PART 3:
PRACTICAL IMPLEMENTATION AND EXAMPLES

3.1 THE TENDENCIES OF IMPLEMENTING MANAGING SYSTEMS OF BUSINESS RELATIONSHIPS IN LITHUANIA

Retaining business relations has become a common phenomenon in the world of business as companies reinforce their strategic positions. As intensive competition dominates in contemporary market, the problems of attracting and maintaining a customer arise. The occurrence of concept of customer relationship was influenced by a growth of consumption and competition. The organisations realised how important it is to keep an existing customer and fulfil all its expectations. With the help of the customer relationship management, the quality of customer service improves, marketing and sales become more effective and competitiveness is promoted. The research in this field is carried out in Lithuania and other countries and most of them are on a theory level, whereas the practical evidence on the importance of business relations and relations with customers is insufficient. In order to analyse the customer relationship management and determine the aspects that define it, deeper and more specific insights are necessary. This article also includes the Lithuanian statistical data that help to identify the spread of use of business relationship management programmes in the Lithuanian and EU companies.

Customer relationship management is extremely topical in contemporary literature. There are many different opinions about systems that help to manage the customer relationships. It is natural that different sources provide different information that often contradicts one another. Therefore, it is very difficult to select proper business tools, especially those used to manage such sensitive information as business relationship with a customer.

With the use of informational technologies today, a buyer can find competitive offers online, without even leaving their home. Besides, it provides the customers with a higher negotiation power, reduces the value of a trade mark and other earlier benefits of companies-suppliers. Some scientists argue that the main non-material property of a company is not a trademark but company buyers. Thanks to data transmission technologies, the importance of a trade mark is diminished and finding a new customer is much more expensive than keeping an old customer. Both the supplier and the buyer realise that the potential benefit received when the supplier and the buyer cooperate exceeds the value that may be achieved while fighting each other. Therefore, relationship with the buyers becomes much more important than earlier.


Aim of the article is to reveal the features of CRM systems and to evaluate the tendencies of implementing CRM systems.

Methodology: systemic and comparative analysis and generalisation of academic
literature, logical deduction method, comparative analysis of statistical indicators, and conclusion generation method.

From the very beginning of this concept's development, the management of business relationship has been considered as one of the most important features of modern marketing. In the narrow understanding, the customer relationship management is understood as the software-based collection and management of information about customers. It is important to mention that often CRM is incorrectly understood only as a technology, in other words, the software. A much better is the definition provided by Kotler Ph., et al (2003): customer relationship management is the establishment of high customer's value and satisfaction, in pursuance of customer relationship development and retention. This includes all aspects of customer’s acquirement, retention and the increase of their number. In this case, the software becomes a suitable but the not the most important tool in the implementation of business relationship management. Greenberg P. (2009) states that the customer relationship management is a philosophy and a business strategy based on information technologies, business rules, sequences of actions, processes and social characteristics, designed to attract the customer for a collaboration dialogue in order to ensure mutual benefits in a safe and clear business environment.

![Diagram of business relationship management elements](image)

**Figure 3.1.1: Elements of business relationship management**

*Source: compiled by author*

After generalising the opinion of various authors, the main elements of management of business relationships with customers may be extracted (see Figure 3.1.1). As it is shown in Figure 3.1.1, the management of business relationships is much more than having a customer database (technology).

The possibilities offered by business relationship management programmes are as follows: full use of company orientation towards a customer, directing the organisational system towards the customer and possibilities provided by CRM technologies, improvement of such company indicators as company market share, profitability, customer satisfaction, and sales. In other words, CRM possibilities may be related to CRM benefits.

![Diagram of business relationship management strategy](image)

**Figure 3.1.2: The stages of the business relationship management strategy**

*Source: compiled according to Jenkinson A. and Jacobs M., 2002*
Companies have a more successful cooperation with customers if they implement a relationship management strategy of their choice. The realisation of the strategy may involve the following stages (see Figure 3.1.2).

In general, it could be said that the management of business relationships is the business strategy of modern marketing that is used by the companies to create, maintain and strengthen the positive relationships between the company and its customers. The definition of CRM includes not only the technological part (software), but also the following: a certain customer-oriented philosophy, action strategy, ability to take actions necessary for this strategy, and management of a relationship between the customer and the company.

