HOW TO MOTIVATE SALESPEOPLE TO USE CRM SYSTEM EFFICIENTLY THROUGH GAMIFICATION ELEMENTS

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ABSTRACT

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Consumers buying behavior has changed dramatically due to the development of digital sales. This has led companies to change their marketing strategy to become more customer-oriented. Nowadays companies are increasingly investing to different kind of information system technologies. However, there are major shortcomings in the use of these systems. Many executives feel that systems are conducive to effective work and help in resource allocation. To achieve these goals, it is necessary to understand system requirements and the resources available to users. Specifically, salespeople's motivation to use CRM system is crucial factor in system utilization. CRM system is collaborative tool, which enables efficient sales, and marketing processes if the system is used efficiently.

Generally, this study investigates salespeople's motivation to use CRM system. This research focuses on factors that increase and decrease salespeople's motivation to use CRM system efficiently. As an advance this study examines gamification factors, which support salesperson's intrinsic or extrinsic motivation to use system. Through efficient use of the information systems companies are able to achieve competitive advantage, which supports their own and customer's value co-creation. Finally, this study considers how social influence and collaboration of other people affect to salesperson's motivation.

Main findings revealed that salespeople's personal intention to use CRM system has remarkable impact on efficient system usage. These technologically oriented individuals are the most likely to see faults in system utilization. The lack of proper training was noticed the most significant factor, which decreases salespeople's motivation to use CRM system. This also causes a situation where users do not know what system can do and which features are included in the system. Second, salespeople felt that successful system usage demands also the supervisors to be committed. This will increase sales team motivation to utilize system when they are able to see comprehensive commitment towards system. Salespeople are competitive by nature. Therefore, CRM system must include elements, which support natural competition between salespeople. This study also suggests that system usage should not be based on external incentives but rather visible and measurable factors, which increase user's intrinsic motivation.

Keywords: Customer Relationship Management, Sales, Motivation, Gamification, Social Influence, Collaboration

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1   INTRODUCTION

1.1 Study background and research objectives

Amount of data has increased extremely in past few years. Different sources predict that amount of data is exploding and by 2020 every single human is producing 1,7 megabytes of new information in every second. Third of all data will pass through the cloud services. With efficient use and intelligent integrations, companies in public and private sector can save huge amount of money. To manage this huge amount of customer data companies must have various systems as well as expertise to lead and serve customers efficiently but also individually. Different information system platforms have enabled companies to manage customer relations, sales and supply chain efficiently. Examples of traditional information management systems are ERP (Enterprise Resource Planning) and CRM (Customer Relationship Management). (Forbes, 2015.)

Dramatic development in customers' buying behavior and marketing environment have increased business professionals and marketing researchers interests towards relationship marketing. Relationship marketing focuses on maintaining and developing a long-term and profitable customer relationships. There are increasing amounts of applications and information technology systems to manage these relationships. CRM systems have been found to have many positive impacts on successful business. Through CRM systems companies know their customers better and they are able to make more efficient decisions by obtaining and generating more accurate customer knowledge. These benefits will appear to company also as increased customer loyalty and improved consumer satisfaction (Colgate & Danaher, 2000 and Steel et al., 2013). CRM's most important function is to increase annual revenue (Rigby & Ledingham, 2004; Dickie 2004). This is also supported by Day & Van den Bulte (2002) in their study, which reveals that CRM influences positively to customer retention. The analysis of these studies has shown explicit benefits of CRM systems in companies. The main goal of marketing and CRM is to build customer loyalty and long-term profitability relationships. CRM system is a huge financial investment but many companies are not utilizing it efficiently. The big question for businesses and CRM system developers is why these systems are not used effectively?

Previous studies have noticed the lack of knowledge in CRM users valuecreation process (Khodakarami & Chan 2014) and lack of management skills in system implementation. Studies have revealed that managers are in key position to adopt new systems (Amabile, 1993; Bull, 2003). However, fewer than 50 percent of these implementations meet expectations (Frow et al. 2011). It has been proposed that different kinds of CRM training programs are crucial for frontline employees. Through these training programs employees are able to understand importance and nature of CRM system. Training programs assist sales people to achieve skills and sensitivity to meet customer needs (Brendler & Loyle 2001; Brown 2000; Conduit & Mavondo 2001; Gursoy et al. 2005). According to Dickie (2004), salesforce effectiveness is second important task of the sales team. It is also

crucial for sales managers to understand how sales technology could help their teams to increase effectiveness and improve relationships to customers and other stakeholders. That is why it is important to research more efficient use of CRM systems in different company functions. Hence, The first research question of this study is to examine customer-oriented company's sales team motives to use CRM. Through descriptive research this study will give managerial recommendations for case company managers which factors affect to salespeople's motivation to use CRM system and how to motivate sales team to use CRM system efficiently.

In the past few years gamification has become a hot topic in education and in the field of marketing. Gartner (2012) predicts exponential rise of gamified, crowdsourced innovations by 2020. Gamification is also closely related to intrinsic and extrinsic motivation. Companies that can figure out their employees' intrinsic motives and support them with extrinsic rewards can achieve competitive advantage with gamification (Deterding, 2012). This leads to the second research question of this study, which is to find out gamification elements that will support intrinsic and extrinsic motivation to use CRM system efficiently. As a counterweight, this research also deals with issues that will reduce motivation. These factors will be presented in section 2.5 and those factors are based on existing literature and earlier research findings.

Rodriguez & Honeycutt (2011) revealed in their study that collaboration has many positive effects to customer and sales related functions and it also would increase sales performance. Social influence is quite complicated factor, which affects salespeople. That phenomenon will be also discussed in this study. Peer usage is a significant factor, which explains salespeople's system adoption behavior (Slater & Narver, 1995). Therefore the third research question in this study is to examine how social influence and collaboration affect to intrinsic or extrinsic motivation and explain how it occurs. Study's objective and research questions are presented in figure 1. Through this case study it is possible to determine case company's current state and provide recommendations for the future to CRM system developers.

"By adopting CRM, B2B sales professionals can work closely with co-workers and managers to offer customized, unique solutions that satisfy client opportunities and strengthen long-term relationships. Therefore, firms whose sales team collaborates with other departments within the firm – which means nearly all B2B sales firms – should adopt CRM technology."

Rodriguez & Honeycutt 2011

RESEARCH OBJECTIVE

Examine salespeople's intrinsic and extrinsic motivation to use CRM systems and find out gamification elements which support their motivation.

RESEARCH QUESTIONS

1. What motivates salespeople to use CRM system efficiently

2. Which gamification elements support salesperson's intrinsic or extrinsic motivation

3. How social influence and collaboration affects to salesperson's motivation
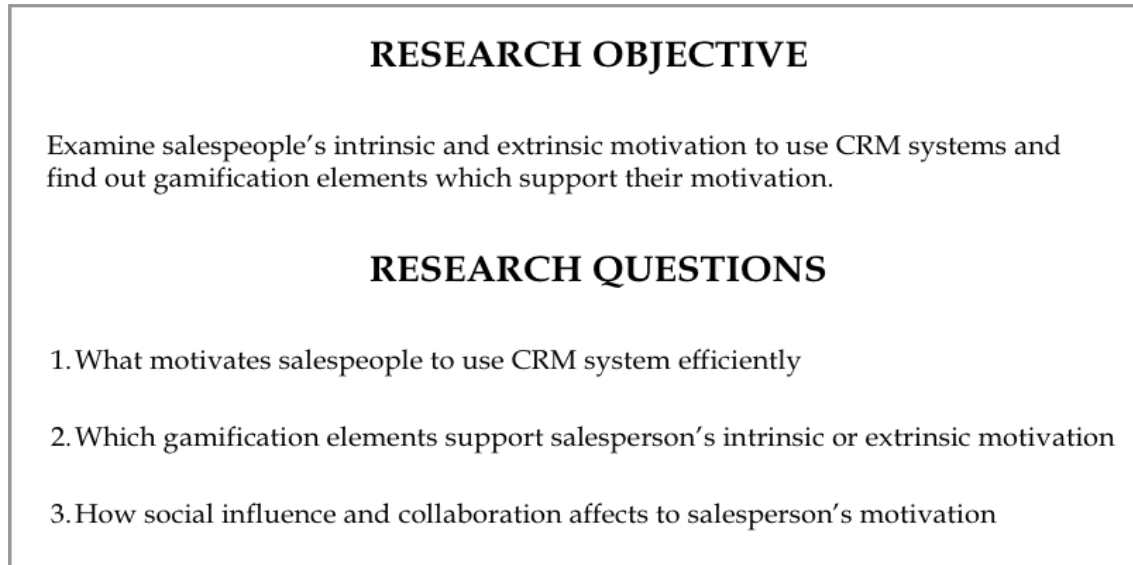
FIGURE 1: Research objective and research questions

1.1 Structure of the study

This kind of interdisciplinary study includes several concepts and it is appropriate to clarify every concept based on academic literature. Therefore, this study is organized as follows. The research is divided into 5 chapters and the structure of the study is presented in Figure 2. The introduction chapter delivers the background for the study and offers the short overview of the CRM and gamification concepts and challenges the reader to think about challenges that companies have to deal in their system implementation processes. In addition to this, the introduction chapter reveals the study objectives and research questions.

Second chapter provides a literature review of the existing knowledge of the development of CRM thought. More specifically the chapter goes through a marketing development all the way to the development of CRM systems and related concepts starting from value creation process to organizational knowledge creation process. Finally, the chapter shortly discusses lately noticed problems and barriers in CRM system implementation process. Then chapter continues by introducing the literature review of the motivation concept, which focuses particularly on intrinsic and extrinsic motivation of salespeople and how collaboration and social influence is related to motivation. Finally, chapter 2 introduces the concept of gamification and review two different gamification theories and what gamification elements those theories include

The methodology of the study is explored in chapter 3. It presents and validates the chosen research methodology and offers information of research philosophy. In order to get the best data to support the chosen research strategy, the nature of semi-structured interview is presented. In addition, the chapter presents how the data was gathered and analyzed. Chapter justifies the selected case company and presents research model of the study. After these chapter 4 reports the

results of the study and provides an overview of how current CRM system is exploited and how salespeople experience the benefits of current CRM system in the case company. Finally, chapter 5 offers the discussion and evaluation of the study and propositions for future research. As a remark, in this study the term CRM is used in parallel with SFA (Sales Force automation).

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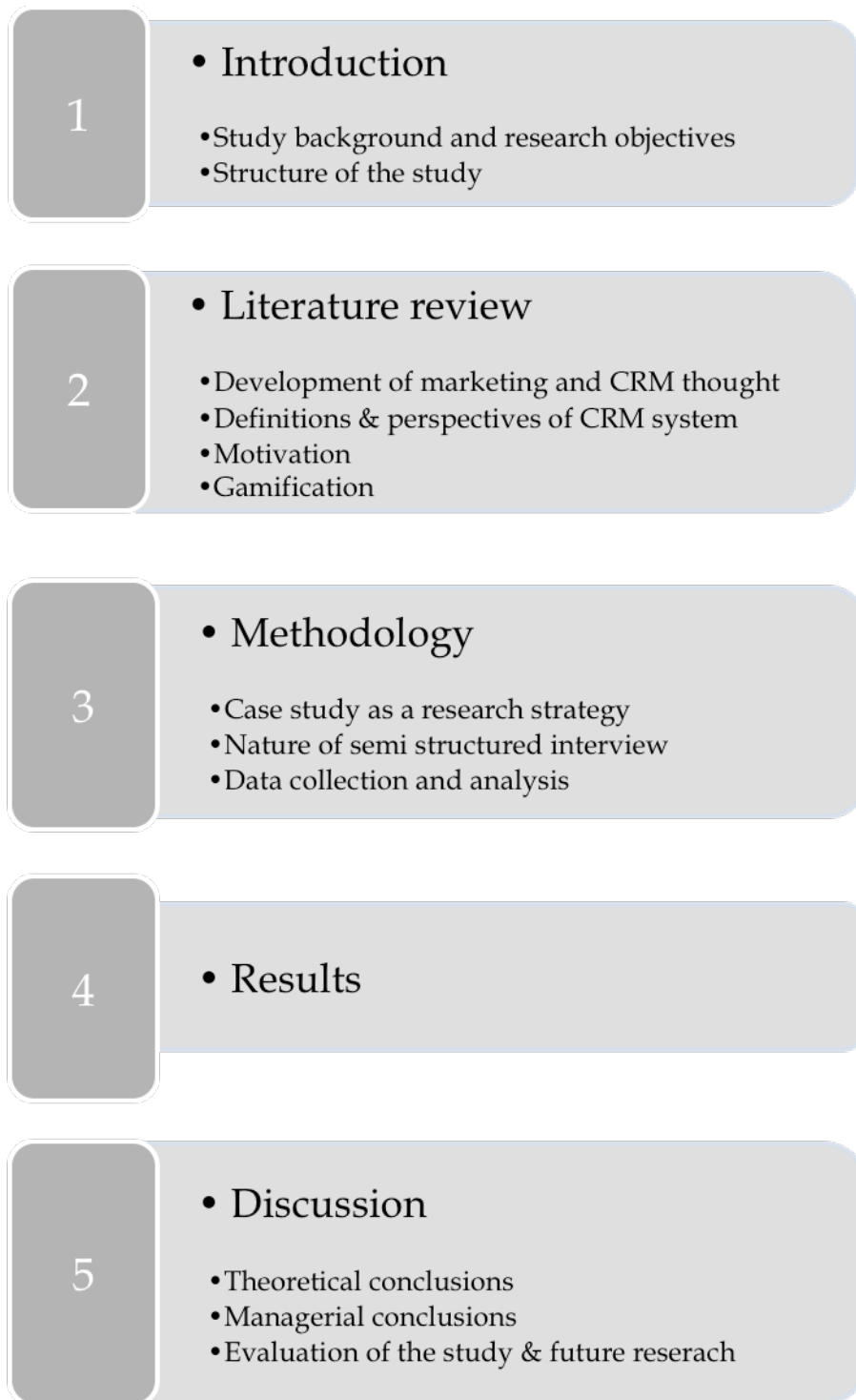 - Evaluation of the study & future reserach

FIGURE 2: Structure of the study

2 LITERATURE REVIEW

2.1 Development of marketing

Marketing has developed since the beginning of 1900s. In the early 1900s marketing was production-oriented. This orientation was about producing as much as possible of a given product. That was the result of industrialism and the ability to produce high amounts of products with relatively low costs. Business model based on the production methods. That was followed by product-oriented marketing, which focused on developing superior product. The value for customer was delivered in features and high quality of the products. Companies assumed that as long as they can produce high quality products as long consumers will buy and consume the products. This marketing-orientation lasts until 1960 and after that marketing developed more commercial and sales highlighted. Sales-orientation focuses primarily to sell and promote particular products. This approach did not take consumer desires into account. This led companies to sell certain product and use sales promote techniques to sell in high volume. In the mid-1900's thought of marketing as a science emerged. McCarthy (1960) introduced marketing mix in 1960 and it is often associated with the classic 4 P's. This concept dominated marketing research and practices almost 30 years. Relationship marketing has emerged from the need to create a long-term and profitable customer relationships. Definitions of relationship marketing include concepts like creating, developing and maintaining network (Gummesson, 1987 and Grönroos, 1994). Relationship marketing differs from "traditional" form of marketing by taking long-term value creation of customer relationships into account. It expands perception of communication beyond traditional disruptive advertising and promotion messages. Essential part of this customer-oriented approach is companies' marketing strategy, which includes active listening of the customers. This can be executed through customer relationship management systems. Significant grow of the internet and mobile technology has increased development of relationship marketing to more collaborative and more social way of delivering marketing strategy. Systems can deliver real time customer data and marketing operations can be planned based on this information. The current state of marketing can be described as holistic approach, which sees marketing as a complex activity and acknowledges that everything matters in marketing. It covers the entire firm from research and development to management of environmental sustainability. (Adcock et al. 2001; Kotler & Keller, 2001.)

2.1.1 Digitalization

Digitalization can be understood as a comprehensive change in organization. It is not only usage of new technologies to make working efficient. Gartner (2012) defines digitalization as the use of digital technologies to change a business model and also to provide new opportunities for revenue and value-producing; it is the process of moving to a digital business."

Digitalization has changed marketing mainly in three ways: Technological development and digital innovations, change in customer behavior, change in nature of marketing. The amount of digital innovations has exploded in few years. There are hundreds of digital innovations to manage different marketing actions in digital environment; social networks, social commerce platforms, community platforms, data management tools etc. Digital innovations enable customers to search and create content in real time. This has also changed customers buying behaviour because people can get information from digital media in every step in their purchase process. Nature of marketing has become more adaptive. Some products and services are digitalized. For example music and books or physical products have features in digital environment. Companies are also using crowdsourcing in their product development to understand and meet their customers' needs. Pricing has come more transparent. Digital environment also enables using of adaptive pricing for different customers based on their previous and current behavior. Brand stores have gained popularity recent years. This is one example of options that companies have in digital era. Distribution channels are shorter which will increase price competition and company profits. Traditional mass communication from one-to-many has developed to one-to-one form, which is more detailed and more personal style of marketing communication. Mass communication can be distributed also to more specific customer segments based on consumers' habits or previous purchasing behavior. Significant change is also that consumers can create and distribute content in real time. Through that the power has moved from companies to consumers. Inbound marketing is predominant viewpoint in digital environment and it has more customer oriented starting point for marketing which can be seen more measurable and data driven than before. Agile and innovative companies can take competitive advantage of this change in marketing by developing and distributing efficient and customer friendly marketing methods. Analytically oriented perspective points out significant progression in database technologies like data warehousing and data mining. This development is critical to the functionality and effectiveness of different kind of information systems such as CRM systems (Sandoe et al. 2001; Khodakarami & Chan, 2014). Peppard (2000) proposes that global technological development in networks and improved interactivity are the main factors behind the growth of e-business and CRM.

The idea of relationship marketing within CRM is significant strong. That is why researchers have explored different strategic ways to develop and maintain customer retention. The basic premise of relationship marketing is to develop and maintain the existing customer relationships than insistently try to create new customers (Payne, 2006). Maintenance of existing relationships is seen to be more efficient than creating new customer relations. Academic literature has a different opinion how to develop and maintain customers' loyalty. Cooperative relations are not always the most appropriate approaches in B2B environments. Cooperation does not always give the best results in value creation for customers or company. Reinartz & Kumar (2002), propose in their study about customer loyalty that productivity of loyal customers depends on industry. They also noticed, that a loyal customer is more vulnerable for price fluctuation. Research also brings out propose when unremunerative customer relationships should be put down. In-

formation systems are great way to strengthen the relationship between productivity and customer loyalty even if resources were be small. One problem that is revealed in B2B sector is that companies understand customer satisfaction as a customer loyalty although satisfaction does not always guarantee customer loyalty (Narayandas, 2005).

2.1.2 Development of CRM thought

Managerial as well as the scholarly interest has been increased towards CRM since it was introduced in 1990s. Development has shaped CRM concept and researchers' perception has varied over the time. Still many firms can not see the benefits of CRM or they are unable to start CRM implementation process because of the lack of understanding CRM. This may be because of the fact that research field around CRM is fragmented and the consensus around CRM concept is disordered. Current CRM research has concentrated to examine existing dimensions in the field of CRM and but it has neglected research around new and innovative ways to exploit CRM and CRM systems. Development of CRM concept is presented as follows.

Relational perspective

Relational perspective to marketing has been defined as the process of identifying, maintaining, improving and ending relationship with customers or stakeholders if it is appropriate. Important factor is that objectives of all parties are met (Grönroos, 1996). Relationship marketing approach involves interactions, relationship and other networks (Gummesson, 1995). Relational context of marketing is seen as a quite long process that must enhance customers' value creation process (Grönroos, 1997). Although, the relationship is a key dimension of relational approach to marketing, it does not necessarily always exist. This may be due to the fact that the other party do not want to form a relationship. Grönroos (1997) states that latent relationship always exists and company or customer can always activate this relationship if they see it necessary according to their strategy, needs, wants and expectations.

