Overview of the CRM Market in Tunisia

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Abstract
The aim of this paper is to realize the importance of a CRM approach, to detect the degree of awareness of Tunisian managers of this importance and analyse the degree of integration of CRM in the Tunisian companies. Initially, we focus on the definition and components of CRM, then we focus on the level of integration of CRM within Tunisian enterprises.The Tunisian company begins to integrate the CRM tool : although a minority adopts CRM as software , operational CRM technologies as analytical know quite a development.This essentially depends on adoption of sales and business of the company.
Keywords: CRM- Operational Tools- Analytical Tools- Tunisian Company.

1.Introduction

Turbulence which today are on business, and sociopolitical tensions that mark many regions in our universe, just as a result of the complexity of our existence as visions and misperceptions researchers. And even when an author is a humanist concerns order, he develops his or her thesis in, purely economic, since the major mobile feeding her reflections is that of improving the efficiency of economic entities reduced to its financial component namely profitability. Based on our academic training focused on marketing, then we have reflected on this issue and we found eager to learn and discover or possibly a logical answer (s) , scientist (s) and especially adapted (s) our current context, and thinking about the degree of integration of CRM within Tunisian companies. Indeed, CRM is an organizational process aimed at better understanding and better satisfy customers identified by their business potential and profitability , through a plurality of channels of contact, through a lasting relationship in order to increase sales and profitability .

While relationship marketing is a policy and a set of tools to develop individualized and interactive relationships with clients to create and maintain them in positive and lasting attitudes towards the company or brand. In addition, relationship marketing is a form of direct marketing so the main function is to create an interaction with the target of the communication campaign : the client becomes an actor . The aim is to raise awareness and create a lasting relationship with him. Hence , our challenge today is to succeed in this task which , at first glance , requires an enabling framework of academic research can put us in direct contact with the market. Therefore, the objective of this paper is to detect the degree of integration of CRM in Tunisian firms.

2.Conceptual framework

Several companies and managers have a blurred vision of what CRM they restrict the definition of a pattern of loyalty , a customer database profiles or business process (eg call centers). CRM or Customer Relationship Management , " in fact relates to the creation, development and improvement of customer relationship through the targeting of customers and customer groups in order to maximize customer value " (Payne and Frow 2005). CRM recognizes that the role of marketing does not stop the acquisition of customers, the real promise of CRM is to provide customers what they want , when they want and how they want. The CRM assumes that all customers are not equal and do not have the same value for the company. In fact, several studies (FOSS STONE, Ekinci (2008); MOISAND (2005)) showed differences in the value of customers where 4 % of the company's customers generate 29 % profit and 20% of sales volume and 26% are involved in 55 % profit and 50 % of sales ,with the remaining 70% (the majority) contribute only 16 % profit and 30% of sales. Thus , the company has no incentive to treat them the same way , which creates the need for customizing the business - customer relationship.

2.1. Operational CRM

The activities cover the operational CRM technologies to identify, sell and serve the customer, and this is visible and tangible aspect of a company's shares. These technologies are automating the sales force automation and customer service than marketing. Enterprises speak more e- marketing. Indeed, the development of electronic commerce has given rise to this new type of marketing, Internet shopping is becoming more common. According to Howlett and Rogers (2000), Zandi and Tavan (2011) E- marketing allows you to:
- Judging the effectiveness of the company website : companies can estimate the increase in visitors to their sites and the most products and services purchased with analysis tools clicks .

From the path of the user and the page on which he left the site, site efficiency can thus be assessed , which is very useful , especially as the percentage of consumers abandoning a purchase along the way is very high.

- Customize the company offer : After gathering information about the preferences of each consumer, a personalization engine , coupled with relationship marketing tools , ensures that during his next visit , the consumer sees s to display content tailored to their preferences.

2.2.The analytical CRM

Strategic decisions are made at the CRM or operational decision. While this aspect of CRM covers the collection and analysis of customer data. Collecting data through the integration of information receivable, separate databases available to the company within one central database or data warehouse (Data Warehouse).