**Informational Technologies in the Management of Business Relationships with Customers**

Nowadays, the management of relationships with customers by applying IT data accumulation is not understood as a narrow field. The segmentation of clients and promotion of loyalty are emphasised. The management of relationships with the customers is an integral part of controlled systematic data. IT development and customer management are moving forward in parallel, hence, productive possibilities of implementing relationships with customers are possible with the help of technological processes, by applying the strategy and employee motivation. To sum up, the employees that use the management systems of relationships with customers must have not only the theoretical knowledge but, also, be motivated, search for solutions that would satisfy the user needs what would eventually result in added value to the company (Tamuliienė and Urbas, 2012).

Customer relationship management (hereinafter – CRM) is a business management system that helps to manage and develop business relationships with existing and potential clients that way guaranteeing a maximum and long-term profit from every customer. In a narrow sense, the technology of CRM software can effectively organise, automate, integrate, and synchronise business processes. Companies that use CRM seek to keep existing customers and to attract new customers and gain their loyalty. The managing programme of business relationships with customers causing the increase in profit and decrease in business costs involves entire company's business strategy. Data on all customers are accumulated and analysed and the possibility to offer the best option for each user is created. Besides, application of CMR in companies helps to find and save contacts more easily. Taking segmentation into consideration, it is possible to offer a best offer to every user, determine a loyal customer and apply loyalty programmes, as well as gather data about partners (Karazijienė and Sabonienė, 2013).

Based on the type of activities, CRM is distinguished as analytical and operational. According to this, a strategy is selected that the organisation will follow while implementing the system of relationships with customers. *The operational CRM system* includes the activities directly related to the customer, i.e. management of customer contacts (calls, letters). Upon the implementation of an operational CRM system, a more productive communication with the customer is expected. *The analytical system*, which is also called a strategic CRM system, is created for the accumulation, processing and segmentation of customer details. Reliance on IT that way allows understanding the customer actions and creating a strategic CRM production (Godson, 2009).

According to Karazijienė (2014), the CRM system consists of three parts (see Figure 3.1.3). To the mentioned operational and analytical parts a cooperation part is added that applies the method of communication with customers.

According to Anot Buttle, Maklan (2009), the theory of management of relationships with customers as a basis of an organisation emphasises the user's role and not the processes and products because the development of relationships with customers, knowledge of needs and their satisfaction and the financial benefit received from it is one of the main aims of the strategy and determines the advantage against the competitors an leads towards a long-term
business of the company. Hence, a system that would guarantee an effective and productive management of relationships with customers is needed.

![Image of diagram showing parts of a CRM system](image-url)

**Figure 3.1.3: Management parts of a CRM system**  
*Source: according to Godson, 2009; Karazijienė, 2014*

According to S. Singh and D. Jain (2013), such elements as customer service, the principle of pricing, disposition of sales in CMR are connected into one. Therefore, a proper use of the system may be an additional and very strong tool that would create an added value both to the organisation and to the buyer.

![Image of diagram showing main aspects in the CRM system](image-url)

**Figure 3.1.4: Main aspects in the CRM system**  
*Source: according to Peelen, 2005*

Individual knowledge about every customer is important when placing an order, developing long-term relationships and applying specific offers (see Figure 3.1.4), therefore, when creating a strategy of relationships with customers, it is important to consider a possibility to install the system. As Karazijienė (2014) states, the CRM system may ease and carry out the functions that affect the improvement of profit:

- ease the course of sales and marketing;
- promote the effectiveness of sales;
- improve customer service;
- determine loyal customers and guarantee their retention;
- increase the market share taken up;
- improve the competitive advantage of an organisation.

Most organisations have at least software that is used for the management of company's running processes, e.g. bookkeeping. When analysing the reasons why companies have not got the CRM system, it is seen that it is done to avoid financial costs because the data need to be systematised and transmitted to a new software and that consumes a lot of time, and there may also problems occur regarding the implementation of a new systematic programme, or similar systems are already in use (Dumitrescu, Fuciu, 2009).

For the analysis of CRM market, Lorcan Malone (2015) bases his findings on ROI indicators that are strongly affected by the employees' work with a CRM tool. Therefore, the author states that, upon the evaluation of the satisfaction in the system, it is important to take into consideration the people's ability to absorb a new system, understand and control it and only then define their satisfaction in the CRM tool. In most cases, a constant data input reduces the users' enthusiasm to use the CRM tool. Hence, one of the most important factors determining the choice is the comfort in use and compatibility with software already in use.

