The e-CRM follows the steps of the customer life cycle. This means taking advantage of all relationships with customers, to know them better (Table 2) (Kumar, 2015).

Step	Description
Development of strategy	The organization should develop a business plan that analyzes the state of play. Through this plan it will consider appropriate strategies to present problems to better manage customer relationships. A membership of the front office staff to the devices you want to implement and ensure an enabling organizational context to the use of CRM. A CRM approach falls within a change management before being e- CRM project.
Setting objectives	For each objective, a budget and resources allocated by the organization.
Customer understanding	The organization must gather the information making it a description of the characteristics of its customers, the strategic market position and detection of potential segments. Indeed, e-CRM is to seize, at the front office, all customer data collected, and integrating them in a Data Warehouse (data warehouse) customer focused.
Device integration	The CRM approach is implements by following the steps that are suitable appropriate devices. (*)
	(*) At each stage, appropriate technologies are combined: (Figure 1).

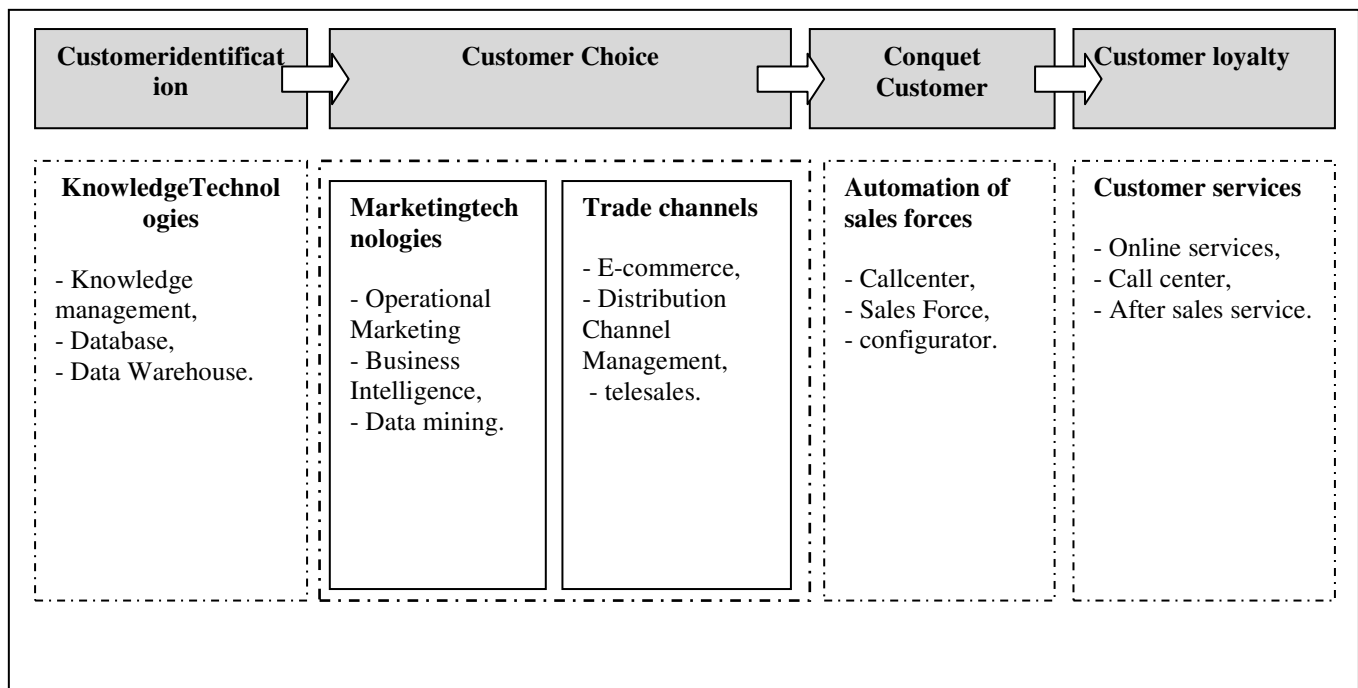*Table 2: Implementation of the steps of an e- CRM project*

Figure 1: The customer-driven value chain

3.3. Failure and Success of e-CRM
The objective of this part is to identify success factors and failure of e- CRM. First, they were present as factors mobilized by the front office in the online relationship with the customer. Then study the case management of this relationship will become more complex. Finally, analyze the usual constraints of its devices.

