SUMMARY

STUDY ON THE IMPLEMENTATION OF CUSTOMER RELATIONSHIP MANAGEMENT SYSTEMS IN THE ROMANIAN MARKET

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1. Introduction

In the paper "Study on the Implementation of Customer Relationship Management Systems in the Romanian Market," we aim to address a highly debated topic within companies with over 11 employees, particularly in the agricultural sector, namely the implementation of an IT solution known as Customer Relationship Management, abbreviated as CRM. Throughout the paper, we will use the abbreviation CRM.

The purpose of this paper is to demonstrate the importance of using such a solution and the ways in which a business can be scaled. The desired scalability for startups is the ability to grow significantly by adding few resources. This primarily refers to revenue, but it also applies to measuring popularity or other relevant performance indicators. For example, a startup developing a mobile application can quickly attract new users through digital marketing campaigns without requiring a proportional increase in team size or costs.

The choice of this topic came from the desire to encourage as many entrepreneurs in the agribusiness sector as possible to learn about the benefits and utility of a CRM system so that, ultimately, the decision to implement such a system/solution comes naturally and organically.

The main objective of this paper is to ilustrate that a CRM software solution includes activities related to multiple departments within a company that have direct relationships with customers, potential clients, partners, and suppliers. Such a system ensures the dissemination of information between departments and teams, preventing the source from being duplicated or lost. Companies of all sizes can greatly benefit from choosing a fully integrated and multifunctional CRM solution.

Therefore, we hope that the paper "Study on the Implementation of Customer Relationship Management Systems in the Romanian Market" will contribute to and support companies, as well as the entire agribusiness sector, in their development process and in their relationship with the end user.

2. Purpose and objectives of the research

Researching a CRM (Customer Relationship Management) system involves evaluating and analyzing a CRM solution to understand how it can improve customer relationships and the operational efficiency of an organization. The purpose and objectives of this research are essential for determining the value and potential impact of implementing a CRM in a company.

The Purpose of Researching a CRM System:

a. Improving Customer Relationships

- o Objective: To identify ways in which a CRM system can enhance the quality of interactions with customers and improve their satisfaction and loyalty.
- o Example: Analysis of the effectiveness of personalizing communication with customers using CRM data.

Optimization of Business Processes

- o Objective: To find methods for automating and streamlining sales, marketing, and customer support processes.
- o Example: Studying the impact of CRM on response time to customer inquiries.
  ### b. Increasing Revenue and Profitability
- o Objective: To determine how a CRM can contribute to increasing sales and profitability by identifying and managing sales opportunities.
- o Example: Analyzing the conversion rate of leads before and after CRM implementation.
  ### c. Understanding Customer Behavior
- o Objective: To collect and analyze customer data to better understand their preferences, needs and behaviors.
- o Example: Using CRM data for more precise market segmentation and personalized offers.
  ### d. Increasing Organizational Efficiency
- o Objective: To identify ways in which a CRM can enhance internal collaboration and operational efficiency.
- o Example: Assessing the impact of CRM on workflow between departments.

Objectives of Researching a CRM System:
a. Evaluating Organizational Needs
- o Objective: To understand the specific requirements and challenges of the organization that could be addressed by a CRM system.

- o Example: Conducting interviews and surveys with employees to identify needs in customer relationship management.
  ### b. Analyzing Available CRM Features
- o Objective: To compare different CRM solutions and assess their features and functionalities to select the most suitable solution for the organization.
- o Example: Comparing CRM systems in terms of integration, automation, and reporting.
  ### c. Determining the Impact on Customers
- o Objective: To analyze how the implementation of CRM will affect customer experience and identify possible improvements in interactions with them.
- o Example: Studying customer feedback before and after CRM implementation.
  ### d. Implementation Planning
- o Objective: To develop a detailed CRM implementation plan, including necessary resources, stages, and timelines.
- o Example: Creating a CRM implementation timeline, with stages and assigned responsibilities.
  ### e. Identifying Challenges and Risks
- o Objective: To anticipate potential risks and obstacles associated with CRM implementation and use, and develop strategies to overcome them.
- o Example: Analyzing data security risks and planning protective measures
  ### f. Continuous Improvement
- o Objective: To establish a framework for ongoing monitoring of CRM performance and implementing improvements based on user feedback.
- o Example: Creating a periodic reporting system to evaluate the impact of CRM on business objectives.

Research Methods:

To fulfill the aims and objectives of studying a CRM system, a variety of research methods can be employed, such as:

Document Analysis

Description: Studying existing documentation on CRMs and case studies to understand best practices and industry trends.

Interviews and Surveys

Description: Collecting information directly from employees, customers, and other stakeholders to understand their needs and expectations.

Comparative Analysis

Description: Comparing multiple CRM solutions to assess the pros and cons of each option.

Prototyping and Testing

Description: Creating a prototype or pilot version of the CRM and testing it in a controlled environment to assess its effectiveness and impact.