Modern informational technologies enable many actions that without them would be physically impossible or would consume too much time. There are many CMR programmes that aim at helping companies to manage relationships with customers more effectively. O'Brien
J.A. and Marakas G.M. (2009) provide three fields where CRM systems help to maintain relationships between a business and its customers: first, attraction of new customers by using wide possibilities of customer contact management; second, "strengthening" customer service when customers are offered better quality customer service after analysing and using the data accumulated in CRM (customer behaviour, type of goods bought, time and place of shopping, etc.); and third, customer retention, CRM systems enable the business to identify loyal customers by developing strategic marketing and apply a respective loyalty program to every segment.

In attempt to achieve an effective integration of informational technologies in relationships, the main success factors of the structure of transferring the customer information to databases may be excluded:

1) support, leadership, management;
2) data quality and accessibility;
3) requirements in determining expectations;
4) strategy and structure;
5) model of organisational data (Griffin and Johnson, 1999).

According to Lambert D.M. (2010) customer relationship management process is divided into two parts: the strategic process, where the management establishes and strategically manages the process, and the operational process, where the realization occurs.

There can be distinguished customer relationship management (CRM), supplier relationship management (SRM), supply chain management (SCM), product lifecycle management (PLM) and enterprise resource planning (ERP) programs. Targeted and effective business relationship management process can determine the competitive advantage of the organization.

According to C. Nitu, C. Tileaga and A. Ionescu (2014), the traditional CRM model consists of the functions of sales, marketing and customer service, the main aim of which is ensuring customer satisfaction and loyalty. Such CRM tool is based on the data and information accumulated that segments the customers and excludes customer target groups. However, today the CRM tools become Social Customer Relationship Management that is described by the authors as more part of a company strategy and not a tool of additional technologies dedicated to improve customer loyalty and maintain strong relationships. Public relations have a great impact on CRM models, thus, they change and transform. The SCRM model created by the authors differs from the traditional CRM in the customer expertise and their satisfaction in the quality of service. SCRM involves processing of these additional components together with the information accumulated in CRM.

When analysing flaws and contradictions related to the concept of the Social CRM, K. Jaceiwcz and June-Suh Cho (2015) excluded its main features (see Figure 3.1.5).

![Figure 3.1.5: Social CRM model](image)

*Source: K. Jaceiwcz and June-Suh Cho (2015)*

Based on the main aspects reflected in Figure 3.1.5, four main aspects compiling the social CRM may be named:

1. Internet environment means speed in communication;
2. Technical evolution aspect is a constantly changing technological environment that influences communication and basic communication sources;

3. Relationship aspect relies on the tendency that more and more information may be found on the Internet and communication based on it pushes towards cooperation or relationship of a different type;

4. Augmentation aspect represents the actions of the companies providing a service that are taken in order to adjust and use the changes.

The biggest source of influence nowadays is the customer experience that is shared with the people in the environment. Social environment has eliminated the borders that hindered communication between the people, hence, the person that is close may be a complete stranger reading a review or commenting online. K. Jaceiwcz and June-Suh Cho (2015) excluded its main advantages:

- a higher consumer pro-activity sharing experiences and information in a real time;
- increases employees' activity indicators by ability to express oneself in a social environment;
- improves customers' health and satisfaction when being involved in social networks.

Based on the aspects and advantages provided, Social CRM may be evaluated as one of the necessary and useful types of CRM tools the uptake and use of which in the marketing strategy may determine the growing customer satisfaction.

According to E. Taki, H.A. Mirghafoori and A.M. Sharifabadi (2015), customer satisfaction is determined by the relationship between the existing product or service quality and the customer quality of expectations. It could be stated that the supply of current CRM tools is formed based on the customer wishes and expectations. Hence, customer satisfaction takes a very important part in analysing CRM tools in the market and classifying them. It is one of the main factors determining customer choice. Satisfaction ratio is generated by gathering customer feedback, supplier's size, size of market share, and social impact. Compliance with these points determines a general result, after which the software categories are as follows:

- Leader
- High Performer
- Contender
- Niche

During the G2 Grid® (2015) research was based on the evaluation of customer feedback. Based on this, every of the earlier categories are formed and explained with the examples. The categories are illustrated in Figure 3.1.6.

**Leader** may offer CRM products that are well-evaluated by users and take up a lot of market share, they, also, have high external investments and high service resources. The following systems are categorised as Leader: SalesForce CRM and Zoho CRM.