Company could choose either relational strategy or a transactional strategy. Also customer may choose relational contact with company or on the other hand they may choose transactional manner. The most important note is that which one of the strategies company finds profitable. It could be both, but company must choose which one they want to develop. For instance, company may want to activate latent relationship and customer is also open for relational engagement. The first step is that company enables customers to give online feedback of the products. Some customers activate latent relationship and use this opportunity to get in contact with marketer. Other customers may notice this opportunity and be pleased with the fact that they have opportunity but for some reason they do not use the opportunity to provide feedback. Despite this the value of company has increased. There are also customers whom may not take account this relational invitation at all. They are not interested in relational manner and transactional intent is sufficient for them. (Grönroos, 1996)

Beginning of CRM

In the beginning of 1990s CRM thought started to evolve since the data explosion. Companies began to get huge amount of customer data. The problem appeared when companies tried to organise that data for analysis (Boulding et al. 2005). This emerged a business opportunity for system vendors who started to use the term "CRM" to describe the collection, analysis and use of data to the management of the customer and company interface (Boulding et al., 2005). When CRM was-introduced for the first time, it quickly evolved into firm-oriented construct. Customer data was seen as a part of companies' internal processes because of that data was considered to benefit companies only internally. First commercial versions of CRM systems were software and hardware solutions to manage customer data. Sales force automation (SFA), customer service and support functions were general part of companies' CRM (Kumar and Reinartz, 2006). These solutions helped organisations to collect and manage their customers' purchase behavior and facilitated the start of building long-term relationships. This was the first step of technology, which enabled companies to manage dispersion of customer data. Although CRM concept was generally accepted there was still misconception what CRM really offers. Common though around CRM was that it only offers technological and software solutions (Verhoef and Langerak, 2002). The main purpose for using CRM was to manage those relationships, which benefits only the company. In the mid-1990s technological advances offered a better abilities to analyze customer data and identify customers' behavioral stages (Peacock, 1998). Especially in situations where the amount of data from a single customer was relevant to create clear impression of its growth potential and identify emerging customer trends.

Holistic approach to CRM

Companies and researchers' attention towards CRM shifted as a result of fundamental change in traditional transaction-based marketing to the relationship-oriented approach. After this many definitions of CRM concept appeared and quickly granted, that CRM was not only technological or software solution. CRM began to be presented as a comprehensive process, strategy, philosophy and technology in companies (Zablah et al. 2005). In the beginning of millennium, customer centricity was considered as corner stone of CRM (Bose, 2002; Bolton, 2004). CRM as a software was used to maintain and develop customer service and satisfaction functions. According to Stefanou et al. (2003) these functions of CRM were used to build and improve long-term customer relationships. During that time, a common understanding of CRM arose: it was generally accepted that information technology would help organisations to manage customer relations (Karimi et al., 2001; Campbell, 2003). CRM was quickly adopted as a holistic approach to the management of customer relationships and researchers started to identify differences in tactically, operationally and strategically oriented approaches. CRM has developed link between relationship marketing (Grönroos, 2008) and broadly rec-

ognized notion that marketing as a concept, is building and maintaining customer relationships (Reinartz et al. 2004). Transfer from individual transactions (Peppers and Rogers, 1993) towards long-term customer relations has helped companies to realise the real value of customer data and how it should be utilized to serve company needs.

Multidimensional CRM

Understanding of CRM domain became richer when researchers' interest increased towards customers' lifetime value (Peppard, 2000; Reichheld, 1996), information systems (Chang, 2007; Sandoe et al. 2001) and knowledge management (Gebert et al. 2003). However, these new approaches and redefinitions of CRM did not change the fact that CRM framework still works at multiple levels (Saarijärvi et al. 2013). This development made CRM research more complex and led to the doubt of the utility and effectiveness of the CRM (Ernst et al., 2011; Fan & Ku, 2010). CRM has become inseparable part of companies' strategy to achieve competitive advantage. CRM can be seen as a multidimensional concept in companies. The basic idea behind the current thought of CRM is to acquire, manage, keep and develop profitable customer relationships. Through this process companies can identify customers, enhance customer knowledge and develop their products and services to meet specific customer needs. Despite of increased knowledge of CRM systems, companies are still using customer data to sell products even though their focus should be in facilitating customers value creation process, which is the basic element of service as a business logic (Grönroos, 2008). This traditional use of customer data can lead to data misuses (Boulding et al. 2005).

As a conclusion, CRM thought has developed from explosion of customer data and difficulties of managing it. Through academic examinations system suppliers have created CRM systems to meet the diverse needs of companies. Different organizations developed their relation strategies to achieve competitive advantage. Efficient use of customer data allowed companies to produce relevant actions to the new and current customers, for instance customized communications, cross-selling and accurate segmentation (Payne & Frow, 2005; Peppers and Rogers, 1993). This firm-centred approach led companies to use data for their own purposes but through technology development companies were able to collect, manage and analyze data to enhance customer relationships. At first customer data was seen to benefit internal processes in companies. Based on customer data, companies were able to predict supply and demand. Through that companies were able to deliver right number of products for sale. Nowadays public and private initiatives have converted traditional ways to use data only for company purposes. This has led to the situation where companies offer customers opportunities and access to data that could benefit customers' value creation process (Figure 3). The most obvious examples are online stores where customers are able to see past purchases.
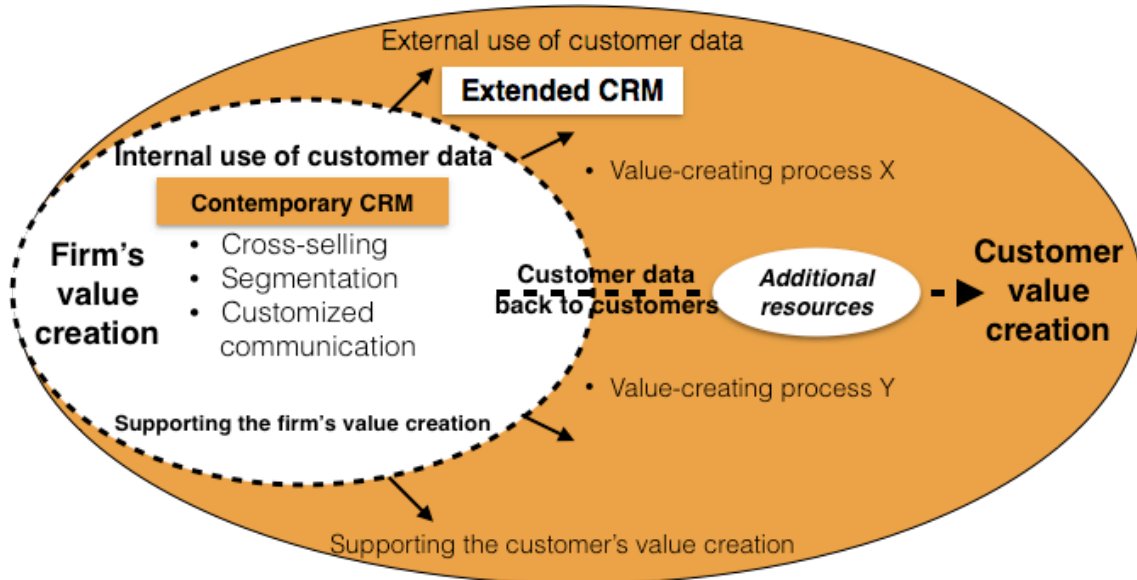
FIGURE 3: The modified Saarijarvi et al.2013 - From internal to external use of customer data – extending the CRM framework

Systems have changed from clumsy hardware systems to agile SaaS (software as a service) services, which operate in cloud servers. Through such systems suppliers can modify and offer support services immediately when errors occurs. This has emerged concept of social CRM, which enables companies to create value with customers. As a result of technological and ideological development and customer centricity, CRM framework is recently defined as a power shift from marketers to customers (Hennig-Thurau et al. 2010).

In 1996 Stone et al. suggested that customers would manage their relationships with companies through technology in the future and they also proposed that companies must be ready for this. This social CRM or "CRM 2.0" approach emphasizes importance of optimized customer experiences, which refers to possibility to enable customers and companies' communication in several touch points. Examples of current communication platforms are social media applications. Social media has changed the way in which customers are connected with companies and how customers interact with each other (Greenberg, 2010). This value co-creation process is presented later in this study.

The main purpose of new communication platforms in current CRM framework is to encourage customers to communicate with companies. This way companies can get novel information of customer behavior and customers' motives. Studies have shown that customers should be more effectively involved in companies' activities (Ernst et al. 2011, pp. 291) by integrating customers as a part of CRM and for instance product development process. Hence, customer-related information can be used to produce products to fulfil customers' exact needs. Therefore, value co-creation through communication with customers is an important part of current CRM strategies (Maklan et al., 2008). Contemporary CRM with novel communication channels allows companies to reach and communicate with new and current customers more effectively and measure their activity (Hennig-Thurau et al. 2010). CRM framework is still heavily firm-oriented and it is mainly

supporting companies' own value creating process instead of focusing to identify different ways to exploit customer data to benefit customers. Saarijärvi et al. (2013) suggests that CRM research should focus on that problem how to use customer data to benefit both firm and customer. They also suggest that developing data mining techniques and skills will help companies to refine raw data to information which they can exploit as input resource in customer value creating process. When choosing CRM strategy, the main point is to know and recognize one's customers. CRM strategy depends on the business model and your business environment. Strategies differ in B2B and B2C context for instance what is the eventual goal of the strategy and how big is the scale, frequency and interaction (Sorce & Edwards, 2004; Chen & Popovich, 2003).

2.1.3 Technological development

Technology services have become a major investment and research topic in recent years due to the increased use of technology. Both B2B and B2C companies are using various technologies in different functions. Good example is Software as a Service (SaaS) technology, which refers to software licensing and delivering model where software is licensed, SaaS is usually paid according to usage. (Gil, 2016.) Many current technological services have started to use SaaS technology, for example CRM, enterprise resource planning (ERP) and human resource management (HRM). These systems consist of several parts and it is not necessary for every employer to use or even understand all of the functions. More and more companies are making significant investments to take advantage of the new emerging technologies. Big changes are also made in traditional service provision because of the technology development (Bitner et al., 2000). Since technology has developed extremely fast in recent years, also services are continuously being developed. This has made the utilization of system services challenging for some companies. This kind of fast developing environment requires organizations to learn dynamically in many sectors.

As mentioned, technological B2B services may be complex. Therefore, system provider might be unsure of customers' expectations and goals of service and relationship (Komulainen, 2014). The system supplier wants to offer help with customers' requirements but problem arises if customer can not describe and articulate them properly. Customers evaluate the whole process of service delivery and how much effort supplier puts in value-in-use process. In functional relationship it is essential that providers understand how important it is to give value propositions that are in line with customers' own goals. This includes attributes of service and also customers' own expectations and goals of service usage. To succeed it is necessary to interact with both sides. This leads to the situation where understanding the customers' part of the value creation is important (Aarikka-Stenroos and Jaakkola, 2012; Komulainen, 2014). Value creation process is discussed more specifically in chapter 2.3. Customers' experiences of service usage and interaction are cornerstones of customers' value perceptions (Heinonen et al. 2010; Komulainen, 2014). As mentioned value-in-use requires sacrifices from both provider and consumer. Hence, it could be said that perceiving value from the service, customers'

must gain experience of the service and sacrifice one's time and effort to learn to use it.

Therefore, the role of sacrifices becomes important when we are observing the value creation in complex technological services. Value creation is related to the motives to get involved in value co-creation and also gather experience in the new technological service (Komulainen, 2014). According to Komulainen (2014) service provider should encourage customers to invest in learning and make value propositions visible during the process. It is important because one of the main motives for customers is to see how service is really affecting to their sales. This might offer competitive advantage for company against competitors. Need of training and support depends on customers' ability to learn and the capacity to absorb information. This situation also affects the way in which customers perceive value (Komulainen, 2014). Co-production of service is significant dimension of the technological service (Grönroos, 2001; Vargo and Lusch, 2008), which means that some sacrifices are required from the customer to co-produce the service. This way consumer and producer co-create value in technological service business. It could also be said that customers' role in technology service is necessary and that is why value-in-use approach is used in this study.

2.2 CRM systems

So far, in this study CRM has been presented as a model for action. The following sections will introduce CRM as an information system and how system usage influence on value creation. Finally, barriers of system usage are discussed. Customer oriented organization is the first step in relationship marketing. Therefore, the entire company must be prepared to operate with "customer first" attitude.

CRM system utilization has been examined to a have positive impact on sales professionals' work. For instance, when using CRM salespeople communicate better with peers and gain a better understanding about buyers' needs (Rodriguez & Honeycutt Jr, 2011). Hunter (1999, pp. 18-19) describes CRM system as "the application of information related hardware and software that is intended to facilitate or enable the performance of a sales task". Tanner et al. (2005) describes major function of CRM as a tool that helps salespeople to coordinate their different efforts with peers, inside sales, customer service, engineering and marketing. This description is also supported by Shoemaker (2001, pp. 178): " CRM is the technology used to blend sales, marketing, and service information systems to build partnerships with customers".

From business viewpoint CRM systems includes sales force automation (SFA), customer service and marketing automation dimensions (Sinisalo et al. 2015; Khodakarami & Chan, 2014). Contemporary CRM system includes following elements:

Sales force automation system

With sales force automation (SFA) systems companies can manage their selling

activities. SFA systems can enhance quality and efficiency of selling processes by recording all the stages in sales process and delivering information about actions in each stage. Through automated SFA salespeople can manage sales pipeline, which includes for example activity management, account management and sales forecasting (Iriana & Buttle, 2007; Shoemaker, 2001). Advanced sales force automation systems can integrate customer interface. Through this, customers can participate in product development and design products to meet their needs. In SFA system customers can also get information about actions of the process, just like salespeople

Customer service and support systems

Customer service and support systems are used to manage customers' requirements and feedback. Agile companies must adopt the way to manage these multiple channels. Companies can increase customer satisfaction by automating the processes (Iriana & Buttle, 2007). Many domains are suggesting that traditional roles between customer and seller are blurring. Primarily this means that customers are increasingly participating in companies' content creating and product development through interfaces (Hoyer et al. 2010; Kristensson, Gustafsson, and Archer 2004). Customers are supporting each other in usage of products and services (Dholakia et al. 2009) and exploit different platforms to promote products and services (De Bruyn and Lilien 2008; Libai et al. 2010). Companies should understand these possibilities in value co-creation with customers when they are planning feedback and support systems.

Marketing automation

Marketing automation systems facilitate the execution of marketing activities. This kind of system includes features that improve and develop marketing in different channels and manage to generation of leads. Marketing automation allows to track customers' actions in different communication sources for instance in websites and social media channels. Marketing automation also enables and increases internal knowledge of customers. The concept of marketing automation is closely related to SFA. Well-utilized marketing automation system produces relevant leads for salespeople. (Iriana & Buttle, 2007.)

2.2.1 Definitions and perspectives of CRM systems

Previously METAGroup (2001, 5) has identified three different forms of CRM (operational, collaborative and analytical). Because of the diversity in the field of CRM research there are several attempts to form and define CRM systems. Payne & Frow (2005) suggested that strategic framework of CRM consists of five different functions: The strategy development process, value creation process, multi-channel integration process, information management process, and performance assessment process (Figure 4). Four processes are subsumed within three different

forms in tripartite CRM ecosystem, which includes strategic, collaborative, and analytical CRM (Payne and Frow, 2005). These forms are presented as follows.

2.2.2 Strategic CRM

From strategy perspective, it is important to understand the following questions: "what kind of business are we in?", "which customers do we serve?" and "how do we create and deliver value to these customers?" Strategic CRM can be seen as a customer-centric business strategy. This approach follows classic relationship marketing habit: the acquisition of profitable and long-term customers (Buttle, 2004). Strategic CRM allows companies utilize customer knowledge, deliver customer needs (Lin and Su, 2003) and set board company strategy meet the customer strategy (Payne & Frow, 2005). Companies need to understand their own vision, industry and competitors to develop and achieve their strategic CRM goals. Good customer strategy and intensive customer portfolio analysis allows companies to develop customer management and deliver specific relationship management strategies (Turnbull & Zolkiewski, 1997). Plakoyiannaki and Tzokas (2002) state that CRM is actually a reflection of basic business strategy, which aims to create long-term relationships and value for customers.

2.2.3 Operational CRM

CRM system's purpose is to automate CRM processes and enhance day-to-day efficiency and productivity in sales, marketing and service functions. Operational CRM includes customer service, sales force automation and marketing automation. Buttle (2004) defines operational CRM as "a perspective on CRM which focuses on major automation projects within the front-office functions of selling, marketing and service." Tan et al. (2002) suggest that operational CRM uses marketing technology to enhance customer relationship management and to develop internal communications across the organisation but mainly between salespeople and managers. Through the effective use of SFA technology, companies can optimize and improve the quality of sales and information flow with customers and other stakeholders. Companies can improve customer satisfaction by automating their marketing processes and service operations (Buttle, 2004). Operational CRM includes also data from contact management and contact centres. By delivering accurate and relevant information to customers across multiple information channels, companies can improve organisational response to meet customer needs and promote value co-creation process (Xu & Walton, 2005). Channel integration is an important part of motivation in implementation process of operational CRM. Multichannel integration process ensures consistency and quality of customer experience (Payne and Frow, 2005). Data from back office functions for instance human resource can be used to make operational CRM work efficiently (Fayerman, 2002).

2.2.4 Analytical CRM

Opposite to strategic CRM, analytical CRM could be seen as "bottom-up perspective" which aims to intelligent use of technologies. Through analytical CRM appli-

cations, companies can dig up valuable customer data and use that for strategic or tactical purposes. Payne & Frow (2005) states that analytical CRM involves information management processes that deal with collecting, gathering and analyzing customer data from different customer interfaces. Through this analyzed data companies can develop customer strategy as well as new products and customer lifetime value forecasts. This value creation is a crucial part of information management process (Knox, Maklan, Payne, Peppard, and Ryals, 2003). Payne (2006) suggests that analyzing customer data, creating relevant customer profiles and delivering it to customer interface, companies can improve their performance and get better operational CRM applications. Gebert et al. (2003) state that warehousing and data mining solutions are constant part of analytical CRM.

Such as operational CRM, but also analytical form of CRM can offer significant customer insights that help companies to deliver right transactions at the right moment to the right customers (Plakoyiannaki & Tzokas, 2002; Xu & Walton, 2005). According to Herchel (2002) and Doyle (2002) analytical CRM includes several applications, which provide crucial information about customers. Herchel (2002) points out customer segmentation analysis, customer lifetime value applications, real-time event management, campaign management and "what if" analysis. Doyle (2002) in turn, mentions different analytical applications such as customer characteristics analysis, customer behavior prediction models and different kind of communication applications, which help companies to manage their channels and optimize their marketing actions.
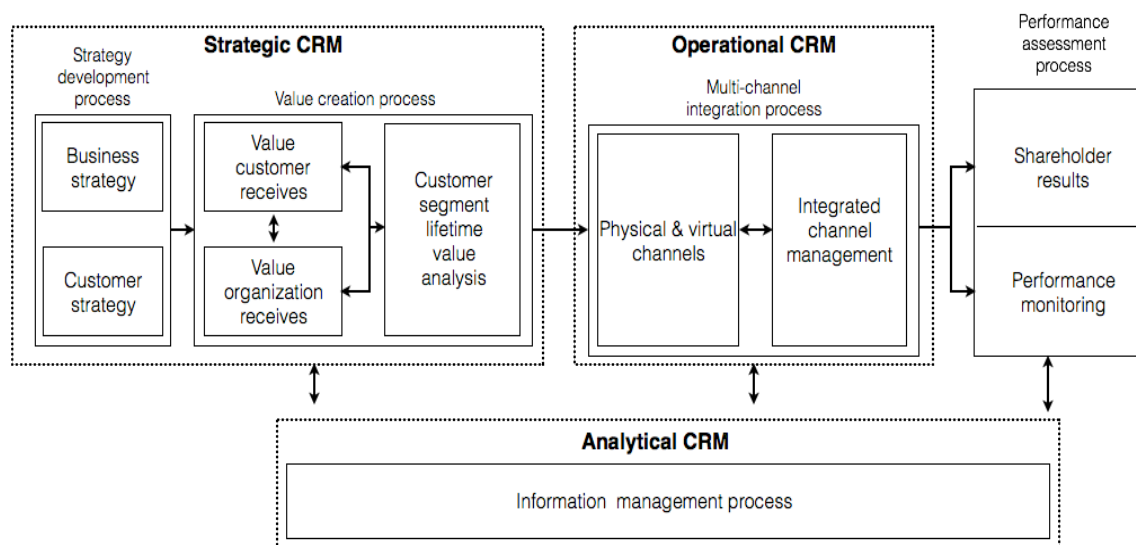
FIGURE 4: The modified strategic, operational, analytical CRM (Payne & Frow, 2005)

In conclusion, strategic CRM can be seen as a core of CRM, which includes business strategy development and the value creation process. Strategic CRM allows companies to understand their business comprehensively. Operational CRM's main area is the management through different channels, which companies are using for communication and transactions. These channels can be both virtual and physical. Analytical CRM, in turn, focuses on developing, analyzing and utilizing customer data thorough CRM applications. Analytical CRM promotes oper-

ational CRM by delivering accurate information for salespeople which operating in customer interface. (Payne, 2006; Payne & Frow, 2005).