3.3.1. Behavior of Customers and the Front Office
E-CRM devices analyzed in front office behaviors lead to rationalization of the contact personnel and customers. These devices are developed particularly in the area of marketing, to identify the characteristics of clients, their expectations and offer services adapted to these expectations. Information systems recording customer profiles. The adequacy of the categories of services requested customer needs. The quasi- generated Service makes a delicate customized service co- design, change of supply during the relationship and the diversity of minimal exceptional services (Tiffon, 2013). This standardization of output is related to the standardization of business processes also based on the mobilization of adequate devices: Procedures and work instructions, memos and minutes with clients.

3.3.2. Reproducibility and Efficiency of the Service
This rationalization has its theoretical foundations in a search for efficiency. The efficiency of the service delivery system in the front office system is indeed facing several constraints; comply with the requirements of customers in terms of quality / price and the simultaneity of the generation and delivery of the service real time. How to deal with a demanding client with varying expectations, optimize the generation time and relationship, meet a demand in a time and a suitable space, ensuring quality of service? Service standardization mechanisms, the process provide answers; identify the necessary information (Gutierrez, 2006).

3.3.3. Decline of the Quality of Work Life (QWL)
If the e-CRM devices lead the personal contact to create a more consistent service relationship to organizational performance requirements, they will negatively affect their QWL. These are characterized in the mass front offices by repeated relationship, remote or face to face with customers. In this context, the confrontation of the uniqueness of the customer profile - type required by the supplier, the intensification of the pace of work, and standardization of behaviors appear to be the reasons for this phenomenon (Makkaoui, 2012).

3.3.4. Resistance Source for the Customer and Stress for front Office
The main task of contacting staff to comply with customer requirements and consistent with the standard. Indeed, the working relationship is voltage source with the customer, when it perceives a gap between the expressed need and service prescribed by the supplier via e-CRM devices. Reaching decisions by consensus is a psychic and mental load. This lack of control over their working relationship would result from them a sense of alienation. (Emilia, 2014)

3.3.5. Relationship in the Context Switching Frame
As a context switch which takes diverse forms, the service relationship has intangible outputs, difficult to assess and formalize. The difficulty is increased if we take into account that the relationship can lead to radical changes and have effects that continue over time. Similarly, the assessment by the customer of this relationship as concerns its outputs on the circumstances of its development. Finally, the service relationship fits within the organizational context within which can cohabited various stages of analysis and conceptualization of the service relationship.
The notion of performance of the service relationship, referring to multiple universes difficult to formalize. This is justified by the fact that the relationship of state realize a personal work costly reconciliation between different ways to fulfill their missions in contexts where the various performance indicators, and contradictory, leading the service relationship. This is the case where the personal face of the states where they reconciled in real time between the requirements of efficiency of the relationship with the customer and the requirements of other customers waiting in the servuction system (Daniello, 2010).

3.3.6. Unsuitability Typologies of e-CRM Devices
The literature on e-CRM devices has developed models to analyze correlations between organizational change and e-CRM devices. Given the diversity of these devices, a variety of types has been developed. They have no added value compared to the object of our investigation. The use of a typology opposing devices called "cognitive" and "relational" devices (Lebrun, 2011) is not an option in our survey. Indeed, all devices mobilized in the studied relationship, distance or face to face contact between a personal and a client, are relational.

3.3.7. Perception of e-CRM Devices by Front Office
The relationship between the development of e-CRM devices and degradation of QVT, emphasized in many surveys, did not appear in some way in the study. Personal when reporting the complexity of the employment relationship, explained by the workload caused by the volume relationships, aggressive customer behavior and poor organization of working time. The pressure of the pace of work is independent of devices, resulting characteristics of the services studied: mass services, peak periods and reception in a state of emergency, etc. The devices, when significantly increase processing speed, they increase the volume of relationships supported by the front office staff and negatively affect the working time. But this aspect is replaced with an improved level of service quality, which

reduces the voltage conflict with the client. Similarly, e-CRM devices are not perceived as a failure of the relationship factor, although by the time they assume a concentration of interest on the screen at the expense of the relationship with the customer. This is justified by the fact that, firstly, in a distance relationship the customer does not perceive the loss of interest resulting from the use device. Furthermore, the management of certain tasks by the device is seen as stimulating the relational character. Continuous improvement of the devices in terms of user-friendliness and ease of use comforts this phenomenon. The e-CRM has increased the number and variety of tasks prescribed in the front office. In this sense, computing devices have made the work more difficult; the more so that these devices require training and a harmonious experience to be properly applied. Thus these devices are rather perceived as allowing a reduction in working time of staff in front office (Charensol-Bancel et al., 2002).