3. Research methodology

The purpose of this section is to provide an overview of the methodological approach and to justify the choice of methodology used. This study seeks to explore the impact of CRM systems on organizational performance. By adopting a mixed-methods approach, a deeper insight into the phenomenon under investigation can be gained.

Purpose of this study include evaluating the effectiveness of CRM systems in improving customer relationships, analyzing the impact on sales processes, and exploring the challenges of implementation.

In this study focused on Customer Relationship Management (CRM) systems within a company, various bibliographic sources have been used to thoroughly characterize this complex topic, addressing economic, technological, and social aspects. Academic studies and articles from specialized journals have been employed to obtain updated information on recent research in the CRM field. These sources have helped identify best practices, common challenges, and innovative solutions applied by modern companies.

Publications from organizations and companies that develop or implement CRM solutions provide valuable insights from the real industry. These publications include market reports, implementation guides, and comparative analyses of various CRM solutions available in the market.

Online sources, including blog articles, official company websites, and technology news platforms, have been used to obtain current information on innovations and trends in the CRM field. These sources offer a dynamic and accessible perspective on the subject.

All these bibliographic sources have been utilized to build a comprehensive and detailed picture of CRM systems in a company, examining not only the economic and technological impact but also the social and organizational aspects of CRM implementation. This comprehensive approach allows the research to offer well-founded recommendations and effective strategies for companies looking to optimize customer relationships through CRM.

4. The structure of the thesis

The thesis is structured into two parts, consisting of five chapters, conclusions, and recommendations. Each chapter serves a specific purpose in deepening the topic and achieving the research objectives. Part I contains two chapters that provide an overview of the current state of agriculture, while Part II contains three chapters that focus on practical applications.

Chapter I provides an overview of the agricultural landscape within the European Union in the initial section. It analyzes the EU's Common Agricultural Policy (CAP) and its impact on member states, discussing measures and subsidies available for European agriculture. It identifies current trends in European agriculture, including technological innovation and sustainable practices. In the second part of the chapter, attention turns to agriculture in Romania —its current state, policies and subsidies, as well as the potential and challenges of the agricultural sector. It identifies specific challenges faced by Romanian agriculture, such as access to technology and resource management, and draws conclusions based on comparisons made, providing recommendations for improving the Romanian agricultural sector.

In Chapter II, we discuss:

- o Management Methods: The main management methods used in modern agriculture and in the implementation of CRM systems, their application in various contexts, and their impact on operational efficiency.

- Research Methods**:** The research design used for data collection and analysis, including both quantitative and qualitative methods. The choice of methodology is justified, and its relevance to the research objectives is explained.
- Analyzed Indicators: Economic indicators and CRM performance indicators.

Chapter III describes the concept and functionalities of CRM:

- Definition of CRM: A clear definition of CRM systems and a description of basic functionalities, along with the role of CRM in managing customer relationships and improving the customer experience.
- Types of CRM Systems: Describes the different types of CRM solutions available on the market, including operational, analytical, and collaborative CRM.
- Implementation of CRM Systems: Details the stages of implementing a CRM system, including planning, customization, and user training, and the importance of effective change management in the implementation process.
- Case Studies and Practical Examples -Analyzes key factors contributing to the effectiveness of CRM implementation.
- Evaluation and Optimization of CRM: Methods for monitoring and evaluating CRM system performance and its impact on organizational performance.
- Optimizing CRM Systems: Provides strategies for optimizing CRM functionalities and adapting them to the needs of the organization.

In Chapter IV, we address the analysis of CRM's impact in agribusiness**.** This chapter examines how CRM systems enhance the efficiency and profitability of production activities in agricultural farms. It discusses the optimization of sales processes, inventory management, and relationships with suppliers. It also includes a questionnaire—interpretation and comparisons, as well as the analysis of the questionnaire results, identifying trends and key conclusions. In light of the findings from the questionnaire, recommendations are provided for improving CRM implementation in agricultural farms..

The final chapter presents a detailed SWOT analysis of CRM system implementation in the context of agribusiness. It also analyzes the causal relationship between CRM implementation and organizational performance, evaluating the impact
of CRM on various aspects of the business, including productivity and customer satisfaction. Strategies are proposed for improving the efficiency and effectiveness of CRM systems, including solutions for adapting and customizing CRM according to the specific needs of agricultural organizations.

We conclude with conclusions and recommendations, summarizing the key outcomes of the research and highlighting the impact of CRM on agriculture and farm profitability. Strategies and measures are recommended for improving customer relationship management and increasing profitability in the agribusiness sector, as well as initiatives that can provide the growth of the agricultural sector and the effective use of CRM.

5. General conclusions

Agriculture in Romania is indeed characterized by a polarized structure, with a wide variety of farm sizes. The vast majority of farms in Romania are small, covering less than 5 hectares, and many of them focus on production for personal consumption.