According to results of Khodakarami & Chan (2014), analytical CRM systems offered the best support for combination process and have a good capacity to produce valuable information about customers. Operational systems are capable of supporting socialization in companies. Database and POS systems offered moderate support for externalization. Collaborative CRM systems have the best support for knowledge creation process. Organizations use various tools to develop CRM process. Collaborative systems support both internalization and externalization process and offered knowledge for customers. These systems also provide great chances for companies to learn important things from their customers.

Important notice in the Khodakarami's & Chan's (2014) study was that companies are investing in complex CRM systems and they must ensure that purchased CRM system supports effectively their knowledge creation process. In this way employees are motivated to use the system because they will see that system is relevant to their work (Morgan & Inks, 2001). Investments to CRM systems have been significant in recent years. For instance, in 2008 companies worldwide-spent was $8 billion and $13 billion in 2012. Remarkable is that fewer than 50 percent of implementations met expectations (Frow et al. 2011).

CRM system should be seen as a comprehensive system in companies. It is not only sales professionals tool or state of mind. For instance Girishankar (2000) suggests that companies should adopt holistic CRM implementation process. Hunter & Perrault (2006) describe sales-based CRM system as a tool for salespeople and for the whole firm to face objectives in managing customer relationship by collecting, analyzing and distributing information that improves sales and communication with prospects.

Nowadays it is recommended that CRM implementation includes customer-oriented implementation process which considers the customer, builds CRM system to meet customer needs and recognize how value-creation process connects the company and the customer (Saarijärvi, 2013). In that case, it is possible to avoid dissatisfaction, which is a cause from the implementation of ill-conceived. CRM system could also be semi-structure and have little modifications to meet customer needs.

2.3 Value creation

The creation of value is the main objective and central purpose of economic exchange. Grönroos (1996) states that value creation is a core element of a relationship between producer and consumer. Value creation has gained increasing interest in marketing and management literature in recent years. Comprehensive approach towards value reveals its heterogeneity and how nebulous the concept of value is. In general, value has been defined in individual level as a compromise between benefits and sacrifices or means-end approach (Zeithaml, 1988; Day, 1990; Woodruff, 1997). Recent studies have shifted their approach to more holistic and experimental level. These studies argue that value is created mutually by business

partners (Grönroos & Helle 2010) and the value creation process is part of a social system (Edvardsson, Tronvall and Gruber 2010). Value creation improves customers' well-being by increasing customers' feeling that he or she is better at something (Grönroos 2008). Value is not created consciously because customers' daily actives and experiences are spontaneous and unexpected (Schatzki 1996).

Predominant understanding of value creation emerges from perspective that value is co-created between both service provider and customer actions an it is all-encompassing process. This description leads to conclusion that goods' or services' value always needs relation and interaction between provider and customer. Even though the definition of the value has been accepted in same way by many researchers, the current description is still quite unclear and confusing.

2.3.1 Goods-Dominant Logic

Previous firm's value creation focused mainly on output and price. This point of view is traditionally referred to as goods-dominant (G-D) logic and the value meaning of values is understood as value-in-exchange (Vargo & Lusch, 2004). In this traditional view value is created by the firm itself rather than in co-creation with customers. This value is distributed to customers in market place usually through exchange of different goods and of course money. Traditionally in G-D logic value is measured by this exchange transaction. If we are looking value creation from this perspective, the roles of "producers" and "consumers" are distinct and value creation is seen as a series of different activities, which are performed by the firm (Vargo and Lusch, 2004). As mentioned the most important thing in G-D logic is to make things to be sold. Companies may outsource some producing process and entrenched value into good and the whole value of the good is represented by the price or any other amount which the customer is willing to pay (Vargo & Lusch, 2008).

2.3.2 Service-Dominant Logic & Value co-creation

Holbrook (1987) states about value that the companies' propositions of value and service are intermediary in the value co-creation process. Value propositions create connections and relationships with service systems. Nowadays the predominant model is service-dominant (S-D) logic, which takes a new approach in value creation. Current viewpoint of S-D logic points out the value-in-use meaning. In this approach, the roles of producers and consumers are not distinct. This means that value is always co-created in different interactions with consumers and firm through the integration of resources and competences of both parties. (Vargo and Lusch, 2008.) S-D logic brings out the importance of value co-creation in every situation. Only the effective use of existing interaction between supplier and costumer can create value that fulfils and enables value co-creation. This also leads in situation where the existing interactions could be used to expand marketing beyond a traditional promise-making activity. Notable in value co-creation is that every person in organization is marketer and they must understand that when dealing in client interface or in back office. This approach is crucial for internal marketing.

In value co-creation, value is perfectly delivered when the beneficiary (the customer) go through process (consumption) of procurement, usage, and disposal.

In value-in-use perspective, service provider is in the key position to facilitate value co-creation with customer. Provider offers value propositions to the consumer who is the actual value creator in process. Value is delivered when consumption is made by consumer. (Grönroos and Ravald, 2011.) Definition of value co-creation takes in account provider's and customer's role in value creation. It is relatively close of customers perceived value concept. Value creation process includes benefits and sacrifices by customer and provider (Ulaga, 2003; Woodall, 2003). On the other hand, sacrifices are not always impacting negatively and reducing value. Komulainen (2014) states that the nature of technological service requires sacrifices from both producer and customer, because the service is co-produced. Komulainen (2014) also propose that right combination of benefits and sacrifices are required to maximize the net value.

Service is a mixture of knowledge and skills and these two factors benefit each other forming a functional entity. In S-D logic, knowledge and skills are two most important resources to achieve competitive advantage. This definition gives a good perspective for understanding value creation, because value is created collaboratively in different interactions between supplier and consumer (Vargo & Lusch. 2008.)

If value creation is observed from service systems perspective, the distinction of producer and consumer disappears and all participants who are involved in value creation, creates value for themselves and also for others. With a proposal that value-in-use is the centre of value creation process, the service centred view of exchange suggests that whole knowledge is pervasive in the market environment and every participant generates it. The following table 1 provides a general overview of the key differences between G-D logic and S-D logic related to value and value creation.

	Goods-Centred Dominant Logic	Service-Centred Dominant Logic
Primary unit of exchange	People exchange for goods. These goods serve primarily as operand resources.	People exchange to gain the benefits of special skills and knowledge or services. They are operant resources.
Role of goods	Goods are end products. Marketers change its form, place, time and possession.	Goods are transmitters of operant resources.
Role of customer	Customers are the recipients of goods. Marketers' role is to segment and penetrate them. They also distribute and promote goods to customers, which are operand resource.	Customers are co-producers of the service. Marketing can be seen as a process of doing things with customers.
Determination and meaning	The producer determines	Value is determined by the

of value	value; "exchange-value". Value is embedded in the goods itself.	consumer: "value-in-use".
Firm-customer interaction	The customer is an operand resource. Customers are acted on to create transactions with resources	Customers have active role in relational exchanges and coproduction. Firms can only make value propositions.
Source of economic growth	Wealth is perceived from surplus resources and goods.	Wealth is perceived through exchange of special skills and knowledge.

TABLE 1: Differences between Good-dominant logic and Service-dominant logic (Vargo & Lusch, 2004)

2.4 Definition of knowledge

Knowledge is one of the most critical assets for companies in today's rapidly changing competitive environment. Altogether, knowledge is a quite complex concept. Defining and identifying knowledge could be challenging. One way to understand knowledge is to start from data and information. Data consist of observations or raw facts, for instance collection of numbers or characters. Data is the least abstract concept. Pieces of data are individual pieces of information (Chen & Su, 2006; Kakabadse et al. 2003). Data becomes information that is suitable for making decisions once it has been analyzed in some way. Knowledge is a result from extensive of experience dealing with information. Knowledge has the highest value because it includes both expertise and experience. The creation of knowledge includes the interaction between both tacit and explicit knowledge. Simplified, the main differences between these two knowledge models are that explicit knowledge is easy to store, formalize and share within an organization. Whereas tacit knowledge is highly personal and hard to capture, gather, acquire and distribute in organization. Companies are continuously searching for new knowledge resources to stay competitive (Chen & Su, 2006). Companies are capable to create new knowledge but it depends on companies' ability to adapt and process tacit and explicit knowledge from different sources. Nonaka et al. (2006, pp. 1179) define knowledge creation as "the process of making available and amplifying knowledge created by individuals as well as crystallizing and connecting it to an organization's knowledge system".

2.4.1 Organizational knowledge creation theory

The main object of this organizational knowledge theory (SECI model) is to identify premises that support knowledge creation in different organizations. Organizational knowledge creation theory is a combination of tacit and explicit knowledge

process, which creates new knowledge. In Nonaka et al. (2000) model, knowledge is created through a continuous dialogue between tacit and explicit knowledge in four-stage process, which includes socialization, combination, internalization and externalization.

In socialization function, tacit knowledge is shared with individuals through social interactions, observing, discussing, analyzing or even living in the same environment. Externalization focuses on linking tacit and explicit knowledge. This function creates tacit knowledge into explicit knowledge that can be shared within the organization. Tacit knowledge is transformed to explicit knowledge using concepts and models. It could be said that in this section knowledge is crystallized to organization members. After that combination stage aims to connect different sources of explicit knowledge to create new knowledge. New knowledge is ready to connect with previous knowledge. Internalization stage refers to understanding the new explicit knowledge. Individuals' learning transforms explicit knowledge into tacit knowledge. Now the process will continue again to the socialization stage.
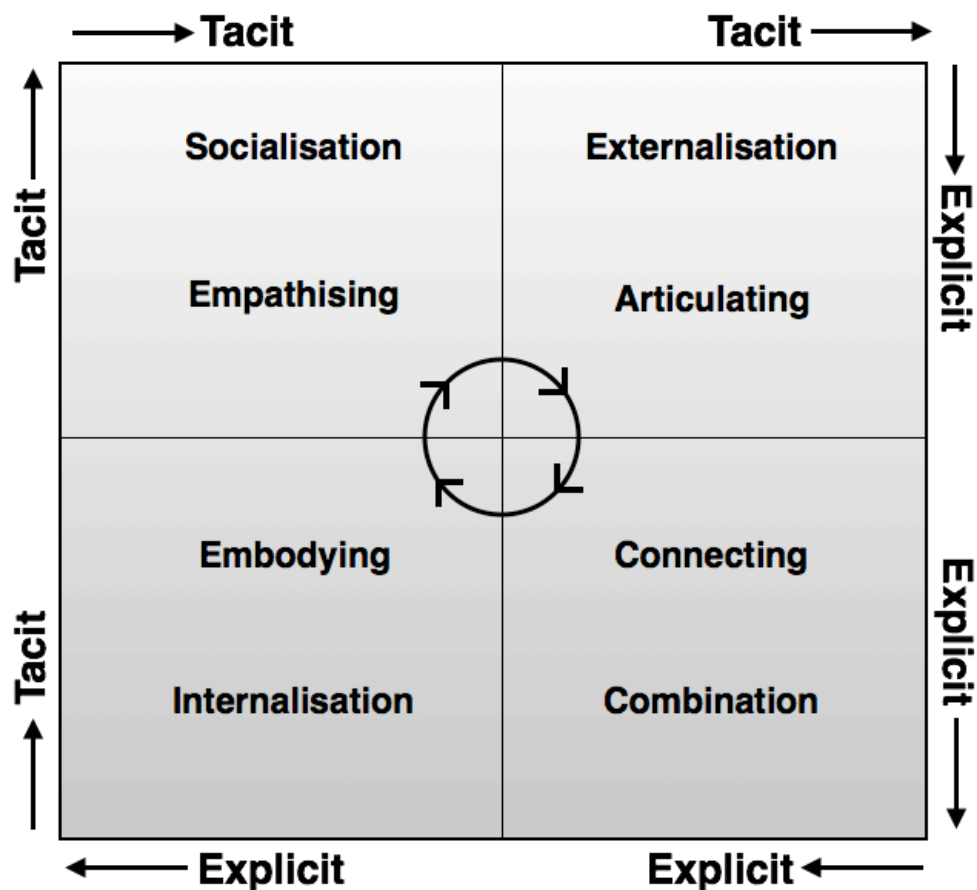

FIGURE 5: Seci model (Nonaka et al. 2000)

2.4.2 Customer knowledge

Companies might see CRM systems as a valuable investment but CRM is also important for customer knowledge. Companies, which gather, manage and share customer information, can get competitive advantage.

Customer knowledge is classically shared in three categories: offered knowledge and the knowledge about and from customers. The purpose of knowledge offered to customers is to satisfy their needs about products and services. On the other hand, knowledge about customers is the basic information about customers' motivation, backgrounds and preferences. In contrast knowledge from customers is important because they have valuable information about products, services and competitors. Companies can use customers' knowledge in product development. To get this valuable information about knowledge creation process and customers' needs, companies must utilise their CRM systems efficiently. (Khodakarami & Chan, 2014.)

Especially in the business field of electronics and health, customer knowledge creation process with collaborative use of CRM has been found to support knowledge externalisation and internalisation processes. Business environment has a significant impact on the importance of collaborative CRM. For instance educational organisations are operating in different kind of environment than electronics, which have to build strong customer relationships to stay competitive and dynamic. Educational organisations have less competition and they are using CRM mainly as operational tool to manage contact lists and track customers' activities. Most of the analytical and collaborative tools are not utilised. On the contrary, electronic organisations have usually implemented latest system versions. Their employees have latest knowhow and much higher analytical capabilities to gain valuable information about their customers' requirements and behaviors compared to employees in educational organisations.

2.5 Why CRM implementation might fail?

Even though companies have had increasing interest towards CRM systems, many companies are unable to start CRM implementing process. This may be due to many reasons. Usually CRM implementation is big process of change in companies. This process always involves introduction of new technology and that needs effective leadership.

Managers are in key position in implementing new systems and motivating employees (Amabile, 1993; Bull, 2003). They are setting and monitoring objectives and ensuring that the desired strategy is realized. Managers are also responsible for motivating key persons to use of the system. This way for example the team leaders are able to put a strategy into practice. Managers should understand how CRM system could help salespeople to work more efficiently and improve the relationship with buyers and internal stakeholders, for instance customer support and product design (Hunter & Perreault, 2006; Rodriguez & Honeycutt Jr. 2011).

Dissatisfaction with CRM system could be due to fact that customers' expectations are often inconsistent with the results. These outcomes of expectations are hard to measure in sales levels or increased loyalty or retention (Stanton & Rubenstein, 2003). However, still many companies are investing in CRM systems. One reason for CRM implementation failure could be salespersons ineffective use of CRM. Collaboration between salespersons could be a key element of successful use of CRM system. According to Day (2000) one of the main reasons behind implementation failure is the lack of strategic planning. Customer-oriented organizations are shifting their approach from selling goods to supporting customers' value-creating process. This customer-oriented approach includes also intangibility, exchange processes and relationships, which are basis for profitable B2B relationship (Vargo and Lusch, 2004, 2008).

Companies develop and provide services using customer data that supports customers' value-creating process instead of focusing too much on firm's own value creating. Customers and companies implement new ways to commit in each other's value-creation. Of course, changes in use of CRM and marketing communications are going to open new possibilities for value-creating process. This kind of change might for example be the development of the customers' role as from a passive marketing communications receiver to an active partner. In value co-creating process customer data is very important. Customer data is also critically important resource in different processes in companies (Saarijärvi et al. 2013).

Greenberg (2010) also brings out the media environment change, which has emerged new segment called "social customers". This group has huge trust in their peer group. These customers are willing to use companies and organizations as their problem solvers according to the requirements of their personal needs. Salesforce.com, Dell and Ford USA are examples of companies, which are using their customers actively in co-creation via web in product and service development. This kind of development is one of the challenges, which CRM users are going to face in quickly changing customer-oriented environment.

2.5.1 Barriers to salespeople's technology usage

Salespeople are continuously affected by challenging situations, which require one to learn new ways of working, adapting the change and absorbing high amount of information as well as be able to sell simultaneously to different customers.

As said, this study's objective is to research factors that increase intrinsic or extrinsic motivation to use CRM system efficiently. CRM implementation is a comprehensive process in companies. Because of this there are many dimensions and functions that affect everyday activities in business. That is why it is also appropriate to look at the factors that might prevent usage of CRM / SFA. There are a few studies that take a stand on what obstacles there might be in CRM / SFA implementation and as well as which factors may affect to system usage.

Morgan's & Inks' (2001) study found the three most important factors that affect the implementation of SFA. First notice was that if salespeople can get proper training they are more likely to accept SFA implementation process. It is significant that salespeople must see the benefits of SFA training and see the fact that training time is not away from sales work (Sinisalo et al. 2015). Technical and

management support has also been seen parallel factor with training (Buehrer et al. 2005). Morgan & Inks (2001) state that relationship is stronger with commission-based salespeople because they can see the direct results and compare the time used in training and sales.

Secondly, salespeople are more likely to commit if they really feel that they are involved in the implementation process and they can influence to the SFA initialisation. This supports traditional knowledge that engagement contributes dedication. Morgan & Inks (2001) also remind about important point that salespeople want to ensure that SFA system is not only for managers to monitor them.

Third finding is about salespeople's expectations. The more salespeople have accurate expectations of SFA implementation process and knowledge about practical purpose for themselves, the more accepting they are towards implementation process. Problem in salespeople's expectations can be the lack of knowledge about technology and its possibilities. That is why managers must establish accurate objectives for salespeople. Remarkable finding is that there is not significant correlation between managerial commitment and salespeople's acceptance towards SFA system. Morgan & Inks (2001) propose that it should be examined more, what kind of impacts accurate but undesirable expectations have on implementation acceptance. Jones et al. (2002) found in their longitudinal study three main variables, which will explain salespeople's intention to use new technology systems. Results of their study reveals that perceived usefulness of the new system, attitude towards the new system, and the compatibility with the existing system are the main reasons why salespeople feel commitment to new technology. In addition to these, they noticed that personal innovativeness affects the extent of usage of the new system.

There are also studies, which reveal the SFA areas, which are mainly used. Usually systems are actively used for contact management, generating leads and time scheduling and less used for automated sales planning, route planning and qualifying leads (Widmier et al., 2002). Buehrer et al. (2005) examined in their study internal and external factors and why salespeople use SFA system. They also investigated, which barriers there occur in salespeople's technology usage. Their findings support previous studies why salespeople use SFA system (Jones et al. 2002; Ahearne & Schillewaert, 2001). Self-efficiency was alongside with time saving found to be most influential factor that affects to salespeople SFA system usage. Findings also reveal that requirements from manager to use system were considered as an external factor. Researchers noticed that salespeople's age is a significant factor that influence on reluctance of change, which is considered as an internal factor. Older people might see technology more complicated and not so necessary.

Lack of technical support as an external factor was mentioned as an external barrier to system usage. Finally, their results showed that companies can increase employees' technology usage by offering management support, technical support and continuous or on-demand training. From salespeople's perspective reducing and removing external barriers will increase their technology usage. Leaders must actively work to reduce these barriers. Buehrer's et al. (2005) investigation focused on barriers that salespeople perceive in their technology usage but not on adoption of new technology.

There are also mixed findings in few studies about salespeople's performance and their attitude to use SFA technology. Ahearne and Schillewaert (2001) state that salespeople's information technology usage correlates positively with their knowledge about market and technology. Also some sales skills such as tarketing skills, adaptive selling and call productivity is found to be positively correlated with technology usage. According to these in findings they states that information technology usage can explain part of sales performance. Despite these findings Engle and Barnes (2000) mention in their study that there is not significant correlation observed between usage of technology and salespeople's performance in US. These findings point out that salespeople are not dependent on technology. Engle and Barnes (2000) suggest that technology investment should be flexible and it should support both businesses and consumers. Of course since 2000 technology has developed a lot and new ways of using sales technology have occurred.