3.3.8. Using of e-CRM Security Devices by Front Office

Several customers open their information to their suppliers system, are unable to identify critical data secure and control access and user rights. Moreover, with telecommuting, of allowing personal contact to connect to real-time information system from any region (Bentley, 2016), personal contacts are commonly brought to move files system outside the secure infrastructure. Thus, the development of independent telecommuting has become a reality for small companies among their employees a large number of independent teleworkers, but the possibilities offered by ICT in this area seem to be limited by the customer concerns at the compliance and security rules by them. Moreover, there are a mismatch between the tasks performed by teleworking and stains made within customer premises. We can therefore conclude that the overall permeability of borders depends not only on preferred strategies by suppliers but also of the requirements of their customers (Tremblay et al., 2009). The use of control and data security devices makes sense, but it should not lead to undue control front office staff that can generate a phenomenon of frustration and unhappiness at work (Marjorie et al. 2007).

4. Results of Empirical Research

The objective of this section is to understand the behavior of 30 respondents through the study of 4 fronts offices belonging to Tunisian companies. First, it was to identify the characteristics of the in-line relationship. In this context, a first step allowed to build the database. It then identifies relationships between significant variables. Finally, analyze the strategic positioning and detect potential segments.

4.1. Interpretation of Matching Matrix

The results of the chi-square test confirmed the existence of a significant relationship between the category of requested services and company size. Indeed the lack of security arrangements put in place by small businesses is very remarkable. Only a few large companies that reported used the services and facilities comply with safety standards and regulatory requirements. The constraints of security and privacy are a challenge for small businesses. Hence the imperative to secure their sites by using the security services: they must significantly enhance the security of offices of their autonomous teleworkers against external threats of vulnerability and the risk of intrusion. As a guide we present a table of correspondence in the Security Infrastructure category networks or Service / Region (Table 3).

Service	Region			
	North	Center	South	Active Margin
Digital Certificate	7	4	2	13
Assistance	3	1	1	5
Security Audit	4	0	0	4
Digital Key	0	0	0	0
Approval means	6	1	0	7
Other	1	0	0	1
Active margin	21	6	3	30

Table 3: Matching Matrix

The comparison of the performance security infrastructure or services made available to businesses located in different regions of the country (profile - line), and a comparison of the representation of the geographical location according to the region in the different categories of services available to customers (profile - column).

4.2. Determination of Dimensions Number

In the case of the example class security infrastructure and of service requested / region (Table 4), the number of dimensions is equal to two. Considering a projection plane, we see that explained inertia (IE) for axis 1 is equal to 0.916, while that of axis 2 is equal to 0.084. Therefore it retains the two axes for the sum of inertia explained exceed 90 %.

Dimensions	Singular value	Inertia	Chi-square	Level of significance	Proportion of inertia		Singular value confidence	
					Taken into account	Accrued	SD	Correlation 2
1	0.406	0.165	-	-	0.916	0.916	0.119	-0.141
2	0.123	0.015	-	-	0.084	1.000	0.181	-
Total	-	0.180	5.391	0.864	1.000	1.000	-	-