Although there is a large number of small individual farms, there are also several thousand large agricultural enterprises in Romania. These large farms play an crucial role in the country's agricultural production. It is also worth noting that Romania is among the largest cereal producers in the European Union, being the largest producer of sunflower seeds, honey, and plums in the EU.

The high volume of farmers in Romania, approximately 3.5 million, underscores the significance of the agricultural sector in the country's economy. However, there are challenges and opportunities regarding the modernization and efficiency of Romanian agriculture to harness the country's agricultural potential in a sustainable and competitive manner on both domestic and international markets.

Implementing a business software solution in the agricultural industry can bring numerous benefits and advantages to farmers and businesses in this sector. Here are some ways in which a software system specifically designed for agribusiness can help:

- o Process Automation: Agricultural software can automate and simplify many daily activities, such as inventory management, crop planning, harvest monitoring, or human resource management. This can lead to increased efficiency and reduced human errors.
- o Data Analysis and Decision Making: Software systems can collect, store, and analyze data related to production, sales, costs, weather conditions, etc. This information can be used to improve decisions and optimize agricultural processes.
- o Resource Monitoring and Management: Agricultural software can assist in monitoring and efficiently managing resources such as water, fertilizers, or pesticides. This can contribute to reducing waste and promoting more sustainable use of resources.
- o Improved Communication and Collaboration: Software systems can facilitate communication between different departments within a farm or agricultural cooperative, as well as between farmers and business partners. This can lead to better coordination of activities and increased operational efficiency.
- o Compliance with Regulations and Standards: Agricultural software can help ensure compliance with legal regulations and quality standards imposed by authorities or business partners. This can reduce risks and potential penalties.
- o Comparing the Agribusiness Sector in Romania with that of Israel provides valuable insights into how agricultural efficiency and productivity can be enhanced through technology and innovation. Israel is a remarkable example of how a country with limited natural resources can become a global leader in agriculture and ensure food security for its entire population. Here are some lessons that Romania could learn from Israel's experience:

Agricultural Innovation and Technology (Agritech)

Israel is a pioneer in agritech, investing heavily in the development of advanced agricultural technologies. Among these innovations are:

- o Drip Irrigation: This technology significantly saves water and increases agricultural yield. Romania could implement more extensive efficient irrigation systems to address climatic and water issues.
- o Precision Agriculture: Using sensors, drones, and satellites to monitor soil and crop conditions in real-time can greatly enhance productivity and reduce costs.
- o Biotechnology: Developing drought-resistant and pest-resistant crops is crucial for ensuring agricultural production stability.

Research and Development

Investments in research and development (R&D) are essential for agricultural innovation. Israel allocates a significant percentage of its GDP to R&D, creating an environment conducive to developing new technologies. Romania could:

- o Encourage partnerships between universities, research institutes and private companies to develop innovative solutions.
- o Offer grants and tax incentives for companies investing in agricultural R&D.

Education and Professional Training

High-quality agricultural education is crucial for developing a competent workforce. Israel places significant emphasis on:

- o Educational programs in agronomy and agricultural technology, available both in academic institutions and through vocational courses.
- o Ongoing training for farmers and agricultural specialists to keep them updated with the latest technologies and practices.

Public-Private Partnerships

Collaboration between the public and private sectors is vital for agricultural development. Israel has created a business environment that supports innovation and growth in the agricultural sector through:

o   Incentives for private investments in agriculture and technology.
o   Government programs that support farmers and agricultural enterprises in adopting new technologies.

Access to Financing

Facilitating access to financing is essential for modernizing agriculture. In Israel, there are a variety of financial solutions for farmers and agritech startups:

o   Investment funds and venture capital that support innovative agritech startups.
o   Government grants and low-interest loans for farmers adopting advanced technologies.

Adopting Sustainable Policies

Sustainable agricultural policies are crucial for environmental protection and long-term food production security. Israel has implemented:

o   Sustainable cultivation practices that minimize environmental impact.
o   Programs to educate farmers about organic farming methods and biodiversity conservation.

International Collaboration

International partnerships can bring significant benefits through knowledge and technology exchange. Israel is actively involved in international agritech cooperation:

o   Exchange programs and collaborations with other countries to develop joint solutions to global agricultural challenges.
o   Exporting technology and know-how to other nations, contributing to global agricultural development.

Romania has immense agricultural potential, but to fully capitalize on it, a paradigm shift inspired by the Israeli model is needed. Investments in technology, education, and research, along with sustainable policies and strategic partnerships, can transform Romania into a regional leader in agribusiness. Adapting to local conditions and fostering effective collaboration between public and private sectors are key to achieving this goal.

In conclusion, implementing a business software solution in the agricultural industry can bring significant benefits in terms of efficiency, productivity, sustainability, and business competitiveness. It is important for farmers and agricultural enterprises to be open to technology and invest in software solutions that meet their specific needs.