CRM is significant in organisational change and it includes several dimensions, which are affecting directly or indirectly to organisations' daily activities. That includes different concepts, new technologies and methodologies. These dimensions may confuse implementation participants. Ramsey (2003) sees this as a lack of definition. Leaders who are responsible for CRM system procurement are mostly too busy and they do not have enough strategic plans or experience about CRM systems. Usually they are also measuring specific activities although they should be concentrating on overall strategy. Amabile (1993) and Bull (2003) also noticed poor leadership as a technology usage barrier. One mistake that organisations are tend to do is that acquired system does not meet business needs. This can be seen also system providers mistake.

This leads to Ramsey's (2003) third finding which is insufficient help from CRM vendors. System providers emphasise too much the system features when they should focus on serving their customers and focus on meeting their personal requirements. Through proper implementation CRM system can add competitive advantage and exceptional economic value to company. Companies must also learn some basic principles about CRM before they are able to reach full potential of system (Nguyen et al. 2007).

As mentioned, implementation processes can be a managerial challenge. Salespeople's full commitment is a necessity in SFA/CRM implementation process. As a conclusion, Morgan & Inks (2001) provide few reasons why salespeople will resist implementation: fear of technology, fear of management interference, loss of power, and resistance to change.

Fear of technology could be described as a situation when the salespeople have the feeling they are not able to use SFA system. This can lead to a reduction of motivation. Well-organized and adaptable technical support as well as suitable training for each salesperson may help them to get over their "fear of technology".

Technical development allows managers see real time data of salespeople's actions through SFA system. This kind of monitoring might be anxious to salespeople when managers can keep track of sales calls and other sales interactions. That is why SFA system should be seen as a tool to help salespeople and make sales force more productive. Salespeople can feel this as a "fear of interference".

Information and data about customers are one of the most important tools for salespeople. The problem is a situation when salespeople do not see SFA system as an agile system where they can transfer customer knowledge. This might be caused by the lack of motivation. Again, salespeople must perceive SFA system as a productive tool. Sinisalo et al. (2015) mention in their study quality of information and the use of resources: If technology is not agile, salespeople have less time for personal selling and data collection. This can lead to poor customer data if data is not always updated and current. Wrong type and poor data is a significant problem in CRM system and it reduces employees' engagement with information creation and system sustenance. So they propose that poor-quality information is one of the mobile SFA usage barriers.

For people, it is natural reaction to resist change generally because they must deviate from the status quo. For salespeople SFA system usage and implementation process must be as natural as possible. If they do not get perception of advantage they are more likely to resist new and different system. Of course, all of these barriers might lead to a loss of benefits that system usage can bring, for instance the capture and flow of strategic information. Morgan & Inks (2001) suggest that managers should be able to demonstrate benefits and options compared to old system. Good examples are more selling time, shorter sales cycle, less administrative work.

Customers are nowadays more technologically oriented and more aware of new system solutions than ever. Customers expect high service level and fast information delivery. In customer-oriented organization salespeople must be able to provide high quality service and knowledge of systems (Tanner et al. 2005).

2.6 Motivation

2.6.1 The concept of motivation

CRM systems can be broad and complex systems but it is about dealing with human motivation, motives and desire it is about even more complicated system. Motivation is derived from the word "motive", which means cause or reason (Yorks, 1976). Motives could be distinct desires, needs, drives and internal stimulators, rewards and punishments. Motives could be also unconscious. For these reasons motive research could be rather difficult sometimes (Peters, 2015).

Motivation is a combination of different motives. Personal motivation consists of a combination of various motives. The motives are always appropriate and they impact on persons by tuning their minds into specific states, which is called motivation. Motives can be seen as forces within an individual that push human to satisfy basic one's needs or wants (Yorks, 1976). From Maslow's (1954) point of view only unsatisfied needs provide the source of motivation: if all the needs are satisfied there is no motivation. Most of psychologists see that all motivation is the result when one or more person's needs are unfulfilled (Dessler, 1986).

The basic nature of humanity shows that people are curious, vital and self-motivated. People are eager to learn and develop themselves. This is more norma-

tive than exceptional stage of humanity. Of course, there are exceptions and sometimes human spirit can diminish, which rejects growth and responsibility on individual person. This does not depend of social or economic status. Ryan & Deci (2000b) states: "Motivation concerns energy, direction, persistence and equifinality - all aspects of activation and intention".

Generally, motivation means reasons for people to do something. Motivation can also be described as person's direction of behavior (Elliot & Covington, 2001). In some cases, it could mean causes that makes person to repeat his or her actions. Motivation is a key component of human personality. Maslow (1954) define motivation is a mental or physical reason, which heads human actions and vitality, and maintain this action. Motivation can also be defined as individual's internal operation or desire to get something done. As we can see the major difficulty in defining motivation is the lack of consensus in research field of psychology. Psychology research and literature are full of different kind of explanations and theories to different perspectives about human motivation. Definitions can be divided from behavioral and content theories. The starting point of this study is to concentrate in incentive theories, which are intrinsic and extrinsic motivation theory.

Dichter (1960, 35) has dealt human motivation in his researches and noticed three major difficulties in analyzing human behavior. In the first place we must understand people and society, as they really exist, not as we wish them to exist. New and unknown things result in people's needs to start thinking. These discomfort issues are caused to human by insufferable circumstances. These are complicated issues because people are afraid to elaborately protect themselves from knowing their real motivations to do something. That is why it is challenging to view inner people. (Dichter, 1960, 35-36.)

When human behavior is analyzed, one difficulty arises from human's great desire to behave rationally all the time. Humans are always seeking rational explanation of their own behavior: Why am I using this scarf today? Why I bought this bag of goodies? People need to explain their behavior to themselves. The fact is that humans act more irrational than rational way and it does not depend on their intelligence. (Dichter, 1960, 34-35.) Second thing, which makes human behavior so hard to analyze is the fact that people tend to judge by appearance. Many psychological studies have shown that people are often more concerned with their own prowess and pleasure (Ryan & Deci, 2000b). Third, for businessmen it is pretty inconceivable that examinations have shown that even less purchase decisions are made because of the quality of the product than because of the satisfaction. Dichter (1960) also states that people never take actions or buy something if there is not any deep psychological meaning.

Motivation is examined in many research fields and maybe the primary reason for that is in consequences of motivation: Motivation makes people productive. Because of this Ryan & Deci (2000b) propose impact on people who make others to act such as teachers and managers. Motivation is generally regarded as a single concept. However, a simple analysis shows that human's acts are the sum of many different experiences and consequences. People can be motivated if they have the inner need for activities or they can be forced by an external punishment or by providing external rewards. It can also be said that human behavior is controlled by an internal commitment or fear of external pressure. In situation where people

have same level of perceived competence or self-efficiency for specific activity they can still have different level of motivation. When these two types of motivation perspectives, internal & external, are compared it can be seen that internally motivated persons have more interest, enthusiasm and confidence. This leads to better performance, persistent and creativity (Deci & Ryan, 1991; Sheldon et al. 1997), to higher vitality (Nix et al. 1999) and general welfare (Ryan et al. 1995).

2.6.2 Intrinsic motivation

Intrinsic motivation is positive and strong resource for human nature and self-development. It is part of human's natural motivation to search new challenges and extend their own capacity through different experiences. Intrinsic motivation drives people to act spontaneously and explore new. This is natural part of human development and represents an important source of enjoyment and vitality (Csikszentmihalyi & Rathunde, 1993; Ryan et al. 1995).

Intrinsic motivation can be described as a self-desire when person seeks new challenges to both observe and gain knowledge. It drives person's cognitive, social, and physical development. (Ryan & Deci, 2000b). Classical definition for intrinsic motivation refers to doing something for its inherent satisfaction rather than for some external motivator like salary or other external rewards. Intrinsically motivated person acts spontaneously with joy (Ryan & Deci, 2000b). Intrinsic motivation occurs in behaviour that is driven by internal rewards. Person's motivation to engage arises from within the individual because it is intrinsically rewarding. For instance person's will to learn is intrinsic motive. It has been noticed that intrinsic motivation is an important form of motivation but most of the acts people do are not directly associated with intrinsic motivation (Ryan & Deci, 2000b). Intrinsic motivation has been examined with students. If students are intrinsically motivated they are more likely to engage with given tasks. These students are also willing to improve their skills to solve missions (Wigfield et al. 2004).

2.6.3 Extrinsic motivation

Extrinsic motivation occurs when individual's behavior is driven by external rewards such as salary, fame, and grades. People are driven by social pressure to do things that need extrinsic motivation. Compared to intrinsic motivation, extrinsic motivation does not need a desire, which originates inside of the individual. Extrinsic motivation comes always outside of the individual. Extrinsic motivation in turn correlates positively with outcome control. Normally extrinsic motivation is used to attain outcomes, which are not achieved from intrinsic motivation. (Ryan & Deci, 2000b.)

In extrinsic motivation, challenging question is where individuals get motivation to push and continue their actions if they only get extrinsic rewards. Usually extrinsic motivation complete outcomes, which individual does not get from intrinsic motivation. Classic example of extrinsic motivation is experiment with students carried out by Lepper, Greene, Nisbett (1973): Children draw with felt-tip pens during their free time and they got reward for that. After that researchers offer a chance to play with the pens again. The children who had been rewarded

earlier for using them showed less interest towards playing with the pens again. The kids, who had not got rewarded before, continued to play normally. In this case children's extrinsic motivation was reason to continue drawing.

2.6.4 Discussion between intrinsic and extrinsic motivation

The dominant psychological view to intrinsic and extrinsic motivation proposes that these two concepts are opposites (Deci 1971; Deci & Ryan 1985; Lepper & Greene 1978). According to this point of view extrinsic motivation comes up when some extrinsic motivator drives individuals, which is outside of the work itself. In general, if the most significant commitment to the task is extrinsic reward, intrinsic motivation will decrease. Most of the researchers share motivation in two main categories: intrinsic and extrinsic parts. The difference is apparent in how these two concepts are combined. According to Maslow when extrinsic motivation is settled, intrinsic motivation can lead to great satisfaction and work performance.

Another point of view is that extrinsic motivator can add intrinsic motivation if individual can get the satisfaction from well-done mission and gets rewarded. Secondly, if individual does not get feedback on the completion of the mission his intrinsic motivation can decline. Person can also feel indifference towards the task. In this kind of case intrinsic motivation is not high (Hackman & Oldham, 1976). Deci (1985) suggests that intrinsic and extrinsic motivation do not mix well. They state that usually the former can instantly reduce the latter.

Amabile (1993) proposes that intrinsic and extrinsic motives are not totally separate systems. In some circumstances, external motives support the natural intrinsic motivation. Extrinsic motivation is combined synergistically with intrinsic motivation when the initial level of intrinsic motivation is high enough. However, there are certain types of extrinsic motivators, which can be combined synergistically with intrinsic motivation. Of course, there are certain types of extrinsic motivators that will not influence positively on intrinsic motivation at all. These types of motivators can also decrease intrinsic motivation. This kind of "non-synergistic extrinsic motivators" can also make person feel controlled or constrained by external forces (Amabile, 1993). Individual's work satisfaction depends on intrinsic and extrinsic motivators, which are available in the work environment. These motivators must match to individual's motivations towards his work (Ryan & Deci, 2000b). In addition to the skill and background factors work performance is consisted of the individual's level and type of motivation. Amabile (1993) proposes that high technical output requires either high intrinsic or extrinsic motivation or both. If the work environment is unsupportive and prefer more extrinsic motivation, even high initial degree of intrinsic motivation might be threatened. This might lead to weaker productivity of individual's work. It is mistake to think that same motivators will motivate all people. It is very challenging to create extrinsic reward system that elicits the exact desired behavior. Amabile (1993) suggests that employees should be less dependent on extrinsic rewards. Employer should offer more complex and creative work, which increase intrinsic motivation. This does not mean that extrinsic motivators always influence negatively on work performance. Managers should use both intrinsic and extrinsic motivator to achieve a full synergy advantage.

Anderson & Oliver (1987) points out salesperson's motivation in sales management. They describe intrinsic motivation to be positively associated with behavioral control and correlation of salesperson's selling process. They propose that in general it is not easy or necessary to separate intrinsic and extrinsic goals. Churchill et al. (1985) find in their study that motivation is the third important factor to sales performance after role perceptions and skills predictor. In these studies, they examine determinants of sales performance by using meta-analysis. Social psychology has previously defined intrinsic and extrinsic motivation as a stable feature (Amabile, 1988). Sales literature generally deals with salesperson motivation as global I/E motivation (Anderson and Oliver, 1987, Ingram et al., 1989). Previously studies have found that source of motivation may change depending on the environment (Ryan and Deci, 2000b). Intrinsic and extrinsic motivation has been examined broadly in education and work environment (Amabile, 1993; Cordova & Lepper, 1996, and Wigfield et al. 2004). Classically motivation is conceptualized as either intrinsic or extrinsic motivation and these are seen as a distinct. Nowadays some of the researchers see these two concepts as a continuum (Ryan and Deci, 2000b).

2.6.5 Self-Determination Theory

Intrinsic motivation reflects potential of human nature and it is closely related to the Self-Determination Theory (SDT). Perception of motivation is different in SDT compared to many other theories of motivation: it aims to focus on differences between relative strengths in autonomous and controlled motivation, rather than focus on the overall motivation (intrinsic and extrinsic). Despite the amount of motivation, focus is on the nature of motivation (Gagné & Deci 2005, 340).

SDT separates amotivation and motivation. Amotivation is the situation when person does not have intention to act, whereas motivated people can be seen willing to act. Autonomous motivation involves intrinsic motivation and well-internalized extrinsic motivation. Autonomously motivated people are motivated because of the inherent interest in the activity and because of the regulation of a specific activity have been integrated into the person himself. Controlled motivation involves external regulation and interjected extrinsic motivation. Depending on the level of control it can be concluded whether it is a more controlled or autonomous motivation (Gagné & Deci 2005, 340). However, controlled motivation includes contingencies of the reward and the punishment.

SDT theory defines autonomous motivation in two categories; intrinsic motivation and integrated motivation (Figure 5). Integrated motivation means that person integrates the exterior part of the value or the control to the part of his own motivation. Controlled motivation, in turn, contains the types of extrinsic motivation. According to SDT, controlled motivations differ from autonomous motivations in terms of their underlying regulatory process and also accompanying experiences. Both autonomous motivation and controlled motivation are considered and they can be seen as an opposite to amotivation, which suffers from the lack of intention and motivation.

More precisely, SDT defines intrinsic motivation as a natural tendency to seek novelty and challenges, desire to expand and develop one's own talents and

desire to learn and explore more. SDT theory's premise is that people are naturally motivated to dedicate even if the task is unpleasant but people can understand the value and purpose of it. It is extensively accepted that intrinsic motivation needs supportive conditions to keep up the current state and to develop (Ryan & Deci, 2000a). Cognitive evaluation theory (CET) proposes that external factors like rewards, surveillance and punishments will diminish feelings of autonomy
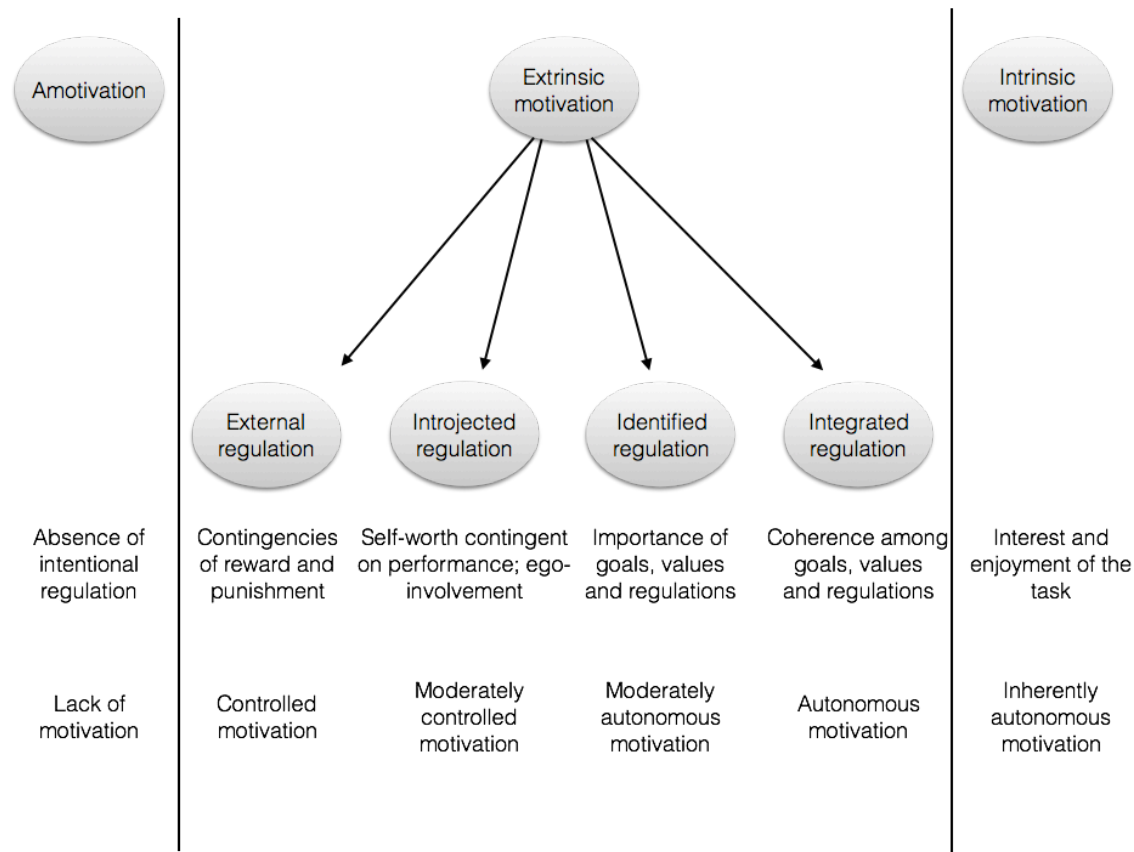
FIGURE 6: Connection between amotivation, extrinsic 9vation and intrinsic motivation (Gagne & Deci, 2005)

2.6.6 Cognitive evaluation theory

Deci & Ryan (1985) represented Cognitive Evaluation Theory (CET), which explains the variability in intrinsic motivation. CET is designed to reveal and explain the effects of external consequences on intrinsic motivation. CET is sub-theory of SDT and it has expanded the views of CET.

According to SDT, intrinsic motivation varies due to the social and environmental factors. The environment can weaken and suppress internal motivation, but on the other hand permit conditions can get it to flourish (Ryan & Deci, 2000a).

CET suggests that the feelings of competence and feelings of autonomy are significant for intrinsic motivation. In their study, Danner & Lonky (1981) revealed that demanding activities were highly intrinsically motivating. Positive feedback also increases intrinsic motivation because positive feedback promotes the sense of competence (Deci, 1971; Fisher, 1978; Ryan, 1982). Contrary to that, negative feed-

back decreases the perceived competence and it affects to both intrinsic and extrinsic motivation (Deci & Ryan, 1985). External event can affect optimally extent intrinsic motivation when it extends perceived competence. However, events that diminish perceived competence would decrease intrinsic motivation (Deci & Ryan, 1985).

2.7 Collaboration

Collaboration is the process created by people who work together and it enables individuals in community to adapt a common course of action, development and upgrade their own way of working (Weitz et al. 2004). Collaboration will also develop the individual qualities and abilities to work with precise customer needs (Rodriguez & Honeycutt Jr, 2011). In customer-centric companies, collaboration is the capability to collect and spread reliable customer information across all functional areas of the company (Yim, et al. 2004, Peppard 2000; Ryals & Knox 2001). Internal and external collaboration is seen important in customer-oriented companies. Collaboration involves a value chain model in which different stakeholders for instance customers, supply chain partners, provide important data about the sales situation (Weitz et al. 2004). As we know, salespeople's work requires personal selling and because of this sales people can not stay at office. CRM system is a great way to collaborate with colleagues and managers when sales people are away from the office. Tanner et al. (2005) states: "A major function of CRM tools is to help salespeople coordinate their efforts with peers, inside sales, customer service, engineering, and marketing". In the other hand, CRM provides a basis for collaboration, co-knowledge creation and opportunity exploitation (Plouffe et al. 2004). In this way, CRM can provide efficient way to collaborate with important stakeholders like buyers and own sales team.