Table 4: Summary

4.3. Dependency Analysis of Variables

The literature postulates a link between socio-organizational variables and spatio-temporal variables. Indeed, the majority of companies surveyed (80%) use it at least monthly that telework is the form of working with the worst performance in this area with 9% of emails do not get through. Therefore, overloading professional e-mails, lack of time at work and the stress of organizing the office opening hours will greatly affect the rate of opening of e-mails. E-CRM devices appear, moreover, carry an intensification of the pace of work, particularly when relying on ICT. They lead the personal contact to exchange real-time electronic data from different geographical locations. They also forced them to memorize more and more technical information on conditions for access to secure data. The use of safety devices and technical assistance helps them in this task, but then leads him to focus their attention on their workstations, rather than on listening and dialogue with the customer and thus weighs on exercise their relationship skills. These devices are mobilizing attention of agents. Nerve load causes stress. This case is getting worse, in case of loss or breach of customer data base, followed by uncertainty prescribed working time (Despalle, 2013). Similarly, the results of chi-square test confirm a significant link between socio-organizational variables and Spatio-temporal variables. This is justified by the fact that the value of chi-square both calculated (5.391) for alpha equal to 0.05 and the degree of freedom equal to 1 is greater than the value of chi-square both theoretical (3.840) according to the distribution table chi-square (Table 5). Thus, we analyzed the dependence between the two variables: infrastructure category or security data service and region. Indeed, we calculated a measure of chi-square of the difference between the actual frequency and theoretical frequency, with the null hypothesis that the model is representative of reality. Therefore, we obtained a measure of chi-square of the difference between actual and theoretical frequency high frequency, we reject the null hypothesis at a given level of risk alpha (1%).

Indeed, the relationship between the contact personnel and the customer cannot be analyzed independently of human constraints such as entertainment devices used. It is clear on all the companies studied inadequate consideration of the actual working time in appraisal systems. It is a quantitative assessment where qualitative devices are solicited by employees and are more suitable. This case causes significant risk of demotivating staff in the front office. The assessment of the quality perceived by the customer through satisfaction surveys does not represent, either, a suitable device. In addition, these surveys have a problem, first, customer satisfaction is identified from the perceived quality of the relationship, and secondly, responsibilities belong to the teams in front office. Correlate, and so some public or private sector, these features work in front office are not included in the wage scales and grade promotion. Finally, the training devices of personal contact are centralized on technical training of labor. They let the experience and skills. The reliability and relevance of e-CRM devices are however recognized by the personal contact as encouraging the mobilization of relational skills (Charensol-Bancel et al., 2002).

4.4. Relevance Variable Modalities

We believe, through two AFC interpretation criteria (contribution to inertia and the quality of representation), the relevance of different modalities variables studied. Indeed, the relevant methods used in the interpretation are those having a greater contribution to their frequencies. Regarding the quality of representation of the terms of the variables in relation to the principal component analysis to the profile - line, the two most significant terms are retained: Security audit and other services as compared to the explanatory axis 1, since the contribution of each of these terms beyond their marginal frequencies. CTR (1) > f_i, CTR (1) = 0.338 and f_i = 0.133, CTR (1) = 0.084 and f_i = 0.033. We reject the other terms of the variable Security Infrastructure category or service (Digital certificate, Approval means, Assistance, and Digital keys) to a low level of significance. It is the same for retaining modality relative to the axis 2 is the registration service and the help desk. We reject other terms for a low level of significance. Thus, the following table shows the characteristics of the lines points: (Table 5).

Service	Mass	Score in the dimention		Inertia	Contribution				
					Inertial point dimention		Point inertia dimention		
		1	2		1	2	1	2	Total
Digital Certificate	0.433	-0.546	-0.165	0.054	0.318	0.096	0.973	0.027	1.000
Assistance	0.167	-0.404	0.625	0.019	0.067	0.531	0.580	0.420	1.000
Security audit	0.133	1.014	0.306	0.057	0.338	0.102	0.973	0.027	1.000
Digital Key	0	-	-	-	-	-	-	-	-
Approval means	0.233	0.578	-0.359	0.035	0.192	0.246	0.896	0.104	1.000
Other	0.033	1.014	0.306	0.014	0.084	0.025	0.973	0.027	1.000
Total	1.000			0.180	1.000	1.000			

Table 5: Characteristics of the lines point

Regarding the quality of representation of the terms of the variables in relation to the principal component analysis to the profile - column, the two most significant terms are retained: The Center and the South relative to the axis 1 and axis 2 (Table 6).