High Performer may supply the products that are highly evaluated by their users but have not yet reached a respective market share or complied with other requirements that are applicable in the leader category. The following systems are classified accordingly: PipelineDeals, Workbooks.com, Salesnet, Avidian CRM, Base CRM, Contactually, Pipeliner CRM, Nutshell, InfoFlo Software, WORK[etc]. Membrain, Pipedrive, Relenta CRM, GreenRope, Really Simple Systems, Apptivo, and CiviCRM.

Contenders have a relatively high market share and resources to retain it but their products have received below average customer satisfaction indicators or they have not yet received enough opinions confirming their product quality. The following systems are classified accordingly: "Microsoft Dynamics CRM, Oracle CRM on Demand", "Oracle Siebel CRM Netsuite, SAP CRM, Sage CRM, Oracle Sales Cloud, and INFOR CRM (former Saleslogix)".

Niche products have no leader positions in the market but they may be positively evaluated by the customers. Because of unsteady market positions, feedback evaluating their success and quality is not efficient. Niche products are as follows: Maximizer CRM, Sugar
CRM, Insightly, Vtiger ACT!, Goldmine, and Highrise. Based on the market player's size, CRM tools are segmented as follows:

- Small companies (50 employees or less);
- Average companies (51-1000 employees);
- Big companies (over 1001 employees).

### Table 3.1.1

<table>
<thead>
<tr>
<th>Name of segment</th>
<th>Number of employees</th>
<th>Company size</th>
<th>Level of customer satisfaction</th>
<th>Market share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Niche player</td>
<td>Not defined</td>
<td>Not defined</td>
<td>Positive but insufficient</td>
<td>Low</td>
</tr>
<tr>
<td>Contender</td>
<td>50 or less</td>
<td>Small companies</td>
<td>Below average</td>
<td>Low</td>
</tr>
<tr>
<td>High-level player</td>
<td>51-1000</td>
<td>Average companies</td>
<td>Average</td>
<td>Average</td>
</tr>
<tr>
<td>Market leader</td>
<td>Over 1001</td>
<td>Big companies</td>
<td>High</td>
<td>Big</td>
</tr>
</tbody>
</table>

*Source: based on the G2 Crowd Grid research results, 2015*

Comparing the data gathered, they may be compared in Table 3.1.1. Even though niche players have a positive customer satisfaction, they cannot be eligible to have a higher market share because of an insufficient amount of feedback. Contenders that fall in the segment of small companies have an efficient amount of feedback but their evaluation rate is lower, hence a small market share is taken up. The remaining two segments are divided in average and big companies, out of which High-level players, even if with a smaller number of employees, are evaluated relatively better than the average; therefore, they fall in a relatively intensive market share with a higher competition than elsewhere (see Figure 3.1.6). Market leaders stay because of their size and extent that influences a respective amount of feedback that guarantees a sufficient retention of the market share. Comparing the results of G2 Crowd Grid research and Gartner study, conformity is seen in evaluation of market arrangement. Figure 3.1.6 shows the main market players according to the latest data announced by "Forbes" that were prepared and presented by Gartner, Inc. (Market Share Analysis: Customer Relationship Management Software, Worldwide, 2014).

![Figure 3.1.6: Market arrangement according to the level of customer satisfaction and market share](image)

*Source: G2 Crowd Grid research results, 2015*

Based on data in Table 3.1.2, it could be observed that the main market leaders share almost half of the market. Comparing their growth in profit from 2013 to 2014, a growth is
The highest growth in the market is retained and owned by Salesforce. Meanwhile, SAP, even with 12.1% of market, grew more slowly than the competitors Microsoft and IBM. Microsoft, the company that is number 4 in the rank of companies with highest income, is ahead of its competitors and is the second company according to the growth (compared to top five companies).

According to Joanne Correia, research vice president in Gartner Corporation, the main factors or CRM growth in 2013 were consumer investments in digital marketing and customer experience. According to him, CRM market will continue to grow and be marketable because it belongs to the market of digital technologies, the products of which are values and vital to keep competitiveness.

<table>
<thead>
<tr>
<th>CRM supplier’s name</th>
<th>Income in 2014</th>
<th>Income in 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salesforce</td>
<td>4,268.5</td>
<td>3,330.2</td>
</tr>
<tr>
<td>SAP</td>
<td>2,809.4</td>
<td>2,621.3</td>
</tr>
<tr>
<td>Oracle</td>
<td>2,115.2</td>
<td>2,060.8</td>
</tr>
<tr>
<td>Microsoft</td>
<td>1,438.6</td>
<td>1,181.8</td>
</tr>
<tr>
<td>IBM</td>
<td>873.1</td>
<td>792.1</td>
</tr>
<tr>
<td>Kitos</td>
<td>11,681.9</td>
<td>10,474.7</td>
</tr>
</tbody>
</table>

**Table 3.1.2**

Source: Gartner research (May 2015)

In general, it could be said that the management of business relationships is the business strategy of modern marketing that is used by the companies to create, maintain and strengthen the positive relationships between the company and its customers. The definition of CRM includes not only the technological part (software), but also the following: a certain customer-oriented philosophy, action strategy, ability to take actions necessary for this strategy, and course of a relationship between the customer and the company.