Findings in Rodriguez's & Honeycutt's (2011) study reveals that collaboration is positively related to performance with customers and sales related job functions. Second finding is that CRM has important role to enhance internal collaboration in company, which again is related to sales team. The study also confirms previous impressions (Dewsnap and Jobber 2000; Rouzies et al. 2005; Kotler, Rackham, and Krishnaswamy 2006) that collaboration with sales and external stakeholders enhance company performance. Collaboration with different functions enables customer-oriented firms to gain better understanding of customer needs. B2B companies, which take advantage of CRM systems, should emphasize technological advantages to sales people and other functional sectors like marketing and customer support (Rodriguez & Honeycutt, 2011).

Lastly Rodriguez & Honeycutt (2011) propose that cross-functional training to key persons is needed to reveal CRM advantages and how CRM improves collaboration across the company. This is also supported by Gursoy et al. (2005) and Brendler & Loyle (2001).

2.8 Social influence

Social influence can be described as an individual's understanding of how meaningful other people regard the target behavior and how they await one to perform that behavior (Ajzen, 1991). Sales managers are widely providing different sales tools for their sales team. The implementation of CRM systems often fails because of the lack of adoption by salespeople while the failure rates are around 55–75 %. There are studies, which have focused on explaining how such a low level of adoption is possible (Buehrer et al. 2005; Morgan & Inks, 2001; Sinisalo et al. 2015). These studies deal with barriers of technology usage. The reasons for these barriers are caused by many factors, which will be discussed later and more accurately in this study. Some of the previous studies have mainly used Technology Acceptance Model (TAM) to investigate reasons for rejecting CRM technology usage (Ahearne et al. 2005; Jelinek et al. 2006; Jones et al. 2002). These studies focus on sales technology features such as perceived ease of use, perceived usefulness and the delivery of training and support on CRM system. Based on the results from previous studies there are also researches (Burkhardt 1994; Kraut et al. 1998), which suggest that social environment has huge impact on the acceptance of different new systems. There are only few sales technology studies which have focused on the issue whether interaction with the social environment is related to adoption of sales force automation.

Homburg et al. (2010) investigated in their study salespeople's sales technology adoption and how social influence is related to it. They challenge previous assumptions of superiors' horizontal influence to individual salesperson perceptions by delivering a strong evidence of how the level of adoption of managers influences on the level of adoption of sellers. Their results also reveal that even superiors with less intense relationship towards salespeople have remarkable influence on salesperson's system adoption. Homburg et al. (2010) states that especially perceived usefulness by user is the most significant determinant of system adoption. This is also reinforced by Schillewaert et al. (2005) who also noticed that the perceived ease of use is the secondary driver of adoption and it looks like salespeople can bear some difficulties when using system. This refers to the situation where system provides important functions to improve sales performance. However, it is also important to notice that difficulties in system usage cannot be compensated by the ease if the system is ineffectual. Schillewaert et al. (2005) highlighted this as an important point from sales perspective because it can explain the fact that different kind of performance goals affects salespeople's work motivation. They also reinforce outlook of Jones et al. (2002) that personal innovativeness influences directly on the adoption behavior by providing evidence for a strong relationship. This may also imply that if the technology adoption in organizations is wanted to be understood the technology characteristics beyond traditional must be looked at. Adaption programs have to contain salespeople's habit and propensities towards information technology because salespeople may vary in salesperson technological innovativeness level; some individuals may have natural prejudice against technology.

There is lack of studies, which disentangle social influence from the context of technology adoption. The role of social influence is complicated and it has many dimensions and different way to affect. Singh & Roads (1991) states that this may be caused by the nature of salespeople because they are affected by many factors. As mentioned, supervisors' role in adaption process is significant and they have direct impact on the adoption behavior of the salespeople and they make them to comply their prompting about system's usability through power distance (Kohli, 1985; Singh, 1993). Influences of competitor utilization on adoption process are confusing. Competitive institutional pressures predominate in case of the individual salesperson adoption reports, may indicate that the threat of losing a competitive advantage provokes salespeople that adopt these influences. Peer usage is significant dimension in explaining sales rep's adoption behavior and system's necessity and intricacy. Studies reveal that peer usage affects adoption and understanding the benefits of system via observing others' usage (Slater & Narver, 1995). Peer usage is also important because it reveals that intra-organizational innovation processes may affect through the mechanism of current users.

Hamari & Koivisto (2013) revealed in their study that social influence has positive correlation with recognition and attitude to system usage. They propose that from gamification design perspective it is important to take into the account the group of people who are committed to the same objectives. They give also practical recommendation that gamification should include mechanisms that support social interaction to enhance social influence and increase perceptions of mutual benefits.

Schillewaert et al. (2005) do not found evidence that customer's interest towards technology affects the adoption of sales technology. They believe that this is due to the low attraction of technological tools that salespeople are using. The researchers suggest that customer interest may only show up in sales situations where they can see salespeople using technology. Schillewaert et al. (2005) propose that in the future research of technology adoption behavior should use alternative measurement sources. This study will explore through qualitative research how social influence is related on motivation to use CRM system. More precisely the goal is to find out how social influence is related to intrinsic and extrinsic motivation.

2.9 Gamification

As an academic topic gamification is relatively young (Hamari et al. 2014). However, in the past few years gamification has started to become increasingly popular in academic research and also in practice. This chapter will go through definitions of gamification concept and present elements of gamification based on previous studies.

Increased interest has also brought diversity to the definition of gamification. The concept of gamification can be misleading because non-expert can very often mix gamification with games themselves. Theorists have few viewpoints about this concept and for the wide audience it could cause confusion. Nevertheless,

gamification has gained popularity in recent years even though using game elements in non-game context is not a new phenomenon. Current generations have experienced gamification elements and have perceived the value of games in their well-being. There are also companies, which have used game-like elements to motivate their employees and customers (Deterding & Walz, 2014). Technological development in 2000s has enriched digital environments to create much more fruitful platforms for gamification. This is one reason for increasing interest towards gamification phenomenon. Through technology users can make inputs and receive outputs. Inputs are acts by user and outputs are systems' reactions for these acts (Nova 2014).

Gamification is the "use of game design elements in non-game contexts" (Deterding, 2011). Gamification could also be described as an application of game design elements in the non-game context where you can get external reward for reaching specified goals. Different kinds of goals are for instance points, achievements, levels, badges, comparison and virtual-currency (Huotari & Hamari, 2012 and Deterding 2011). Gamification has also been used as a part of marketing strategy to increase customer engagement by offering game-like behavior and to increase the focus in specific situations (Hsu et al. 2013; Nam & Kim 2011). Companies can earn valuable information about their customers through gamification models. If gamification experience is suitable, customers will give data of demographics, consumption behavior and other valuable knowledge for marketers (Whitson, 2014).

However, purpose of gamification is to provide customers experiences that convert them to make decision they would not do otherwise (Hamari et al. 2014). Gamification can be seen as a communal aspect and enjoyment of games. Gamification elements arise when users feel they belong to something bigger and their choices are meaningful (Deterding, 2014 & Deterding, 2015).

2.9.1 Roles in gamified experience

According to Robson et al. (2015) there are four types of people in gamified experience: players, designers, spectators and observers. Participants' role varies in the extent how they are involved. The role might be passive or active depending on whether the roles are mostly absorbed or immersed in the experience. Players can be seen as competitors in gamification experience. Players are real performers and they are extremely immersed into the process. Players can be existing or potential new employees or customers. Consequently, players can be internal or external to the company. Designers design, develop and also manage and maintain the gamified experiences. Designers' role in company can vary from improving employee engagement to managing customer relationships. Designers have very active role when setting up gamification strategy but after implementing gamification strategy, they take a more passive role just to ensure that gamification experience meets organizational objectives. Spectators can be seen as third participants. These people are not directly competing in gamified experiences but they influence on the whole process. Spectators are highly immersed in the process because they are part of the gamified environment. Spectators affect indirectly to environment by contributing to the process. Spectator can be a supervisor or another authority,

which promotes the atmosphere by offering support. The main objective of spectator is to confirm that the gamified experience is progressing as planned. Fourth participant is called observers, which refer to outside individuals whose role in gamified experience is more passive. These individuals are not directly involved in the process and they are more observing the whole experience from outside. Their presence and quantity will have a remarkable effect on the experience. Observers have potential to be players or spectators if they can seek out opportunities to become more active or immersed in the gamified experience. The observer can also be an employee from another unit or office in the same firm. These individuals are not directly contacted to players but they are conscious about gamified experience. Despite the types and roles of different people who are involved in gamified experience, every person can change the extent to which they participate in the experience. For example, players can take more passive role and change their supposed actions. Robson et al. (2015) also states that in addition to actors, gamified experience includes also mechanics, dynamics and emotions (Figure 6).
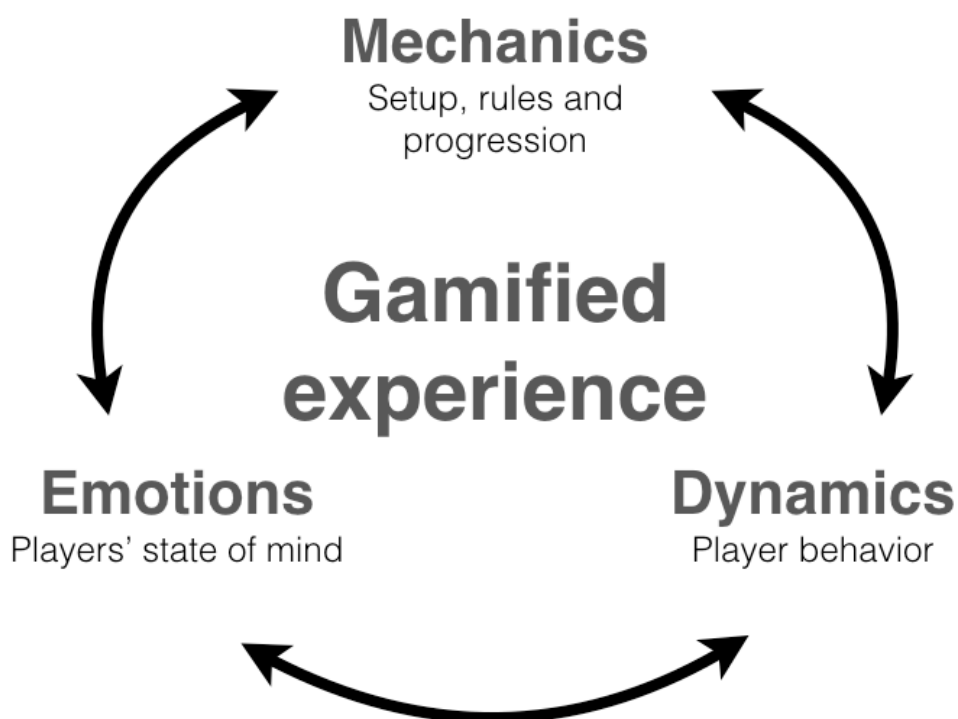
FIGURE 7: Gamified experience (Robson et al. 2015)

Mechanics

Mechanics are the decisions that designers make when they define rules, goals, type of interactions and boundaries in the gamified experience. These mechanics are constant and known before the whole experience starts. There are three types of mechanics. Setup mechanics specify the premises of experience and rule mechanics shape the concept or objective of the gamified experience. In the other words rule mechanics specify the rules, which determine how the process is progressing. In addition, progression mechanics are important part of gamified expe-

rience because they dictate the reinforcements of the progression in the experience. To indicate the progress, achievement rewards are often used. Gamification mechanics are the basic elements of gamified experience. These mechanics determine where the experience takes place, how to win or lose, who are the main parties and how these parties interact with each other. However, only mechanics are not enough to emerge experience that will motivate employees or customers to change their behavior. In addition to mechanics, dynamics and emotions are needed to create the desired behavioral change. The dimensions are interdependent and can indicate to designers, which changes they need to do to achieve goals.

Dynamics

Gamification dynamics are players' detectable behavior that emerges, as players are involved in the gamified experience. Unlike mechanics, players produce gamification dynamics. Dynamics refers to players' behavior by how they follow the mechanics, which designers have designed. Dynamics includes strategic actions and interactions between other players. Spectators and observers have number of effects, which influence on player dynamics. For instance, in negotiation games, players are influenced by spectators' and observers' surveillance. This might affect players' behavior because players are aware of surveillance, and that is why they might be more competitive. Players are also less willing to quit their actions because they do not want to look bad in front of others. Human behavior and gamification dynamics are hard to predict and that is why player behavior can lead to unexpected and unintended behavior or outcomes. Therefore, it is hard for designers to anticipate different types of dynamics that can emerge and to develop the mechanics of the experience.

Emotions

Gamification can change human behavior because it taps into two motivational drivers, both reinforcements and emotions. Successful gamification process includes repetition of desired outcomes. Motivational mechanisms of reinforcements and emotions can lead to situation where desired outcomes become automatic behavioral processes or habits (Duhigg, 2012). Emotions are third part of gamified experience. These emotions arise when players participate in the gamified experience. Emotions are a result of how players follow the mechanics and after that generate dynamics. Shackelford et al. (2004) states that emotions should be fun-oriented and appealing. Players are not continuing the game if they see it boring and do not enjoy it. That is why enjoyment should be seen as the most important factor to engage players (Sweetser & Wyeth, 2005). Players can feel fun and enjoyment through many different forms. Positive emotions can include for instance excitement, amusement and surprise. Experience should be fun but the process consists of many feelings and it can include also negative feeling such as sadness and disappointment.

Chou (2015) states that gamification is "the craft of deriving all the fun and engaging elements found in games and applying them to real-world or productive activities." He calls this human-focused design, which optimizes human motiva-

tion in the system. He sees it as an opposite for function-focused design, which deals more with pure efficiency.

Octalysis Framework designed by Yu-Kai Chou (2015) focuses on core drives that people see in games and combine these elements with core gamification elements. These 8 core drives of gamifications are presented as follows:

1. Epic meaning & calling: the core driver where player believes that he is doing something with the great meaning. Individual devotes a lot of time to develop and maintain different forums, which promotes the whole community. "Beginners luck" is also part of this section, which means that people believe that they have some type of gift and others do not.

2. Development & accomplishment: This is an internal drive to make progress, develop skills and tackle challenges.

3. Empowerment of creativity & feedback: Situation where different users are engaged in creative process and they are continuously figuring out tasks. Individuals appreciate if they can see results of their creativity and receive proper feedback about their actions.

4. Ownership & possession: Users feel that they own something and engage because of that. This leads to stronger engagement and to the desire to accumulate wealth.

5. Social influence and relatedness: This drive includes all the social elements. Surrounding people influence on the individuals' behavior; especially when someone is better than others or someone has amazing skills that someone else wants. In this case, others try to achieve that level also. People want to belong to a group they can identify with. Based on previous studies companies are putting a lot of effort to their social strategies which is also important part of comprehensive CRM strategy.

6. Scarcity and impatience: Internal need to want something that one do not already own or can not gain. If people can not get something immediately it motivates them to achieve it later. Facebook is a good example of this kind of action. In the beginning all the potential users could not join Facebook because it was open only for Harvard. After that it opened for everyone and lot of people joined in because it was possible.

7. Unpredictability and curiosity: Mainly this means the desire to know what is going to happen next. Many of people's actions are made because of this. For instance, reading a book or watching the movie: people keep on watching or reading because of the curiosity. This is also the main factor behind gambling addiction.

8. The basic drive is to avoid negative things and happenings. People have also a strong need to utilize opportunities because if they do not act immediately they are afraid to lose that opportunity to act forever.

Chou's (2015) Octalysis framework includes different levels. These levels are part of ongoing process; once people have mastered level 1, they can then apply to level 2. There is a total of five levels. The whole embodies company's commitment to gamification. Chou (2015) states also that if people can adopt good gamification principles and focus on drives which really matters to their motivation and fun, then it is possible to achieve situation when people do not have compulsory tasks and comfortable tasks separately. According to Chou, through gamification is possible for companies to perform better because people really want to do their jobs. These propositions are of course goals of the gamification research but because the research field is dealing with people human nature's diversity and unpredictability must be understood. Of course, those previously presented factors are based on human motivation, which adds reliability of the framework.

There are few other frameworks about gamification elements, which are quite similar to Chou's (2015). In their study about collaborative storytelling websites Hsu et al. (2013) identify three design components, which are the most important:

1. Achievement

2. Interpersonal relationship

3. Role-playing

Achievement

People are motivated because of different external rewards such as badges and points. Another motivational drivers are goal setting, reputation and status. A reward satisfies users shared need and motivates them to support each other to implement different kind of behaviors. Rewards refer to users' motivation to receive more and more external prices such as virtual currency and badges but also intangible rewards like recognition and praises from other users. Reward system is also used in loyalty programs; customers can earn credits based on their behavior for instance in websites (Hsu et al. 2009). This forms a reward-based behavior cycle.

Goal setting is closely related to motivation. The most motivating goals are just out of comfortable reach (Ling & Chang, 2005). Because people are always seeking new and exciting things, goal setting should meet their needs. Gamification design mechanics are mainly operating in two levels: explicit goals refer to trophies and progress goals can be for instance progress bars or equivalent.

Reputation is based on estimation of recognition, which is held by other users (Antin & Churchill, 2011; Tulathimutte, 2006). The concept of reputation is used a lot in online shopping websites such as eBay and Amazon.com. For instance customers can see products that other customers have purchased and what products they recommend.

Status represents user's need to gain fame, prestige, attention and recognition. Status also includes other users' respect towards individual (Antin & Churchill,

2011). People want to be recognized and status serves as a promoter for users to reach their goals. Different kind of design mechanics (e.g. experience points) is used to represent users' status.

Interpersonal relationship

Hsu et al. (2013) also mention in their research that one component of gamification elements is interpersonal relations which includes instruction, competition and altruism. These components are related to forming and maintaining social networks. Instruction component refers to sharing knowledge with new users and teaching them to use the whole system more efficiently by collaboration and communication.

Competition component includes users' desire to compete by gaining points or something similar. Competition with other users provides sense of well-being and through that users want to continue competing. Public scoreboards can increase competition between users. Scoreboards are design mechanics in gamification and they refer to reputation and express status of users. Altruism refers to users' intention to create and maintain relationships between other users. Different actions such as gift-giving or the provision of assistance are reciprocal behaviors which are the basis of trust (Trivers, 1971). In gamification context altruism can be seen as a strategy to persuade new users by giving gift if they join into the game. These new users have also a chance to give a gift for their friends. This creates acquisition loop.

Role-playing

This section consists of group identification, self-expression and time pressure. Group identification is formulated from user's loyalty both in cognitive and affective level when users are participating in a group. Those users who have higher group identification are more willing to stay in the group and they want to achieve goals as a group. Gamification is using this element to form user groups, which have group identification at the same level.

Self-expression represents users' need to present their autonomy and creativity. This makes individuals' unique (Antin & Churchill, 2011). Self-expression deals closely with social toleration, satisfaction to life, public expression and individuals' objective to liberty. Gamification uses self-expression for instance through avatars.

Time pressure refers to giving users a time frame to perform specific behaviors and encourage these users to interact with each other during this time period (Antin & Churchill, 2011). Strict time pressure can influence on users' emotional feedback and raise their commitment and participation towards task if the time pressure is connected to their objectives. Gamification design mechanics can be used to give users a time frame when they are heavily encouraged to use the application. Users can recognize time pressure elements for instance from different kind of countdown timers and check points.

Because gamification has proved to be effective, gamification has spread to other contexts, such as project management (Dubois & Tamburrelli, 2013). Recent-

ly gamification and other persuasive technologies have been used to attitude change and motivational pull. In 2011 Gartner predicted that by 2015 over 50 % of organizations have gamified their processes. As mentioned, gamification is relatively young concept. Organizations must understand that gamification is a long-term investment in company. That is why gamification should not be used as a quick help to help with bigger problem (Brigham 2015). That is why it is important to understand and concern customers' or users motivations in gamification strategies (Hamari 2015). Technological services like mobile, cloud, social and location-based services have played considerable role in the development of gamification to date (Gartner, 2012). Same study reveals that Garter has also followed the gamification trend for few years and noticed that the most common gamification applications are in employee performance, innovation management, education, personal development and customer engagement. They predict exponential rise of gamified, crowdsourced innovations by 2020.