This data warehouse is needed for the work of customer data analysis performed by the data Mining. According to Chauchat (2001), the goal of data mining is to produce useful operational knowledge, understandable and valid. For this, the Data Mining must cover two main functions: extracting knowledge from data and the meeting of several scientific communities such as databases .Data Mining thus proves to be a valuable tool for analyzing the customer relationship, this step is crucial in any CRM initiative, because it allows not only to understand customer behavior and improve the knowledge, but also to guide decisions and business strategies. In the theoretical study, we tried to clarify the CRM process within the company . In order to reconcile the theoretical results to the reality of the Tunisian context, we are interested in Tunisian firms have undertaken actions loyalty will explore the practice of CRM.   Firstly, we present an overview of the CRM market in Tunisia , then we will explain the methodology of research, we finally analyze and discuss the results of our approach. This is why the Tunisian firms adopt more actions loyalty cards like loyalty , mailings, gifts, personalized messages on various occasions .Customize the relationship with the customer , retain and monetize its loyal customer take over on prospecting for new clients. Many companies are realizing that keeping a customer is more profitable and less expensive than finding a new ".

3. Research Methodology

Our research is to account for the place of loyalty among the goals of the Tunisian company , as well as detect the perception of leaders and Tunisian officials CRM and to confirm the use of CRM by detecting the degree of integration of this technique in the Tunisian company and its impact on profitability and customer loyalty in the long term .

The research questions lead us to identify needs following information:

- Degree of interest in fidelity in the Tunisian company ;

Place of loyalty among the objectives of the company ;

-Impact of the integration of CRM tools on the business : loyalty , profitability ... ;

- Level integration of CRM within the company (analytical level / operational level) ;

Framework integration of CRM in the company .

The problem within which we question our research is expressed by the following

assumptions (ÖZTAYSI et al , 2011):

H1: The loyalty is a key objective for the company in Tunisia.

H2: Integrating CRM is limited to the operational level

H3 : For the company, the integration of CRM tools increases customer loyalty

H4 : The integration of CRM tools is significantly on the profitability of the company

H5 : The CRM is seen as a strategic move for the company

Our parent population is by adopting loyalty actions Tunisian companies , this choice will be justified in the sampling method. On the sampling method : Without comprehensive database , we used the non-probability sampling method (Evrard, 2009). The sample judgment method seems most appropriate to us. In fact, the use of this method is justified by the desire to include the companies most likely to provide relevant information. While companies who think loyalty and adopt , as well, customer loyalty programs give importance to the management of the customer relationship. We have made use of the customer database of a company operational marketing manager, among other things, customer loyalty programs (games , mailings , loyalty cards ....) .

The database consisting of 100 companies , the sample size is 100.

For the collection of data needed for the study, we opted for the questionnaire. In fact, our choice is justified by the nature of the data to be collected : Exploring trends (use of CRM in the Tunisian company) , detection of perceptions (on the approach) , release of relationships (impact of the use CRM on loyalty or profitability) .... Love seems therefore the most appropriate tool.

It was administered face to face with the leaders and marketing managers of firms in the sample .

The aim is to explain the points that seem ambiguous (CRM is a relatively new concept) and to have a good response rate .

4. Results and Discussion

After administration and coding of responses, we analyzed the results. For this we used the SPSS 10.0 software. Given the nature of the assumptions , analytical methods used are univariate and bivariate analysis . Univariate analysis is to examine the variables independently of each other . It results in terms of frequency of variables to consider . The chi-square test allows two at this level , to generalize the results.
This analysis :
- The description of the sample by sector of activity, age , turnover and number of employees of the company.
- Validation of assumptions 1 and 5.
The bivariate analysis (or pairwise) aims to study some variables in pairs to detect the presence or absence of a relationship between them (Evrard, 2009).
Chi-square tests Two for judging the significance of this relationship. It should be noted that the reduced number of observations (100) may affect the significance of the test.
Bivariate analysis was used to :
- The testing of hypotheses 2 , 3.4 .
- The study of certain relationships when necessary (for the purpose of explaining the results of some assumptions).

4.1.Description of respondents
Simple sorting were performed on the basis of firm characteristics (industry, firm age , turnover and size) to describe the sample of 100 respondents .

It is noted that the majority of firms surveyed are services firms (48%). Indeed, the services sector is the sector where the relationship with the customer is crucial. Thus, service firms are companies seeking to retain their best customers. The industrial sector is occupied by 24% of the sample; followed by the food industry (26%) and the financier sector (2%). 20% of firms have large structures over 350 employees. The rest of the sample is divided into smaller size companies almost equally by the above-mentioned groups.