Because of limited resources, small and average companies often cannot compete in price or provide a wide range of high-quality production to the market. Hence, it is much more favourable to specialise in one field. CRM makes the specialisation much easier: an effect customer management ensures a feedback between the company and the customer (Kvietkauskaitė L., 2006).

After analysing the data of Statistic Lithuania (2012-2015), it is clear that the entrepreneurs of Lithuania are familiar with CRM and other business management systems and recently the popularity of these programmes has been increasing gradually (see Table 3.1.3).

| Lithuanian enterprises with ICT systems for e-business, 2008-2015, percent |
|-------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Electronic exchange of information on supply chain management (SCM) | 27.7 | 26.7 | 33.3 | 27.8 | 37.3 | 36.0 | 25.3 | 23.7 |
| Sending (receiving) e-invoices                   | -   | 40.1 | 51.8 | 71.2 | 49.4 | 87.4 | 82.3 | 84.4 |
| Enterprise resource planning (ERP)              | 5.0 | 5.8 | 11.5 | 12.6 | 23.1 | 39.6 | 34.1 | 40.1 |
| Customer relationship management (CRM)          | 9.9 | 12.6 | 15.3 | 16.8 | 17.7 | 20.1 | 27.2 | 34.4 |
| Qualified digital signature                     | 24.7 | 23.9 | 68.9 | 72.4 | 72.0 | 85.8 | 87.1 | 86.4 |

Source: created by author

After a deeper analysis of e-invoices, it was found that in 2015 only 55.5% of companies issued e-invoices, and 83.4% of companies received e-invoices, but even 74.8% of those companies indicated that these e-invoices were not suitable for an automatic processing, i.e. it is impossible to integrate them directly into the IT programmes that companies already have. After analysing the purposes of an electronic signature, it was established that in 2015 it was mostly used to receive electronic services, even 82.5%; for sent electronic messages 46.7%, and only 14% for signing internal electronic documents.
The comparison of the use of ERP and CRM systems in business shows that the implementation of CRM systems in enterprises is slightly growing every year, meanwhile the popularity of the ERP systems is growing rapidly (see Figure 3.1.7).

![Figure 3.1.7: ERP and CRM systems used for Business Trend Analysis, in %](chart.png)

*Source: compiled by author*

The most common problem is that today it is hard to evaluate how the company will benefit after implementing a respective system. This problem arises out of natural causes: the systems cost money, funds for the implementation and service of the system need to be dedicated and the personnel need training. Finally, during the several first years the data about customers is only accumulated that later, after systematising and applying for the management of relationships with the customer or the forming of loyalty programs, etc., the company will gain actual benefit.

Another important aspect is system functionality. A vast number of various business processes happen in big companies. After transmitting them to CRM, of course, the management of business processes would be easier but there is a risk that every additional function will make the system more complicated. Unfortunately, the more complicated the system, the harder it is to carry out simple activities, the risk is higher, and the personnel will reject the system and will not want to work with it. The system that is not used will never bring benefit and pay off (Kvietkaukaitė L., 2006). It is illustrated by the data in Figure 3.1.8.

![Figure 3.1.8: E-commerce problems and obstacles in enterprises, in %](chart2.png)

*Source: created by author*

Most organisations have at least software that is used for the management of company's running processes, e.g. bookkeeping (Dumitrescu, Fuci; 2009). It is understood that IT systems need to be serviced, i.e. monitoring, development, expansion, etc. For this purpose the execution of IT functions in Lithuanian companies in 2014 was analysed (see Figure 3.1.9). The data are not very pleasing: even 57.3 of companies did not carry out the support and development of the Business Management software/systems (ERP, CRM) (52.9 percent respectively).