Although gamification is quite new concept for some consumers and businesses, the concept is wide spread and gamification elements is used in many cases. Still people may not be prepared to see gamification elements where they do not expect them to be. Brigham (2015) suggests that difference between games and gamification is in their goals. He states that games are more likely enjoyed as an entertainment whereas gamification has more exact goals outside of real game context. There is also a difference between play and game; play is seen, as something open-ended and game in turn is a goal-driven function. Game designers has questioned this approach by creating games with unreachable goals (Flanagan 2014)

2.9.2 Discussion between gamification and motivation

One of the problems that are revealed in gamification theory is that it can reduce internal motivation that one has for the activity. In this case, external motivation replaces internal motivation. If game design elements can be made meaningful for user, internal motivation could be improved, as there are less external goals such as salary (Nicholson, 2012). Hamari et. al (2014) noticed in their extensive literature review that gamification has lots of positive impacts both in quantitative and qualitative researches. Deeper look to results reveals that gamification has positive effect on engagement and enjoyment. Of course, it depends on the context in which gamification has been used as well as users. It is important for companies to be aware that the gamification could also have long-term negative impact on users' motivation. As mentioned earlier people can be driven to behave because of internal or external motivation. Studies have also shown that in educational settings almost all forms of rewards reduce internal motivation (Deci et al, 2001). However, deeper examination to meta-analysis reveals that if the duty was already tedious, reward system did not reduce intrinsic motivation if there was already some intrinsic motivation at the beginning. Hakulinen & Auvinen (2014) and Linehan et al. (2014) state that there should be a variety of different kind of rewards and managers should carefully considerate which kind of external rewards fit for each type of individuals.

Zichermann & Cunningham (2011) claim that once external rewards are started to give, the giving have to kept on going. But can gamification be used efficiently if employers' intrinsic motivators can be figured out? Gamification is a big motivational design challenge. Companies that can figure out what are the real intrinsic motivators of employees or customers could achieve competitive advantage through gamification (Deterding, 2012). Term gamification has also resistance in game industry because of the term "game" implies that the activity is an engaging experience. However, gamification only uses the scoring system which is less engaging part of the game (Nicholson, 2012). The term "pointsification" has been proposed to replace gamification in situation when gamification systems add only scoring system in non-game context (Robertson, 2010). Discussion between game developers and gamification artists has led to criticism on both sides. Game developers and scholars accuse big businesses and marketers about using game concept to make easy profit. Bogost (2011a) states that gamification is exploitation, perversion and simplification of using game concept. He also criticizes gamification concept and argue that the concept is vague and gamification offers the means to reduce essential elements of games to provide easy approach to make gameful experience (Bogost, 2011b). But while gamification has been criticized it reveals constricted approach on the larger concept of gamification; criticism is mainly focused on external rewards and forgets gamification systems that were planned with approach of intrinsic motivation. As Seaborn & Fels (2015) state, gamification research has expanded outside of the marketing (e.g. education) from where the most criticism comes from.

CRM implementation process must be a comprehensive system in organizations but also organizations must also have clear goals to engage users and employees efficiently through gamification (Deterding, 2012, Webb, 2013). This process's key point out the notice that user must have intrinsic value already to engage with. In game design industry one of the fastest growing features is player-generated content. Basically that means a situation where "players" can modify and create content to the game. In this case game designers build both the game and platform for users to create, develop and modify games. In gamification context, this means that people who deal with gamification system can set their own goals and be more committed to the system (Nicholson, 2012).

CRM systems are great examples about products that need efficient use by sales people because they are expensive and complex systems. For the company, it is important to collect data about their customers and salespeople to see why some of the salespeople are more efficient than others. Unfortunately, many sales people do not see the value of CRM system or do not see its importance and therefore do not use the system. This is problematic situation because sales people might think that entering information to CRM is wasted time from selling. If company have business goal to add more relevant data to CRM system, one should consider what are the main drivers to sales person behave efficient. (Webb, 2013.)

Previous studies have shown that people are motivated by status, achievement, power and stuff. Sales persons are competitive in nature. That is why they need some trigger to use CRM system, which motivates them to achieve some of the benefits. Salespeople get empowered if they get some motivational trigger to behave efficiently. One of the triggers might be challenge, which involves entering

more relevant information into the CRM. Managers have to understand what is the real reason to behave and how these practices could be used in other cases. (Webb, 2013.) Through gamification strategies it could be possibility to achieve these goals.

2.10 Research model of the study

Amabile et al. (1994) suggest that people have different cognitive and affective dimensions in their motivational needs. They also find that intrinsic motivation includes challenge seeking and task enjoyment. Whereas extrinsic motivation involves compensation and recognition seeking, according to their study these motivation components are conceptually and empirically distinct. Based on Amabile (1994) and self-determination theory by Ryan & Deci (2000a), Miao et al. (2007) formed theoretical framework, which integrates cognitive, and affective motivation components (e.g. challenge seeking and compensation) within the sales control context. Miao et al. (2007) state that challenge seeking correlates positively with compensation seeking and there was also a positive correlation between enjoyment and recognition seeking. These findings support understanding of Amabile's (1993) and Gagne's & Deci's (2005) studies about how intrinsic and extrinsic motivation affect each other. Miao et al. (2007) also revealed that positive impact of intrinsic motivation on salespeople's performance mainly comes from challenge seeking, which is cognitive dimension of motivation. Compensation seeking was found to be primarily thrust of extrinsic motivation, which is the cognitive dimension of extrinsic motivation. For this study, it is appropriate to use only intrinsic and extrinsic motivation components of that model to examine salespeople motivation to use CRM system.

This study's research model is formed based on literature review and previous models in motivation and sales research. Through the formed model (Figure 8) this study aims to investigate the intrinsic and extrinsic factors that affect the salespeople's motivation to use CRM system and those gamification factors, which will increase the motivation. Previous models measure how different factors affect for instance salespeople's motivation in sales control context (Miaoa et al. 2007) and how CRM utilization affects seales performance and effectiveness (Rodriguez & Honeycutt, 2011). These models are the bases of the research model but in addition this study is interested in how gamification can be used to increase salespeople motivation to use CRM system. Research around gamification and exploitation of its elements has increased in the past few years. This study uses Octalysis model by Chou (2015) and hierarchical framework of the gamification design by Hsu et al. (2013). Their framework was used to identify attractive gamification elements in collaborative storytelling websites. Chou's Octalysis model is conceptual framework of 8 core drives of gamification. Both models are used in this study to identify gamification elements that support salespeople's motivation. In conclusion chapter these models are evaluated and theoretical conclusion will give suggestions which model should be used in this kind of study concepts.

FIGURE 8: Research model

The third significant element of this study's research model is the relevance of social influence and collaboration to salesperson's motivation. Rodriguez & Honeycutt (2011) examine the effect of salespeople's collaboration on sales performance. They also suggest that CRM has important role in internal collaboration in company but also that it enhances collaboration with external stakeholders. In addition this study is going to investigate more accurately how collaboration is related to salespeople's motivation. Social influence is closely related to collaboration through peer usage (Slater & Narver, 1995). Hamari and Koivisto (2013) examine in their study how social motivations affect the using of gamification. They reveal that social influence correlates positively with recognition and attitude. These models are used in the relevant studies which have examined salesperson's motivation in sales control systems and salesperson's performance. In the other hand these theoretical models are used in gamification and motivation studies.

Customer-oriented aspect is added because the whole customer relationship management phenomenon includes strong association for that. Therefore the case company was selected because of their strategical relationship with their customers. The objective is to successfully combine mentioned models and form relevant theoretical model for the case study. This study focus on factors that increase

salesperson motivation to use CRM system efficiently but also this study tries to figure out factors that reduce motivation of system usage. The focus is the same also in Sinisalo's et al. (2015) and Buehrer's et al. (2005) study. Of course, examined factors are not opposites and they will be compared later in this study. Research is executed in B2B sales organization as a qualitative semi-structured interview. Interviewed salespeople are using CRM system as an analytical sales tool. The aim of the case company's interviews is to give answers to research questions. Qualitative research setup is appropriate for examining which factors increase salesperson motivation to use CRM system.

The adapted model purpose is to determine motivational factors, which affect to system usage in customer-oriented organization and discover gamification elements, which support effective usage of the system. In the first place this study will give managerial recommendations for the case firm. Through this study, the case firm can figure out what factors will reduce effective use of the current CRM system but also what should be done in order to use better the existing system. System supplier can get recommendations for the system design. They can use recommendations to improve user experience, and through this model it is also possible to find out factors, which support but also decrease effective usage of the system. Intrinsic and extrinsic factors have been reviewed comprehensively in literature review. As mentioned in literature review the academic research is not in full agreement with the relationship with the intrinsic and extrinsic motivation. Amabile (1994) suggests that high technical output requires both intrinsic and extrinsic motivation and work environment must be supportive for that. Unfavorable environment and wrong motivators might lead to weaker productivity and in this study ineffective usage of the CRM system. Amabile (1994) also propose that employees should be less dependent on external incentives. Therefore this study's aim is to avoid discussion with interviewees about money or other external rewards but rather focus on comprehensive motivational phenomena. This perspective is also supported by Anderson & Oliver (1987), who propose that when considering salesperson's sales management it is not necessary to separate intrinsic and extrinsic motivation.

3 METHODOLOGY

This chapter will present the chosen research methodology and will clarify the methodological choices of the research. This study's methodological approach is chosen to support the research questions and the research process. The aim of the study is to examine B2B sales team motivation to use CRM system and find out if there are gamification elements that support salespeople's intrinsic or extrinsic motivation. Hence, this study will explore phenomena around CRM system usage and its users without trying to generate strict rules and interpretations.

3.1 Research philosophy

Research strategies are traditionally divided in two main trends: qualitative and quantitative research. In reality, there are so many differences between qualitative and quantitative research methodology that it is more meaningful to choose one primary research methodology.

There are four basic philosophical assumptions: ontology, epistemology, human nature and methodology. Ontological question concerns the essence of reality, and what can be known about it. On the other hand, the question is what kind of things can be explored. This refers to fact that only the existing reality can be examined. Information can not be gained about other things, so everything else is excluded from the research process. Epistemology refers to the relationship between researcher and research target but also to the question what can be known. Methodology can be defined as study or description of methods. In the first place, the methodology and later the method to investigate the phenomenon must be chosen (Lincoln & Guba, 2000, 107-108). A research paradigm is a set of basic beliefs, which represent researchers' worldview. Paradigm can also be seen as a set of recommendations that explain how the philosophy of science is used in practice when doing research. Paradigms base on ontological, epistemological and methodological assumptions. These assumptions can primarily represented as a "matter of faith", because their reality can not be demonstrated (Lincoln & Guba, 2000, 107-108). Positivism is basic character of quantitative research but it has also gained criticism. This has generated post-positivism philosophy: while positivists believe that the researcher and researched target are independent factors, post-positivists understand that theories, background, knowledge and different values of researcher can affect the observed phenomena.

As mentioned there are many differences between quantitative and qualitative research. It is not appropriate to present all the differences in this section. The fundamental differences between quantitative and qualitative research strategies can be represented as follows: Quantitative research includes deductive approach and its accent is placed to on testing theories and hypothesis in research. In turn, qualitative research is inductive and will generate theory. These two strategies also differ in their epistemological and ontological orientation: quantitative focuses more on natural science models, particularly in positivism. Quantitative re-

search embodies a view of social reality more as an external and objective reality. Qualitative research is characterized by different approach, which refers to rejecting the practices and norms of the natural scientific models and features of positivism. In qualitative point of view individuals interpret their social environment and embody their social reality as continuously shifting and growing property of individuals' creation. This may also be called as constructionism (Bryman & Bell, 2007). Constructionism is different from other philosophies: In constructionism reality is relative, whereas in other philosophies reality is realistic. In constructionism reality is composed from the mutual reality of individuals. Findings are researchers' interpretations from interactive relation of researcher and research target. Methodology is based on hermeneutics and the purpose is to examine and create interpretations of reality (Metsämuuronen, 2006).

Quantitative research strategy is more likely based on positivism and post-positivism, while qualitative research strategy is based on existential-phenomenological-hermeneutic philosophy of science. Several studies (Alasuutari, 1995; Grönfors, 1985; Brannen, 1994) propose that it is not necessary to distinguish quantitative and qualitative strategies. These two strategies are rather each other's continuities. This is also confirmed on behalf of Lincoln & Guba (2000). Qualitative research methodology has increased its popularity among marketing researchers and it is seen as more appropriate today. When the distinction between complex That is because case study examines contemporary events in real-life context (Yin, 2003). Yin (2003) also states that investigating phenomena that take place in complex environment will be challenging because there are so many variables, which affect the results. Especially in B2B studies where multiple contextual variables affect both to individuals and organizational behavior it is less appropriate to use quantitative surveys. Case research has ability to utilize various sources of evidence to demonstrate these detectable variables on one meaning. Qualitative research methodology is particularly suitable for situations where it is desirable to

1. study detailed structures rather than general aspects.
2. study behavior of individuals in particular situations.
3. study natural situations which are not organized.
4. study specific cases and gain information of causal relationships.

3.2   Case study as a research strategy

As mentioned organizational processes might be complex and hard to describe. Because of that the qualitative case study is suitable method to examine salespeople's motivation and their real-life processes. Case study can be understood as a key methodology for qualitative data acquisition because almost every qualitative research strategy is using case study. Differences depend on what the research subject is and how data is acquired and analyzed. Case study can be defined as an empirical study, which is using wide variety of information to research contemporary events or people in each environment. Case study is appropriate research strategy in a situation where the boundaries between the phenomenon and re-

search context are not explicit (Yin, 2003). On the other hand case study can be simply defined as the examination of the current event (Syrjälä et al. 1994). In case study, it is important to set limitations for data collection that requires a clear limitation of the subject. In this study, the case is the salespeople's motivation to use CRM system. Qualitative study is also appropriate because of the lack of empirical studies around CRM system usage from motivation perspective. According to Yin (2014) case study is appropriate when the research questions include questions what and how. That is why it is appropriate for this study to utilize case study as a research strategy in this study.

Case studies are often seen as qualitative studies but they can also be a combination of qualitative and quantitative methods (Yin, 2003, 15). It is also notable that the nature of intensive examination in case studies explicitly favors qualitative research strategy (Bryman & Bell 2007, pp. 62-63). Through case study it is possible to examine real-life event comprehensively. Case research is also suitable in situations when phenomenon is hard to quantified. A case study can include many units of different analysis and concern one case or several cases. Multiple-case studies have few benefits compared to single case. Multiple-case context has usually differences in environment. If the cases have same common conclusion, the conclusions of the phenomenon are then more reliable. Of course, this kind of repeated research requires more resources compared to single case study. Results of different case studies may have more valuable information for marketing managers than quantitative surveys. Different results from case studies can be used in sales training when it is possible to illustrate successes and failures (Wesley et al. 1999). Through that, it is easier to understand the whole process, as it actually exists.

Cohen & Manion (1995) reveal benefits of qualitative research strategy compared to quantitative research strategy. The case study embodies the researcher's own interpretations of the subject's experience. Hence case study provides natural foundation for theoretical generalization but not for statistical generalization. Through case study it is possible to realize complex nature of social reality and these studies are able to provide support for alternative interpretations in future studies. Case study results are generally applicable in practice like the results of this study. Compared to quantitative study the results can be presented in popular way and avoid complex scientific terminology. Case study also offers the opportunity for readers to make their own interpretations about the case.

Case studies have also been criticized as a proper scientific method (Dubois & Gadde 2002). Yin (2003 pp.10-11) states that most of the criticism for case studies is gained because of the lack of organized methods for performing different case studies. That is because researchers may have biased attitude towards the case and also because case studies have weak generalizability. Due to the nature of the case studies, the criticism of their generalizability is questionable because case studies are not actually meant to be generalized (Bryman & Bell 2007, pp. 63-64). It could be said that the objective of case research strategy objective is to clarify the existing case and not to generalize it. Therefore, the most important dimension in case study is to understand selected case or cases in its specific context. That reflects to situation where every case is one of a kind.

This research focuses on studying single case. Research nature was exploratory and its purpose is to examine how to motivate sales people to use CRM system efficiently and also to find out if there is any gamification elements that will support salespeople's intrinsic or extrinsic motivation. Qualitative research strategy is chosen because the research is comprehensive data acquisition and the data is gathered in natural environment. Research data will be examined in detail and carefully. According to Wesley et al. (1999) case study research is detailed investigation that aims to provide an analysis of the chosen phenomenon in the desired context. Qualitative research methodology is chosen also because of the nature of the existing case study and its main concepts: CRM, value, motivation and gamification. These abstract and pretty complex concepts and phenomena need in-depth study and that is why qualitative research is the most suitable way to examine those concepts through chosen methodology. Therefore, the chosen research strategy is well-justified in this study.

3.3   Case company selection and introduction

A significant part of the case study is to choose appropriate case partner who meets the requirements and purposes of the study and which is able to provide useful data for future managerial contributions. In addition, Patton (2002, pp. 230-242) states that case must be selected strategically based on the information quality and usefulness as well as the suitability for the phenomenon. Therefore, the case can offer the best contribute to the in-depth understanding of the study's goals. The appropriate case was selected based on guidelines mentioned in section 5.2. The case partner was selected to meet the study's requirements. First contact was made with system supplier, which has developed customized CRM system solutions based on gamified experiences within gamification elements. The actual case partner was selected through discussions between system suppliers. After intensive conversation with system supplier the case partner was chosen based on the current situation in case company and how this research would help the both parties of the investigation. Case company has ongoing development process in their CRM system. The main research is carried out in system provider's customer company, which is notable Finnish media company. More specifically, focus was on company's media sales team, which was using the first version of their gamified CRM system. The case company offers comprehensive media services for companies in Finland and entertainment services for consumers in several medias.

Moment for explorative study was proper because the next update for CRM system was under construction and this investigation was able to offer valuable information for system supplier and also for value co-creation between customer company and system supplier. Perry (1998) suggests that sample size of cases should be from 2 to 15 cases. However, according to Eisenhardt (1989) and Bryman & Bell (2007, p. 62) the intensive investigation of single case is appropriate in situations when the study is rich enough and can offer accurate information about specific phenomenon. Therefore, more important than sample size in qualitative case research is the validity and reliability of data and analytical skills of research-

er (Patton, 2002, pp. 242-247). Through these statements this case study is well justified since the purpose is to investigate just one phenomenon and not try to generalize study results.

3.4   Nature of semi-structured interview

As mentioned the empirical part of this study relies on a qualitative inquiry. In semi-structured interview the individuals are free to create meanings of the observed phenomenon. Method is appropriate when researcher want to gain more information about existing environment and phenomenon. Semi-structured interview is a great way to examine sensitive and intimate subjects. It is also good research method when poorly known things, ideals and arguments have to be examined. Semi-structured interview enable researcher to decide what is important in the interview and if there occur some things that need to be examined in more detail. Research target is selected appropriately and this makes every qualitative research unique. Semi-structured interview differs from structured interviews in few things. The problem with structured interview occurs when the research target differs significantly from normal. For instance, structured interview form does not always work correctly due to the interviewees' perspective. Therefore, the interview data can be poor. Semi-structured interview was chosen over structured interview because it is more suitable for sales team, which members are part of the same group and theme of the interview is familiar for everyone in a group (Metsämuuronen, 2006). For researcher, it is important to familiarize with the theme and phenomenon in advance. Researcher should have knowledge of underlying phenomenon parts, processes and structures. Background data analysis will help researchers to create dominant traits and develop the interview frame. Interview is formed from pre-selected themes but the questions are not defined precisely or presented as in a structured interview. This gives freedom for researcher to deepen some themes if appropriate. Research targets' interpretations are essential and deeper meanings are created in interaction with researcher (Hirsjärvi & Hurme, 2001). Based on the phenomenon of the research, personal interviews were selected as a data gathering method. Personal interviews have features that support the aim of the study. Firstly, it may be difficult to notice different feelings or thoughts without personal interviews (Patton, 2002, pp. 340-341). Second, personal semi-structured interviews are better approach to phenomenon than strictly structured interviews, which are more suitable to give accurate data for specific research questions (Yin, 2003, pp. 86). Therefore Yin (2003, 89) also states that interviews are like guided discussion and interviewees have active part in discussion. This facilitates them to create meanings of the phenomenon. Due to these justifications 29 questions were formulated and these questions were organized under 5 themes (Appendix 1). Themes were based on the research model go along with literature review.