The number of firms in every turnover shows no major differences; with a majority of businesses in less than 15 million (44%) capital. These results do not preclude investment in CRM approach. 30% of the sample has less than 10 years age, the majority (35 firms or 35%) have been from 10 to 25 years, only three companies have an age between 26 and 40 years and the rest is divided into 27 % aged 41-60 years and 5% over 60 years of existence.

To validate the first hypothesis, simple sorting was performed treating the variables of questions 1 and 2. 75% of companies ranked the goal increase customer loyalty in the first and second positions, giving this objective paramount. In fact, increase customer loyalty has been classified as a primary objective by 40.6 % of firms surveyed, a significant majority (according to the test chi $2 = 0.02$ p <0.05). Firms surveyed give less importance to other objectives: The customer loyalty trumps quality improvement, relationships with suppliers and productivity. The privileging loyalty to these goals reflects the passage of an optical product and customer profitability to an optical.

Hypothesis 1 is therefore confirmed: loyalty is a primary goal of the firm. Therefore the customer relationship is maintained and managed to ensure his fidelity, a once relegated to second place if it was ignored concept . Thus, could provide an interest in the integration of CRM. 15 firms out of 100 states adopt a comprehensive CRM approach, 15% of the sample. The rest of the sample is aware of the contribution of this approach elsewhere, 85% of firms expect the adoption of this tool. To detect the degree of integration of CRM tools and technologies by companies that do not adopt the package, we conduct cross-tabulations. While the majority of firms surveyed did not adopt the CRM software as they use his techniques:
- All opt for operational tools
- Only 40.7% integrate analytical tools (CRM data warehouse or data mining).
Thus, hypothesis 2 is partially confirmed, we would say that the integration of CRM tools is more operational level at the analytical level. A closer look at the integration of these tools in identifying (companies discussed are the 85 that do not adopt the CRM).

4.2. Operational tools
Remember they consist of sales force automation, marketing automation and automation of customer service:
• computerization of the sales force is adopted by 43 companies of 85 or 50.59 %.
• computerization of marketing:
- All firms not adopting a CRM approach use the tools of direct marketing , something that reflects the popularity of this tool to businesses
- 60 companies or 70.5 % of the companies use marketing tools multichannel
- Customization tools on the Internet are probably unusable because Internet technologies are still not very well exploited by Tunisian companies.

• computerization of customer service
- The Internet is used by the majority of firms or by 70.5 % , the scope of this tool in Tunisia is certainly the case
- The call center begins to be increasingly used . Indeed, a firm three uses this tool.

4.3 Analytical tools
Constituted by the data warehouse and data mining tools that exist long before CRM software :
• The data warehouse : the 56.66 % of the firms only use the data warehouse to store customer data
• Data Mining is used by any firm
The reduced use of these technologies usually come from a lack of data aggregation. In fact, after a cross -sorting on the adoption of CRM and data aggregation , we notice that only half of the firms combine their customer data in central database. However, a central database is a prerequisite for the introduction of these technologies step. Consolidate customer data in a central database is synonymous with the search for a deep understanding of customers, note that 20 % of firms are adopting operational tools that integrate customer data in central database. This would show the trend toward better management of customer relationships. Note that 96 % of firms have resorted to measures the success of their customer relationship ; the most commonly used measures are the sales by customer , the number of customer complaints and customer loyalty (adopted by approximately 56.66 % of firms) .
All these observations lead to two main conclusions:
- The integration of CRM in the Tunisian company makes its first steps. With some firms adopting the entire process , the focus is mainly operational-type technologies .
- Analytical tools , looking for a thorough understanding of clients (MCD), the use of customer data and the measurement of customer relationship experiencing success with firms , reflecting a trend toward better management of customer relationship.
However , these tools do not fit in a comprehensive, structured as the CRM approach. However, a CRM approach may provide better results in less investment . This would causes blurred knowledge of CRM and its benefits , as well as always this reluctance towards innovation.