Seeing such situation, it is important to understand the situation not only in Lithuania but also in other EU countries. For this purpose, the data of Lithuania and EU are compared (Table 3.1.4).
Figure 3.1.9: Performance of ICT functions in enterprises, 2014, in %

Source: created by author

Table 3.1.4

<table>
<thead>
<tr>
<th>Comparison of the functionality of IT systems used for e-business in Lithuania</th>
<th>Lithuania</th>
<th>EU 28</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration of internal processes (with an ERP) (% of all enterprises)</td>
<td>23</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Integration of internal processes - large enterprises (with an ERP) (% of all enterprises)</td>
<td>58</td>
<td>76</td>
<td>84</td>
</tr>
<tr>
<td>Integration of internal processes - SMEs (with an ERP) (% of all enterprises)</td>
<td>22</td>
<td>39</td>
<td>28</td>
</tr>
<tr>
<td>USE of analytical CRM software (% of all enterprises)</td>
<td>14</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>Electronic supply chain management - large enterprises (% of all enterprises)</td>
<td>50</td>
<td>49</td>
<td>43</td>
</tr>
<tr>
<td>Electronic supply chain management - SMEs (% of all enterprises)</td>
<td>37</td>
<td>25</td>
<td>16</td>
</tr>
</tbody>
</table>

Source: calculated by author

After analysing the data provided according to the place of Lithuania among 28 European Union countries, it is obvious, that there is little attention dedicated for business management with the use of informational technologies in Lithuania, i.e. Lithuania is only no. 17 according to the number of companies that use a business management system for the Integration of internal processes (with an ERP). In comparison with the use of software of customer relationship management in Lithuania (CRM), it is seen that among other 28 EU countries Lithuania is only number 14. However, if we evaluate the change tendencies, according to this parameter, in 2012 Lithuania was only number 20, and this shows that during two years, compared to other EU entrepreneurs, a positive attitude towards CRM programs is formed.

After analysing academic literature, it could be said that the management of business relationships is the business strategy of modern marketing that is used by the companies to create, maintain and strengthen the positive relationships between the company and its customers. The conception of CRM includes not only the technological part (software), but also the following: a customer-oriented philosophy, action strategy, ability to make changes necessary for this strategy, and course of a relationship between the customer and the company.

Measures ensuring business success are differentiated and valued differently. However, after a thorough analysis of positive and negative aspects of an environment,
consideration of company goals, detailed analysis of the situation in the market and a proper distribution of existing company resources, business relationships may be effectively used to ensure that the use of CRM systems helps to gain strategic advantage. With the help of the analysis about the information about the customer, the business may answer to itself why it is or is not successful; therefore, such data about customers becomes the biggest company property. Building relationships with customers, their development, and knowledge of consumer needs are closely related to the part of received income, increase in competitive advantage and company success. Therefore, it could be concluded that a proper choice of a CRM tool is a key to the business success. Business management system programmes join all data of an organisation and its management processes into the whole. Business management system includes all main activity functions of an organisation and are created to optimise company operational processes and information flows and integrate them in order create a united informational base of work with company resources (people, materials, finances, and equipment).

In an academic literature and articles the authors agree that the use of a CRM tool is very important to the success of a company. However, potentially less than a half of organisations have not implemented similar systems. CRM tools help in the sale process when it ensures a smooth communication both outside with a customer and inside with a team; it also helps in the management of marketing processes that influence the creation of marketing structures and choice of measures. Some main benefits arise from it that strongly affect the success of the business relationships strategy. One of them is the assurance of a life cycle of relationships with customers; the other is assurance of customer loyalty. When creating new products or providing new services, businesses often do not estimate these indicators and do not understand the added values created by their parameters. Exactly, customer retention is a more beneficial and strategic step in business than a constant search of one-time customers.

After carrying out the analysis of statistical data, it was found that during the recent years (2012-2015), Lithuanian companies gave less attention to the Customer Relationship Management systems (CRM), meanwhile, more funds and attention were given to the systems of company resource planning (ERP), i.e. their implementation grew rapidly in 2012-2015 and their demand was higher than that of CRM programs. Such difference may be explained by the fact that the use of the program of Customer relationships pay off and provide the benefit far later than the Companies with resource planning systems. After analysing the situation of Lithuania among 28 European Union countries, it is obvious, that there is little attention dedicated for business management with the use of informational technologies in Lithuania, i.e. Lithuania is only no. 17 according to the number of companies that use a business management system for the Integration of internal processes (with an ERP). However, after analysing the tendencies of implementing CRM systems, it was found that from 2012 to 2014 Lithuania among EU countries has risen from number 20 to number 14 what is evaluated as a positive aspect.

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