3.5 Data Collection and Analysis

The nature of the qualitative data is multilevel and rich. The main objective of the qualitative research strategy is gather data, which facilitates multi-dimensional interpretation. As Patton (2002, pp. 235-241) states, there is not one proper strategy in qualitative research. The data can be gathered in multiple ways for instance; documenting, interviewing and by observing participants.

The empirical part of this study relies on the qualitative inquiry. In this study, the primary data was collected through five semi-structured interviews from B2B media company via Skype. Due to the fact that case partner had an upcoming system update the participants of the interview needed to have experience in sales work and on the company's current CRM system. In this study, the focus is on the perspective of sales personnel. Sales team's group manager, who was instructed to choose interviewees randomly from three different sales team, executed the final selection. Specific information about the interviewees is presented in table 2. Table presents the background information of the interviewees.

	Age	Position	Sales Experience (years)	Work experience in case firm (years)
Person A	42	Account manager	17	20
Person B	38	Account manager	16	10
Person C	36	Account manager	15	10
Person D	38	Account manager	20	3
Person E	39	Account manager	20	2

TABLE 2: Background information of the interviewees

All in all, the interviewees have several years of experience in sales. Every sales person have experience on current CRM system and they mainly define themselves as account managers. Interviews were carried out in Finnish.

In qualitative research, there is no optimal sampling strategy and therefore the researcher should pay attention on what kind of data is the most valuable and

useful in in particular situation. Through random pick up the "intentional selection" can be avoid. Data collection was executed in February 2017 with personal interviews of case partner's sales people and system supplier. All the interviews were recorded to ensure the responses were captured accurately. After that the recordings transcribed into the text form and coded under particular themes in order to simplify the analysis and interpretation of the study results. Coding process does not give results but it allows the further research. Themes were easy to find out because research model of the study covered broadly previous researches of CRM, motivation and gamification. Transcription was carried out verbatim in order to capture all the proper information. This enables the use of the material in later studies. However, any intentional analysis was not done at this point. This can be seen as a common starting point for the deeper analysis. After that the chosen analytical method is used to examine interview data. Because the interview data was transcribed accurately, different analytical methods can be used in future researches whose study goal and research question may vary from original.

The analytical process begins with intensive reading of the transcribed material. Analysis' main attention should focus on theoretical knowledge and to the research questions of the study. In this study, the main focus is on motivational factors that expresses salespeople's will to use CRM and also on those factors which decrease salespeople motivation to use CRM system. After that it is important to find out regularities in the interview material and formulate explanations for and clarify for specific concepts, phenomena and relations between actions. It was also noted that during the interview and analysis the specific points may not give the expected answer to the question, but they were covered at some stage of the interview. After the interviews the collected data was reviewed so that the material could be divided into specific themes and soon there were similarities to previous studies. In the result chapter the findings are presented in accordance with the research model. The comprehensive results of the analysis will be reported in chapter 4. In next chapter results are analyzed and partly connected with research model similarities.

4 RESULTS

This chapter presents the results of the case study and empirical findings are discussed and explained. Typically case study reporting is suffering from illogical structure (Yin, 1981), which is annoying from reader's perspective. It is suggested by Yin (1981) that result chapter should be logical and follow the theoretical framework. Therefore, this result chapter is divided under the same themes, which occur in the theoretical chapter. Through that it is easier for reader to reflect theoretical background with case study results. Results are also supported by some quotations to illustrate nature of empirical findings. Because interviews were delivered in Finnish, the quotations are translated into English in such a way that the original significance remains.

   Chapter starts with general findings about the attitude towards technology and CRM systems, which reflects personal attraction and innovativeness with new technologies. The main focus in this study is on motivational factors, which reflects salespeople's attitude and intention to use CRM system. These motives are discussed along with collaboration and social influence factors. As mentioned in first chapter this study focuses on factors, which increase effective use of CRM, rather than factors, which decreases it. Lastly this chapter goes through findings of gamification elements, which may affect the usage of CRM system. The goal of the gamification part is to find out current functional elements and identify elements, which may increase salespeople's motivation to use CRM system efficiently. Last questions gathered the interviewee's general attitude towards the current CRM system and enabled interviewees describe suggestions for the future development of the system.

Intention to use technology and experience challenges

This study's research model is created around the theory of motivation, especially around intrinsic and extrinsic motivation. The basic premise is that salespeople have different kind of motives, which drive their intention to use information technology systems. Therefore it could be assumed that salespeople have different kind of attitude towards new challenges also. Interview starts every time with simple motivation question about intention to take on new challenges and technologies. Motivation towards new challenges is highly remarkable because all the interviewees see the importance and in this case motivation can also be seen as an intrinsic motivation because interviewees see challenges generally as a part of their self-development.

> C: "Well, of course it is an important thing because the world is changing and technology is evolving. I think that is why we are using this Skype application in this interview."

> B: "I am always enthusiastic of new interesting challenges which develop me."

Three out of five feels that new technologies are important part of daily activities. It was also mentioned that the used technology must be relevant for both work and leisure time. Otherwise it is considered unnecessary.

A: "Generally I do not use the latest technology but when I do it must be appropriate."

Although interviewees are interested in new technologies, they do not keep track of any news or take part in the discussion around information technology or CRM topic. Two out of five mentioned that they follow one group in the Facebook, which comprise topics of information technology or marketing.

E: "I do not especially follow any particular sources for that purpose."

CRM system usage

One of the purposes of this research is to benefit the system supplier and the case company's sales process via CRM invocation. One topic of interest is that how current CRM system is exploited and how salespeople experience the benefits of the current system. This study also aims to find the strengths and weaknesses of the current system. That information will be used as a guideline in managerial implications to reveal challenges in salespeople's system usage.

Each interviewee is using the current system on a daily basis. For salespeople, the most important feature in current CRM was the ability to check their customer's history: basic information such as contact information and what has been sold in the past. Another important feature for salespeople was to check last meetings and the conversations they have had with the customers.

B: "We have many integrations for instance Outlook which is used to keep track of sales meetings. These meetings will be integrated into the CRM system."

C: "I search customer's contact information and history data. I also enter my activities that I have made with my customers…System is very important because I use it like my diary."

D: "…I use it mainly for reporting and strengthen my understanding about the customer."

Two interviews revealed that person's intentions to use new technologies have positive connection with willingness to use CRM system efficiently and innovatively. Same interviewees mentioned that they are using system also for reporting. These persons see CRM as an important part of the whole sales management process. One of these two persons also felt that with agile use of CRM mobile application would benefit his sales process.

E: "I use it mainly for entering content of sales meetings. We have also integration called "Virta" which is used for sales forecasting…I think CRM is not only a system; it is a way of working. I think CRM should include everything which is related to customer and customer's actions."

E: "It would be cool if I could identify my private and business calls straight after phone conversation and add that content into my CRM system."

Company has many system integrations. These integrations are generally seen as an important part of sales process and in some cases as compulsory parts of sales management. Nevertheless, it was mentioned that at the moment the whole CRM system is laborious because there is unreliable information in many different sources, which is also in some cases outdated. Interviewees feel that this huge amount of information can not be managed in one place right now. That is one reason, which causes ineffective use of CRM system. There is also big difference between salespeople how actively they use CRM system. Interviewees mentioned that one strength of the current system is the ability to get to know new customers if customer ship is transferred from another account manager. They also mentioned that it has huge an impact if the information is not properly completed.

> A: "Sales pipeline is now poor. We can not enter our offers into the sales pipeline…the whole system has been in better shape but now we have had major changes going and that has caused situation where data is fragmented and there is lots of manual work…This causes uncertainty in the accuracy of the data provided."

> B: "I think it is people's fault not a system's that we are using it ineffectively and there is some really old information."

> D: "We have integration called "Virta" which is the only place where we can see our offers."

> E: "At the moment we have more proper information in different Excel files than in CRM system."

Every salesperson uses current system in quite similar way and mainly for same purposes. Notable point can be found in differences in know-how of the system usage; if interviewees were in the beginning interested in new technologies, they are more likely to use several tools and see the potential of the current system. According to the interviews the biggest stumbling block in current CRM system usage is lack of training. This is caused from many reasons for instance lack of time in training, high turnover of workers/managers and commitment towards CRM system. Salespeople see that as a comprehensive problem in organizational level in the company. Every answer included criticism towards current training system when interviewees were asked about training or technical support opportunities. One of the research questions was "How social influence and collaboration affects salesperson's motivation?" There is a strong opinion about that leaders should commit themselves to use the system more and effectively. Through that, the salespeople feel that the use of CRM system is meaningful. The first evidence of social influence in this study is the behavior of leaders and how that affects salespeople's motivation and system usage.

> A: "In the beginning we were trained but then not at all. Sales assistants use it more and get also more training."

> C: "…our management has been changed several times, and other leaders see the system more useful than others…leaders attitude towards CRM system is significant."

> D: "I think the weaknesses of current CRM system are in company level because there are people who do not know how to use the system. It is challenging because all the required features can not be used now and we are reporting to several other systems…I think it is also caused because of the lack of time."

> E: "Training is poor and it does not pay attention here at all…it depends on how the company wants to prioritize things, personally I like numbers and data but I do not want to complain."

Significant notice is that people do not know how to use system even if they think that the overall usage of the system is at a good level at the moment. This is also related to the poor training process. Between the sales teams is also a difference in utilization of the system. Some interviewees were convinced that in their team CRM system is used more efficiently than in others.

> B: "…Let say that how we use it right now is okay, but I do not even know what it is capable to do."

> C: "I am not familiar enough so that I would know all about what the system is capable."

Current system's strengths are related mainly to call tracking and ability to enter information of customers and scheduling of the future meetings. As mentioned there is a big difference between the know-how and the effective use of the system. Those who are aware of the possibilities of the current system are also most likely to use system as their sales management tool even though they are not receiving training either. These salespeople have also intention to use new technologies. This study's research model is created around motivation theory. Therefore, this phenomenon can be seen as an intrinsic motive because they feel that system really benefits their daily job and they see that the system has potential. There were no explicit comments about how training should be delivered but clearly there was need for that.

> C: "Customer tracking is one strength but it depends on salesperson how much information is put there."

> D: "It is a strength that information can be checked in real time in one place… but that requires skills to use the system properly."

Collaboration and social influence

The interviewees mainly agree that the CRM system would increase cooperation in team but in current situation it is not used effectively, which makes cooperation inefficient. Couple of interviewees feels that cooperative parts of CRM system does not benefit their job while couple of interviewees agree that current system usage facilitates cooperative working in their own sales team. These people are also the ones with the high intention to use technology. At the moment, the system is mainly seen as an individual salesperson's tool for supporting daily sales but not as a comprehensive collaboration system in company. Two out of five mentioned that even in this case, the change should take place in the whole organization before it is possible to start using the system as a collaborative tool. A desired

property would be an ability to share information with companies, which are operating in the same sector.

> A: "If I and my colleague have customers from same field of business it would be nice to share knowledge about that industry"

> E: "I feel that it could work as a collaborative tool if the whole company undertakes the system. The lack of understanding of the valuation of the system is one reason why the system is underestimated."

> D: "In fact, I do not use it for collaboration in sales but in organizational level it could be useful but as a rule, it is our manager's sales management tool."

Social influence of other team members is seen as a benefit. Salespeople use previous data of other team members in their own job for instance year contract information and sales meeting agenda. On the other hand, some interviewees said that they do not have time to stalk other team members. As they said, they focus only on their own job tasks. It is not surprise that these salespeople are not so familiar with technology and their willingness to use systems is lower.

> A: "I feel that I can benefit from other users by adapting their behavior…by clicking this I can get this and that information."

> B: "I do not have time to stalk other people…I know that I have a chance to do that but I do not see the benefits. It could benefit me, if I wanted some benchmark."

> D: "CRM system benefits my daily job because I can see the data from other salespeople's meetings. I can also get information in real time and I am able to forecast sales of upcoming month. It eases my job."

Motivation

This study's main focus is on investigating salespeople's motivation and factors that influence on their behavior. Although current CRM system is not utilized effectively it is seen as a necessity. The interviewees agree that they can get valid information from system even though they first mentioned that they use system because they are forced to use it. Especially some technologically oriented salespeople consider the system as a part of their daily job and in addition they enjoy to use it. Those who do not enjoy system usage feel that it is more important to use the time for personal sales work. In this section one interviewee mentioned again that the whole company should use CRM system efficiently because supervisor's commitment engages other people to use system.

> B: "I use it because I have to, but of course there is valuable information and it retains historical data…I can not work successfully without the system because it contains historical data of the meetings and contact information."

> C: "I do not really enjoy it, I think salespeople are the kind of people who enjoy working with customers. "

> D: "I see that everyone should use the system and make reports. As a whole, it is company's duty to instruct employees. System definitely includes necessary information but

people can not use it…If supervisors committed themselves more it would definitely affect to other people's system usage."

Salespeople see the system as a significant support for their own job and their motives are related to filling data gaps by searching basic customer information and historical data. These are quite simple features in comprehensive CRM system. Time management is significant part of salespeople's job and unnecessary use of time seeks to be avoided. Hence, it is appropriate to figure out whether the usage of CRM system is waste of time for salespeople. As mentioned before salespeople understand the value of CRM system in their own job and they see it as necessity. In this case, the matter is also like that; salespeople feel that system usage is not waste of time but it rather supports their time management and they can see that it has more benefits than harm in their daily job. Pointless reporting is sometimes seen as a waste of time even though it is also important.

> A: "We must report the same things in many places…we will do the same job several times and that is annoying."

> B: "Well, partly it takes too much time and it is not so smooth to use CRM because there is lot of bugs…that time is always away from personal sales. "

> D: "…In some cases system usage takes too much time and in other cases it eases my work and saves my time, it depends. Reporting takes always time and I do not understand why we must sometimes deliver reports for no reason."

At this point, it is clear that in among the interviewees there are significant differences in system usage and utilization. According to responses everyone uses the system in some level. The differences come from how widely and actively users use the system. Interesting finding in the interview material is that everyone except one feels that they can gain competitive advantage against other salespeople if they use system actively. The perceptions vary among interviewees how CRM benefits their competitive advantage but the general opinion is that the usage of the system enhances competitive advantage.

> B: "No, I can not see the advantage of its use, everybody is using it. It is presumption therefore you can not avoid the use of CRM."

> C: "I hope and believe that everyone is using the CRM system daily. The big challenge is that account managers have responsibility of customers and it is known that our work is hectic and that causes problems in information updates concerning both customer and company. Different systems should work better together."

> D: "Indeed, I can get an advantage over others. If the system is used, creative things can be done and customers can be sorted out, if it is bothered to get acquainted to the system"

External incentives are classic examples of extrinsic motivators. These allow employer to motivate employees to perform better. In sales work one of the most common external incentives is commission-based salary. The interviewees are skeptical about the external incentives skeptical when they were asked about system usage and external incentives. That was kind of surprise because it can be ex-

pected that salespeople are driven by external incentives. Couple interviewees mentioned that CRM system usage must be seen more as a facilitator, therefore extra payment is not necessary.

> A: "There must be the knowledge about the benefits, system should not be used because of extra incentives. System should ease one's job"

> C: "We do not have extra incentives and CRM is not the right place to use them. We have sales targets and sales is measured based on the activity in sales and meetings, of course activity is related to the CRM. Salespeople are generally driven because of money but I feel that CRM system is part of salesman's daily job and task. It should be used without external incentives."

Interviewees also see the potential in activity-based reward system. Environment should be first and foremost supportive for that. The most supportive situation would be a win-win situation when one can get relevant information in return for their own information.

> D: "We do not have any incentive rewards for system usage. In sales work money always affects…the more the system is used, the more information can be received and that will motivate! Of course, in the beginning the system is empty and the filling have to be started, but it must understood that it will pay off in few years and that information is really relevant then."

Gamification elements

While the previous results focused mainly on salespeople's motivation to use and utilize the current CRM system in their own work but also which factors they see as a stumbling block in system usage at the moment, this part concentrates in those elements that will increase and facilitate salespeople to use CRM system efficiently. This section will present gamification elements, which enhance system usage from interviewees' point of view.

At a glance, it is seems that the salespeople want to add and get relevant information at first sight. This is related to the epic meaning & calling element, which is internal factor that motivates user to add relevant information because it promotes himself and the whole community. Couple interviewees also feel that they can develop their sales process based on previous data, which is related to developing skills and tackling challenges in sales process.

> D: " I feel that I can get updated information from the system…I need that information all the time…The more information I put there, the more I am able to take advantage of it."

> C: "…if I could compare my data to previous year, I would see the difference who has not bought and then develop my leads and contact them."

Chance to edit personal CRM dashboard and possibility to get feedback about the actions is seen as a good feature. Two out of five interviewees mentioned that it would be awesome if they could personalize their own CRM dashboard. In this case, there is also a notice that the technologically oriented salespeople consider feedback feature more important than other salespeople.

> C: "it would be awesome if I could edit my own CRM dashboard…at the moment my focus is on Outlook calendar but it would be better if the CRM dashboard would be my start-up screen…Outlook is my personal thing but the CRM system applies to the entire company."

Instant feedback feature is considered both positive and negative because continual notifications might be considered uncomfortable, even though they might accelerate the use of the system in the beginning. These notifications may include deadlines of upcoming campaigns. As concerned before, the feedback feature is also seen as a function, which would give you valuable information in return for added information.

> D: "If I got reminders about what I have not done yet, it would be a mixed blessing. In a sense, I hope to get notifications but then I also hate extra notifications. It is complicated…I see that people should make a schedule and follow it…I do not want to get notifications all the time about reports that I have not done yet."

> E: "It would be cool if I could add customer's or company's name to the system, and it would show me the company's turnover and other valuable staff."

Nowadays social elements are increasingly coming part of comprehensive CRM systems. Social elements can be simple communication platforms for internal communications or functions, which allows users to see and affect others system usage. Internal communication tools such as chat features are considered useless among interviewees and they are unsure about the benefits that can be achieved with integrated communication functions.

> C: "We have Skype or Lync…Those programs are open all day but it is easier to just go to tell your matter face-to-face. That also decreases risk of misunderstanding."

Significant finding is that all the interviewees admitted really strongly that if salespeople were able to see how other colleagues are doing or if they could easily see their sales results, the competition among salespeople and their motivation to sale more would increase. From gamification perspective, this is related to the competition and also social influence & relatedness element, which includes surrounding people influencing on individuals behavior.

> C: "Now we are communicating mostly via emails about sales results and who has been selling for instance xxx. At the moment, the information of sales must dug from many data sources"

> D: "Definitely it would increase competition…first, if I could see what others have sold, it would motivate me. I could then also follow my own sales and check every morning my colleagues' sales and that would drive me to sell more because I am pretty competitive. Another point is that if someone found new trick from system, I would immediately be interested in so that I would not be left behind."

What comes to the current sales pipeline, it does not get praise. It is considered ineffective and fragmental. Current sales pipeline is not used for sales but rather for sales management by supervisors. Most of the interviewees feel that it would be good if everyone were able to mark their sales process in single location. Transparency is also seen important because that increases trust between management

and salespeople. Functional and gamified sales pipeline could increase salespeople's motivation: Scarcity and impatience element is related to the internal need to gain something that is not already own. One interviewee gave also propose of that kind of function.

> A: "Our bonus model guides our actions a lot because every deal counts. Too strict goals decrease motivation but if the targets are realistic it will motivate more. It would be cool if the system could tell and cheer up me how much I am behind my target, for instance 100 000 euros."

> E: "Phone conversations are in my own memo. That is the worst situation for company if I quit. We do not use sales pipeline effectively to close the deals…we have big gap between prospects and customers so it is a long way. We do not have explicit way to value prospects…my opinion is that it would be good if we were able to follow others actions. Salespeople might be jealous for that but I think it is important for managers to see salespeople's actions, that would increase transparency."

Everyone except one admitted strongly that they could show their skills for others by using system efficiently and by entering different information to the system. That is also seen as an opportunity to show how difficult situation or reclamations are handled. This might lead also for better communications and through that it might be possible to generate relevant leads as one interviewee mentioned. It is also seen important that supervisors can see the sales progress and it would have significant influence on sales management. One interviewee also considers that by entering information to the system, it would give you more self-confidence. From gamification perspective these factors are related to self-expression, which represents user's desire to bring out their creativity and autonomy for other people.