4.4 . Impact of the integration of CRM tools loyalty and profitability
To assess the effect of the integration of CRM tools on the profitability and loyalty ,cross-tabulations were performed.
4.4.1.Effect of integrating CRM loyalty
90.6 % of firms surveyed show that the effect of the integration of CRM tools on customer loyalty is important or very important against 6.3 % who see that the effect is more significant on prospecting for new clients. Chi 2 test performed on the integration of CRM tools on the loyalty effect shows that the relationship was significant ($p = 0 < 0.05$). This confirms the fact that CRM is essentially a retention tool . Hypothesis 3 is therefore confirmed. Since most companies do not adopt a CRM approach , we studied the effect of integration of analytical and operational tools on increasing loyalty : it turns out that when there is integration tools analytical , increasing the fidelity is better. Indeed , 94% of firms that receive these tools significantly important effect on loyalty against 44.33 % of the firms that have not integrated as operational tools. (Here the fact that the Chi 2 test result shows that the n is not significant is due to the fact that 75% of cells have expected count < 5) .
Certainly, the more firm behavior analysis of these customers , the effect on loyalty is tangible ; is that analyzing customer behavior , the firm can detect any retention tool for implementing client , how to customize the relationship and treat his client .... This reflects the contribution of analytical processes in managing customer relationships.
4.4.2. Effect of integration of CRM on profitability
The relationship between profitability and CRM is not significant (chi-square coefficient of Pearson = 0.081 > 0.05 for the relationship between the variables of CRM adoption and increased profitability) . Firms adopting CRM perceive an increase in profitability of more than 10% . Three of them consider an increase of over 15%. Majority of the remaining firms is almost 63 % saw an increase between 5 and 10%. Moreover, the impact on profitability is unrelated to the existence of analytical and operational processes. Thus, to act on profitability, the integration of CRM must be completely, the development of analytical processes is not sufficient for there to be a tangible impact on profitability. The CRM does not act on profitability (H4 hypothesis is invalidated), partial integration of some of its technology has no significant effect. Compare to foreign studies of the impact of CRM on profitability, the difference is vast. CRM is not perceived as abroad : a real way to profit. This can be explained primarily by the fact that in our study only 15 companies use CRM .
4.4.3. Perception of CRM
A simple sorting was performed to evaluate the perception of CRM , a significant majority (60 %, p value = 0.00 <0.05) responsible firms see that CRM is a set of technologies for better management of the relationship customer . Hypothesis 5 is therefore reversed. This reflects a flawed understanding of CRM concept . CRM must

in fact be part of a strategic framework. That is why perhaps the integration of CRM is limited by the adoption of certain technologies. However, the CRM is not a set of technologies. As stated Alard and Dirringer (2000), the success of a project customer relationship to 80% by the organization of the company and 20% technology. In the Tunisian firm, the technological component takes over the organizational component in integration level and at the level of perception of CRM. But the success of a CRM project depend very much a proper assessment and collection thereof.

5.Conclusion

The Tunisian company begins to integrate the CRM tool: although a minority adopts CRM as software, operational CRM technologies as analytical know quite a development. This essentially depends on adoption of sales and business of the company. Integration, though partial , CRM is about customer loyalty (confirming that the CRM is a retention tool), But not on profitability (reflecting the importance of implementing the CRM whole approach) . Moreover, the perception of the Tunisian business CRM is still unclear , but the future of CRM is certain . Nevertheless, these findings cannot be generalized because of the size of the sample, which prevented him from having some meaningful relationships studied. A wider release for more detailed study results is recommended.

Eventually, the study of incentives and disincentives related to the adoption of CRM can complete our search for a meaningful exploration of its integration into the Tunisian company . It would be useful to examine more closely the " organizational " part of the process (not only in terms of perception) . While the CRM is realized with the aid of technology initiatives. However, our study has some limitations which prevent its spread and opening new avenues of investigation:

- The study was conducted on companies that have undertaken actions loyalty . A comprehensive study of different types of companies provide a more comprehensive picture of the Tunisian context .
- Our research did not take into account the analysis of the obstacles and incentives related to the adoption of CRM. Should develop these aspects for better exploration of the adoption of this solution (Trepper,2003).
- Given the relative " youth " of CRM in Tunisia , it is difficult to consider the benefits that could benefit the company by introducing the CRM software . Also aspects such as the development of a robust technology infrastructure , a perfect knowledge of the CRM tool , building a customer -oriented corporate culture , the development of appropriate measures of CRM , the "human" membership the CRM project has been foreign studies will be useful to study in the Tunisian context by some time .

CRM is an opportunity for development of the Tunisian company . Enter and would fit perfectly synonymous with the detention of a competitive advantage.

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