Service	Mass	Score in the dimension		Inertia	Contribution				
					Inertial point dimension		Point inertia dimension		
		1	2		1	2	1	2	Total
North	0.700	0.411	0.038	0.048	0.292	0.008	0.997	0.003	1.000
Center	0.200	-0.825	-0.534	0.062	0.336	0.464	0.888	0.112	1.000
South	0.100	-1.229	0.805	0.069	0.372	0.528	0.885	0.115	1.000
Total	1.000	-	-	0.180	1.000	1.000	-	-	-

Table 6: Characteristics of the colons point

4.5. Interpretation
The factorial map above - below (Figure 2) allows front office personnel in determining the customer service tailored to the type profile. Thus for example the Security Infrastructure category or service requested / Region, for axis 1, it is clear that the required infrastructure and services such as electronic certificates, approval, assistance, the security audit, dongles and other services are strongly represented in the North (70%) and the Center (20%). These same services are poorly presented in the South (10%) for the axis 2. In fact, the digital divide between North and South is described as horizontal fracture. It is registered in Tunisia with disparities in urban and rural areas and between social classes and between genders. According to our survey, the digital divide is identified as follows: Companies that have used the security services are mainly located in the northern regions and urban areas including the Greater Tunis, they are the most majority equipped by the security infrastructure such as mentioned above. Similarly, there is a lack of support from the central government. Indeed, regulatory brakes, a culture of failure for teleworking, ignorance of ICT, lack of technical, human and financial constraints are organizational performance. Furthermore, the results of the AFC lead us to wonder about the strategic positioning of the organization and its potential segments. Indeed, we noted that much effort to accomplish at the regional level to reduce the constraint of geographic location. Indeed, to the level of infrastructure and security services, ICT space is organized taking into account the constraints of distance, size, position and places hierarchy. In this context of liberalization of the sector, ICTs are spreading widely depending indeed a logic of economic profitability. This concern for corporate profitability faces, however, the principle of equity between regions. Therefore, national policies for regional development must consider the problem of inequalities between regions. This distribution then brings us insight into how technological innovation can be broken within the observed region and by selected indicators. First, in terms of infrastructure, the preferred indicator is the access to the service. Then at the service level, it is the companies located in the technology centers located in Greater Tunis. Finally, at the application level, it is the public initiatives that are taken into account. Indeed, the NDCA must take the initiative, as root certification authority, to allow private companies to become suppliers of these security certificates. The developed strategy must target a widespread use of security services in disadvantaged areas. Thus, these results are presented in the factorial map that shows schematically the digital divide by region.

Figure 2: Factorial map

5. Conclusion

This paper provides investigation of the key factors in e-CRM success for optimization of staff time in contact: the choice of this problem is motivated firstly by the presence of the above mentioned constraints were found during practice experience; and secondly, given that statistical term, these devices are not much used by Tunisian companies. Indeed, the analysis allowed us to confirm assumptions from the literature. Furthermore, the failure of an e-CRM project is often linked to organizational and human constraints on the one hand and spatio-temporal constraints on the other. As is often the case in the allocation of security services in the territory, a clear digital divide can be observed between the north including the Greater Tunis and the rest of the country. It is clear to all companies' surveyed lack of awareness of staff in front office technology issues. Indeed, in any structure, a number of people are making a project without making noise. Some call the "front office" or even "personal contact". In most cases the mode of action is subtle and discreet. They are present at all levels of the hierarchy. And many servuction systems based on their commitment and their skills. The features observed in the offices fronts are built according to the characteristics of the supply of services desired and planned strategies. They refer desired quality levels associated with this offer and service delivery system constraints. These devices are needed to staff in the front office. However, given the lack of developing devices by the hierarchy, the subordinate cannot conceive of suitable devices. Moreover, this finding is justified by the degree of support they provide in cases of relationship we have registered.

In a mass delivery context, even personalized, relationship presupposes the existence of a joint arrangement formalized organization, animation and finalized. The survey highlights the negative effects on working time to the lack of animation and finalizion devices. Their use is accompanied by a change in the content of occupations. The nature of this change is different in different cases studied. Similarly, the appreciation of the work front office is difficult and is not sufficiently equipped in the cases studied. Organizational constraints are the presence of the client as service support, the nature of changes made, the nature of the mobilization of the client as input, multiple front office relationships and urgent.

If the role of the contact personnel in contributing to the achievement of the devices and their improvement has been proven, the front office when working on the issue, however, challenges the methods of its implementation. Under pressure from the volume of activity, it is not easy to disengage. It involves limiting the host time and then leads to deteriorate the level of service quality.

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