> A: "It can be seen from the system that I can handle my tasks. My supervisor can see that I know what I am doing. Especially if the sales do not go smoothly it gives me self-confidence that I can show my progress."

> D: "I can definitely show my skills by entering valid information to the CRM system. I do not particularly need to show my skills but I get a good vibes when I can use system better than others. "

> C: "I think that CRM system is important for instance in reclamation cases which should be handled properly. If the reclamation case is well executed, it provides an opportunity for a new sales opportunity and, in turn, the mismanagement of the case will impact on the entire customer relationship."

Satisfaction of current CRM system

According to the interview results the overall satisfaction of current CRM system is weak. The main factors affecting this are poor training. That occurs when salespeople do not know what they can do with the system or they do not know what it is capable to do. Interviewees commented that this might be because of the time management. Those who are more technologically oriented see the problem mainly in manager's level and expected better management in system usage, which of course includes proper training and thought that salespeople are more motivated. Interviewees called for that the leaders must take more responsibility.

Another factor that decreases overall satisfaction is that information is fragmented and therefore it is hard to manage. Integrations are seen both good and bad: Outlook integration gives possibility to manage calendar and Virta enables sales forecasting. However, for instance Virta is still considered as too separate function. One propose which occurs in the interview is that all the products should be included in the same system. Now there are only minor products in Virta.

> C: "At the moment I am not satisfied. It is incomplete and it relies on our memory as phone directory or address book and it should be utilized more....Virta should be integrated better because now there are only basic products and we have lots of complicated solutions which do not work with Virta and if someone has not put those in CRM system, it generates problems."

> D: "It is more about how the whole system is managed. If the managers use the system it will increase system usage as a whole. This in turn reduces unnecessary reporting in different Excels and start to utilize those features and reports what managers want to see…the way to execute implementation should considered carefully.

As a summary question interviewees were asked how they would develop current system and what suggestions they would make to be more motivated to use the system. Replies follow the earlier proposals of proper training and system integrations. One significant point is related to the user experience; the system must be logical and to provide users the option to modify the system so that the necessary information is available quickly or at least in the same place. This is seen as a part of the efficient use of the system. All things considered, salespeople must be more interested in the system usage. Interviewees want to utilize system better for reporting and customer relationship management but managers should make that possible.

> A: "All the information must be found in the same place because I must be able to control my customers and fulfill my own information needs and projects. Through that I am able to see my own level of sales."

> E: "CRM dashboard must be proper. It does not matter how many places must be fulfilled at the beginning...there should places for customer information and for earlier sales for example sales 2016 and sales 2017 and offer that has been made...logic and simplicity is important and that motivates me…when editing own mobile phone is possible, why not CRM dashboard?"

As a summary, it can be stated that technologically oriented salespeople are most likely to adapt new and complex CRM system. They are also able to identify significant problems in the system usage. They describe the problem as an organizational problem even though they are the newest workers in case company and most experienced in sales. Sales people must receive proper training at the beginning and in the system update moments. Through this, the company is able to ensure that its employees have sufficient knowledge and understanding of the system. Salespeople feel that most important feature in the current system is ability to check customer history and ability to check previous sales. Difficulties arise when they are trying to search multilevel information of customers for instance company annual revenue or buying intention. The information is too fragmented at the

moment. Salespeople expect commitment from the supervisors. System usage must be transparent to whole organisation. Most of the salespeople want to show up their skills by adding relevant information of their sales in one place. This phenomenon is related to intrinsic and extrinsic motives: salespeople want to gain social recognition by peers and supervisors. They also consider that external incentives would not increase motivation. Salespeople are competitive by nature. CRM system must support this feature and increase natural competition by making the competition elements visible for users. Relevant information must be available quickly and in logical manner. Summary of the results is presented in table 3. Next chapter will present the conclusion of the results.

Increases motivation	Decreases motivation
• Personal readiness to use system • Proper training • Competition among other salespeople • Comprehensive commitment to system usage • Ability to show up personal sales skills	• Supervisors' non-commitment to system usage • Lack of knowledge of the system • Fragmented information

TABLE 3: Summary of the results

5 DISCUSSION

Companies are increasingly considering sales technology investments but still these system implementations have huge failure rates. Therefore, it is especially important for companies to understand how technology adoption can be maximized. This study's purpose is to examine salespeople's motivation to use CRM system and investigate, which gamification elements system users may feel enjoyable and which elements may lead to higher utilization rate. The results of this study confirmed presumptions that salespeople need more motivation to use CRM system. This study also confirms previous academic researches around CRM system utilization and factors, which increase or decrease efficient use of the system. Based on the results of this study, this chapter can be divided in two main sections: theoretical conclusions and managerial implications. Theoretical part of the conclusions focuses on the main research questions (Figure 1) and reflects them in the research model (Figure 7). Section also gives proposals how the used gamification frameworks could be utilized in future. The managerial implications focus on giving feasible recommendations for the system supplier's product development and for the case company's managers' so that employees would be more committed to the system usage.

5.1 Theoretical contributions

Three different objectives of this study were defined in the first chapter (Figure 1). All the objectives are related to salespeople's motivation and their behavior or factors that affect their system usage. Literature review provides extensive perspective for previous motivation researches. As mentioned the humans have desire to behave rational. Despite that, the fact is that people are acting more irrational than rationally way all the time. That makes this study interesting to execute because motivational factors can not be figured out with simple questions and interviewees' answers can be ambiguous. CRM thought has developed during the years and companies are more aware of the customer relationship management as strategy. CRM systems are developed based on this thought and therefore these systems should facilitate and connect the over all marketing and sales process.

In general the results of this study support presumption that there is quite big problem in CRM system utilization in the case company. The results are also in line with previous studies about factors, which employees perceive as an obstacle for the effective use of the system. Although this study mainly focuses on salespeople's point of view, it is noticeable that they mentioned that the problems in CRM system implementation and utilization process are in several organization levels. Results also vary between interviewees and it is notable that more technologically oriented interviewees emphasize the problem of system utilization almost in every different stage of the interview. The same salespeople have also the least work experience in case company, which might affect their point of view.

They are more likely to see old-established behaviors in organization which my cause ineffectiveness.

Salespeople are using CRM system in daily work, which they experienced as a necessity. Common answer was that they are forced to use it. Despite that, salespeople feel that the system benefits their daily job. That phenomenon can be seen as an intrinsic motive because they feel that they can achieve advantage of system usage. Salespeople define their system utilization generally in the same way and there are not detectable differences how familiarized they were with new technologies. This may be becasue the salespeople are not introduced to the system hence its benefits are not used efficiently. Next, the results of the research are conducted based of research questions, which were discussed in Figure 1.

Managers are always seeking possibilities to use their resources efficiently. Different companies have varying resource needs. For example, the use of resources is affected by the market situation and the company's objectives. Nowadays it is significant that companies are making huge investments in IT technology systems. These investments are not just financial but their implementation takes a lot of time resources and the process have to be well managed. Companies may think that the system solves problems or improves the efficiency by itself. The fact is that the users are humans and their behavior is not logical all the time as mentioned. Therefore, the users must have motives that drive them to use system logical and hence efficiently. Salespeople are classically motivated by external incentives such as money and other rewards. Results of this study reveal that it must be understood that the system usage is not depended on external incentives but it is affected by other factors, which increase intrinsic motivation such as commitment and enjoyment. Salespeople's motivation must consist of intrinsic motives to enter information in to the CRM system. As mentioned previously, salespeople must perceive the advantage of system usage. Motivation research has disagreement about connection between extrinsic and intrinsic motives. Based on the results of this study the money does not have explicit connection to intrinsic motives. In other words, that kind of external incentive does not increase intrinsic motivation in this case. This type of rewards might be seen as shot-term factors, which do not affect efficiently in long-term because the reward level should rise continuously to make it work. The results of this study reveal that it can be assumed that external factors affect system usage in long-term such as training and managers own commitment towards the system usage. This study confirms findings by Morgan & Inks (2001) and Buehrer et al. (2005) but also validates that managers' commitment towards system usage has impact on salespeople's system acceptance and usage.

Second research question is related to the connection between motivation and social influence & collaboration. This study reveals that these two factors have remarkable influence on salespeople's motivation to use CRM system efficiently. Particularly effects on intrinsic motivation can be revealed in this study. Interviewees see that the commitment of the whole organization is important factor in system usage, which supports Rodriguez & Honeycutt (2011) study. They propose that cross-functional training for key persons is needed to reveal CRM system's advantages. Collaboration and social influence have also impact on extrinsic motivation. It can be argued that by entering information into the CRM system the salespeople want to show up their skills and, possibly, gain social recognition.

This is not directly connected to compensation seeking because current system and compensation model does not support it. However, salespeople do not see compensation as a solution to inefficient use of the system. Rather, they mentioned that the whole relationship between managers and salespeople must be based on trust and transparency.

Third objective of this study is to figure out gamification elements, which affect intrinsic or extrinsic motivation of the salespeople. Gamification elements are designed to support efficient use of the system. Through these elements users are more likely to use system because they feel that they can achieve valuable information to support their daily work. Gamification elements benefit also the whole company. When employees are using system efficiently the valuable customer information is in one place and not fragmented in salespeople's own files. The most important factor for salespeople is the ease of use. That includes possibility to add information into the system but it is also important that relevant information is readily available. Good user experience and training saves time resources because users can get proper information fast and they know how to use system. Therefore, time resources can be used for another important sector.

Salespeople often perceive competition as a motivational driver. This study supports previous findings that competition increases salespeople's motivation to perform better. Competition should be measured through CRM. As in general in marketing it is important to measure performance. Ineffective use of CRM systems could be also due the fact that it is hard to measure and make the results of use visible for managers and other salespeople. As one interviewee mentioned: salespeople are pretty well aware of the factors that are measured in their work and which things affect to their salary. Measuring is also a fundamental problem between marketing and sales. Sales activities are usually separate from the marketing and that makes it difficult to measure how marketing activities affect to sales. With effective use of comprehensive CRM system, it is possible to connect marketing automation and sales force automation. This requires commitment of the entire company. Results also revealed that with better communication in organization it is possible to eliminate overlap and through that it is possible to generate relevant leads.

Literature review presented two different kind of gamification framework (Chou, 2015 & Hsu et al, 2013). These frameworks are used to complement each other in order to find the right kind of elements for this case. In this specific case Chou's framework is more useful because it has "human-focused design". In the study's interview the combination of both was used. New gamification framework was formed based on these two models, and it includes elements from both previous frameworks. These elements are seen the most suitable for this study which deal with motivation and system usage. The following framework was used in the interview:

1. Epic meaning & calling (Chou, 2015)

2. Development & accomplishment (Chou, 2015)

3. Empowerment of creativity & feedback (Chou, 2015))

4. Social influence and relatedness (Chou, 2015)

5. Scarcity and impatience (Chou, 2015)

6. Rewards (Hsu et al. 2013)

7. Goal setting & competition (Hsu et al. 2013)

8. Reputation (Hsu et al. 2013)

9. Self-expression (Hsu et al. 2013)

5.2 Managerial implications

The subject of this study is relevant because companies are investing huge amounts of money in information systems. Therefore, it is important to know how to motivate salespeople to utilize these systems efficiently. This section gives feasible recommendations for managers, which can influence on salespeople's system utilization level.

Starting from the salespeople's intention to use current system, it is found that salespeople see the system usage important for their job even when the current CRM system is difficult and disordered. However, that is good signal for company's managers because then the problems are related to the way of utilization. As revealed by the results personal intention to use technology drives sales person to adapt system better although they do not receive proper training. As previous researches pointed out, these salespeople should be utilized in implementation process because they have impact on equals. Salespeople who have least work experience in company are most likely to see old-established behaviors in organization. Based on that, organization should listen especially their new workers to reveal weak operations models. In this study, these salespeople are also the most experienced in sales. In case company salespeople have already some intention to use system. It is important to set up measurable goals for sales process including CRM system usage. Salespeople are goal-oriented by nature and they need clear and achievable targets which drive them to success. Such as marketing, but also sales actions should be measured diversely.

The most remarkable factor, which affects salespeople's system usage, is their personal awareness of CRM system's potential. Those who are more technology-oriented experienced the benefits of the system higher than others. This was also related to the supervisors' role in system usage. Supervisors see different ben-

efits in CRM usage and there are also big differences in system usage between the sales teams. Salespeople feel that they would be more motivated if the whole organization is committed to use the system. Customer relationship management is a holistic marketing strategy; therefore CRM system should provide comprehensive support for sales and marketing. Thus, the first objective should be to provide the proper and goal-oriented training for the entire sales organization. The role of CRM system should be transformed from inactive notebook to active sales tools, which support organizational goals and offer support for sales process in right place and in right time. This will increase people's intrinsic motivation to use CRM system because the commitment motivates them.

Previous studies suggest that gamification enables companies to perform better because people are more committed to their job (Chou, 2015). Interviewed salespeople admitted that competition would increase their motivation to perform better. For company, it is important to facilitate competition among the salespeople. That is why CRM system should be designed with elements that support natural competition. Salespeople are curious and they want to develop their sales process. With gamification elements, it is possible to make competition more visible and increase system usage with engaging elements. Simple example of element that makes competition more visible is a scoreboard, which reports daily situation. This kind of element could be used with different variations. Scoreboards support also salespeople's thoughts about what relevant information should be available on the dashboard. Open competition increases transparency, which is the basis of trust.

Comprehensive utilization of the system develops the whole company's sales process because different activities can be measured in one place. If the important knowledge is fragmented in many sources it reduces management of information. At the moment sales activities are measured partly. To be more specific only actual sales and sales visits are measured and these factors are affecting the salary. Salespeople admitted that measuring is good because managers need to know how the team is performing. Therefore, all the sales actions should be reported from the CRM system. Through that it is possible to measure and verify sales activities that benefit and develop the sales process. This study suggests that salespeople's salary could be formed from different actions, which can be reported from CRM system because it increases competition and engages users to use system. However, salespeople did not see money as a direct impact on system usage. Hence, the whole company would benefit of it because the valuable information is in same place and not fragmented in several sources.

Goal-oriented behavior needs also feedback that set objectives can be felt realistic. The possibility to give feedback is also important part of customer relationship management. Therefore, it should be seen important in the company's internal operations. Salespeople should have a possibility to get instant feedback. As a gamification feature this could mean that users get notifications about tasks. Notifications may not be disturbing but rather encouraging. Users must enjoy using the system and receive proper feedback about their actions. In order to get the most relevant information all the time, the system should allow users to customize their own dashboards.

This case study introduced and tied together concepts of motivation and gamification together with social influence and collaboration. It can be concluded that this study offered accurate suggestions for future gamified CRM system projects and managerial suggestions for efficient system utilization in case company's sales organization.

5.3   Evaluation of the study and future research

For the reliability of the research, it is important to review the research critically. This section presents limitations of the study and gives also ideas for future research around examined motivation phenomenon. This study was qualitative single case study, which means that the results of this study can not be generalized. Single case study examines always one particular case. The biggest limitation of this research was related to the small sample size obtained, which included 5 semi-structured interviews. The research was carried out in B2B media sales teams, which represent only one level of organization. Although this was appropriate because study objective was to investigate phenomenon of salespeople motivation in CRM system usage. Another goal of this study was to examine case company's current utilization of CRM and give managerial suggestions for case company and system provider. System provider operates in software industry and develops advanced gamified CRM system. Therefore, this interdisciplinary case study gave valuable advices for future development. Case study as a research method has been criticized because of precision of the validity and reliability (Bryman & Bell, 2007). Therefore, internal and external validity and reliability of this study must be observed carefully. When evaluating qualitative research, it is appropriate to use evaluating elements proposed by Lincoln and Guba (1985, pp. 290-301). They suggest that qualitative research should adopt four elements: credibility, transferability, dependability and conformability.

Credibility concerns the "truth value". That evaluates how truthful the research data is. (Lincoln & Guba 1985, pp. 294-296.) This study's interviewees were account managers and they are supervisors of sales teams. At the beginning of the interview, the anonymity of the interviewees was emphasized. Through that the goal was to create open atmosphere for the interview. Interviewees were quite outspoken about things, which decrease their motivation to use CRM system. That refers to the trust between the researcher and the interviewee. The validity of the research data increased due the similarity of interviewees' answers. Thus, it can be argued that gathered data is credible.

Transferability refers to how well the research results are applicable to other studies (Lincoln & Guba 1985, pp. 296-298). It could be assumed that the findings of this study could be transposed into the same type of research, which investigates salespeople's technology usage. Anyway, there must be careful with generalization. The research model was formed for this particular case study and further examinations require more comprehensive research. Therefore, results of this study are not generalizable or transferable beyond this study.

Dependability refers in turn to the consistency and reliability of the study if the research is resumed in the same or closely related conditions (Lincoln & Guba 1985, pp. 298-299). As mentioned, the research data was collected in semi-structured interviews. All questions were predetermined and divided into different themes. Subsequently, the interview data were transcribed and coded under specific themes for a better and deeper analysis. Based on systematic data gathering and analysis it could be assumed that the study can be repeated.

Conformability indicates the objectivity of results in a sense that it determines the extent to which the study results are actually based on data and not on the researcher's motivations (Lincoln & Guba 1985, pp. 299-301). This study's findings were in line with previous researches' of the same subject matter in marketing, sociology and psychology. That supports the conformability of the study's objective findings.

Reliability of the study refers to the repeatability of the study. All the interviews and notes were properly recorded. This allows reviewing results afterwards and facilitates the replication of the case study. The study follows case study protocol by taking into account appropriate steps of the chosen method. Even though critical thinking and objectivity have been considered it is important to notice that qualitative research's findings are always somewhat subjective. This study uses interviews as a main data source. Hence, it must be pointed out that material is subjective experience from interviewee's point of view. Therefore, this study contained five semi-structured interviews to validate the results and further findings.

Companies are increasingly investing in the information systems, which are still being exploited ineffectively. That is why it is appropriate to investigate more efficient use of the different information systems. Not only sales team level but also in multiple levels in organization. Motivation is one of the key concepts when dealing with human behavior. It would be interesting to examine users' motivation and general acceptance in different functions of CRM for instance marketing automation. This would offer valuable information for company managers and for system providers. The digital era also brings out new CRM concepts like CRA (Customer Relationship Automation), which could offer interesting and advanced research point of view. The concept of gamification is relatively young research area in business environment. Compared to educational research. Therefore, it should be examined more in different business sections and also find out how gamification could be exploited to motivate employees in various business functions.

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APPENDIX

BACKGROUND INFORMATION

Name:

Age:

Position:

How long have you been doing sales work and how long in current organization?

In general, what is your motivation to face new challenges and new technologies?

Do you follow news, which are related to CRM systems?

THEME 1 - CRM system

1. How often do you use your current CRM system?
2. For what purpose do you use the system?
3. What tools do you use in system?
4. How CRM system benefits your personal work
5. What kind of support do you get for system usage?
6. What the strengths and weaknesses your current system has?

THEME 2 - Collaboration and Social influence

7. Do you feel that the collaboration in your sales team will increase efficiency?
8. How CRM system supports collaboration in your team?
9. How do you use the CRM system to communicate with the organization and other stakeholders?
10. Do you feel that when others use the system it will also benefit you?
11. Can you see how your supervisors use the system?

THEME 3 - Motivation

12. Why do you use the CRM system?
13. Do you enjoy using CRM system?
14. Is your current CRM easy to use?
15. How do you exploit information from the CRM system?
16. Do you feel that the use of the CRM system is time-consuming?
17. Do you feel that active use of the CRM system will give you competitive advantage against other salespeople?

18. How different kind of external incentives motivates you to use CRM system?

THEME 4 – Gamification

19. Do you have any external incentives that you receive from system usage?
20. What kind of elements in current CRM system develop your own sales process?
21. What do you think about possibility to edit system elements or get feedback of your actions?
22. Are you committed to use CRM system
23. How social element of the CRM system for instance communication affects your system usage?
24. Do you feel that the other people's skills will make you try harder?
25. How does achieving different levels in system affect your system usage? For instance in your sales pipeline?
26. Are you interested in what other salespeople have added to CRM system?
27. Do you feel that by entering information to CRM system you can show your skills to others?

THEME 5 - Satisfaction

28. Are you generally satisfied with your current CRM system?
29. What proposes do you have that would make you to be more motivated to use CRM system?