

## Exploring CRM and SRM user satisfaction in B2B relationship management

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**Abstract** This paper explores CRM and SRM systems user satisfaction and its effect on Business-to-Business (B2B) relationship management. In the literature, a lot has been said about Customer Relationship Management (CRM) particularly in a B2C context. However, fewer attempts to explore Supply Relationship Management (SRM) have been made. An inductive approach was adopted to explore CRM and SRM user satisfaction in achieving stronger B2B relationships. A single case study, using observation, focus groups and interviews, was implemented. Findings show that user involvement in systems design generates user motivation to use the systems which in turn improves user satisfaction. This therefore improves the company relationships with both suppliers and customers.

**Keywords** Relationship marketing, CRM system, SRM system, User satisfaction, User motivation, User involvement, B2B companies

### INTRODUCTION

In an increasingly competitive environment, customer retention and good supplier price negotiations are crucial for businesses (Persson, 2013; Porter, 2008). For B2B companies, customer relationships are important to achieve customer retention, loyalty and increased long term profitability (Dagger, David, & Ng, 2011). Supplier relationships are of equal importance, especially within the B2B market (Park, Shin, Chang, & Park, 2010). Both supplier and customer relationships are extensively

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linked via the supply chain processes. Without one, the other would cease to exist, showing that for a company to run successfully, both relationships must be managed appropriately (Lambert & Schwieterman, 2012). There is great emphasis placed on the necessity of knowing the needs and wants of the supply chain through successful and efficient management of these relationships (Choy, Lee, & Lo, 2004). In addition, it is imperative to ensure customer commitment and loyalty (Choy et al., 2004; Dagger et al., 2011; Persson, 2013). Although arm's length relationships with suppliers in the B2B marketplace have traditionally been the preferred strategy, there is a need for suppliers to be treated as partners, especially when they have a high bargaining power (Moeller, Fassnacht, & Klose, 2006). Consequently, for B2B companies, there is a need to develop appropriate relationship marketing strategies with both suppliers and customers. Information communication technologies (ICT) are crucial to B2B companies' communication with their suppliers as well as their customers, e.g., CRM and SRM.

CRM is a tool that works by storing information on customer preferences and managing communication with customers, employees and business partners in a quick and easy way (Wolenik, Sinay, & Bhiaya, 2012). SRM gives a company the opportunity to build closer relationships with their suppliers, allows for increased bargaining power within negotiations, reduces risks and uncertainty, and allows an optimum inventory and cycle timing (Park et al, 2010). Furthermore, information on suppliers can be stored which allows for comparison and selection of the best supplier (Choy, Lee, & Lo, 2003; Dyche, 2004). Within the current SRM literature, researchers often focus on an individual aspect, rather than looking at an inclusive or an overall strategic perspective (Park et al., 2010). It has been demonstrated that, in B2B companies, the users of both CRM and SRM systems play a critical role in achieving stronger relationships with suppliers and customers (Choy et al. 2003).

Although the benefits of integrating customers', or indeed suppliers' data, within an IT system, for the purpose of assisting imperatives are infinitely rife, failure rates of such systems have been very high. The average failure rate is repeatedly stated as being around 70% (Foss, Stone, & Ekinici, 2008; Kim, Park, Dubinsky, & Chaiy, 2012; Kotorov, 2003; Reinartz, Krafft, & Hoyer, 2004; Wilson, Daniel, & McDonald, 2002). Therefore, demand has resulted in various studies looking into collective success factors for CRM systems in particular. Besides, it has been shown that user input and satisfaction are high-rated factors in regard to success for CRM and SRM systems (Wilson et al., 2002). Furthermore, it has been claimed that managers attain a higher level of understanding when analysing conditional factors such as employee satisfaction (Kim & Kim, 2009). In addition, inappropriate change and culture management generates system users' resistance to new practices, and this has been highlighted as the biggest cause for CRM failure (Kumar & Reinartz, 2012; Rigby, Reichheld, & Scheffer, 2002).

In the literature, there is little evidence about the role played by CRM and SRM systems' users in improving business-to-business relationships. Particularly, there is no evidence on how SRM and CRM user satisfaction can improve relationships with customers and with suppliers. Therefore, the purpose of this research is to explore CRM and SRM user satisfaction and its effect on relationships with suppliers and customers. In this paper, users are individuals who have access, however partial, to any CRM and SRM systems. This includes employees of the company, but also those of its suppliers and customers that have access to the systems. The objectives of this paper are to (1) explore user satisfaction with CRM and SRM systems and (2) explain how this affects the quality of the relationships with suppliers and customers.

## LITERATURE REVIEW

In a competitive global market, it is imperative for businesses to develop relationship marketing activities (Berry, 1980). CRM and SRM systems are an important aspect of relationship marketing (Mentzer, Stank, & Esper, 2008). The purpose of relationship marketing is to build long-term relationships with customers and other parties (Hashem, 2012). Acquiring new customers represents the first step in the overall marketing process (Berry, 1980). Communication between parties is a key dimension of relationship marketing (Andersen, 2001) because it provides understanding of the exchange partners' intentions and capabilities, thus forming the groundwork for building trust among exchange partners (Hashem, 2012).

Moreover, CRM (Aaltonen, 2004) and SRM (Bayraktar, Demirbag, Koh, Tatoglu, & Zaim, 2009; Hansen, 2009) systems play a central role in the communication between partners, and thus in relationship management. Both systems have become very important in the current competitive environment (Choy et al., 2003). In addition, effective external communication is an end goal within CRM and SRM systems and should occur when systems are used efficiently. Kim et al. (2012) identified two distinct categories of customers: the first is more open to CRM activities and the second is more sensitive towards contact efforts. They claimed that, for CRM to be successful, companies should consider which category their customers fit into before contacting them too often and potentially risking negative effects. Park et al. (2010) suggested an integrative framework to increase the efficiency and effectiveness of SRM systems. They stated that effective collaboration between a company and its suppliers is crucial and needs effective interfacing within SRM systems, allowing both parties to be up to date and allowing for an alternative portal of communication. Similarly, Kim, Suh and Hwang (2003) claimed that customer interfaces are as important to customer value.

### CRM AND SRM SYSTEMS

CRM has been defined from different perspectives. Most definitions, however, highlight the technological aspect of CRM which could be abusively associated to CRM (Kale, 2004; Reinartz et al., 2004). It has been defined as methodologies, technologies, and ecommerce capabilities used by companies to manage customer relationships (Foss & Stone, 2001). CRM has also been considered as an initiative that concerns the entire organisation (Singh & Agrawal, 2003). Pickton and Broderick (2005) define CRM as the organisation's attempt to develop a long-term, mutually beneficial cost-effective link with the customer. CRM also represents methods that are primarily web-based tools and internet presence (Gosney & Boehm, 2000). CRM has been considered also as a set of tools, technologies and procedures that can be used to manage, improve, or facilitate sales, support and related interactions with customers, prospects, and business partners throughout the enterprise (Zeng, Wen, & Yen, 2003). CRM has also been defined as a strategy and a process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customers (Parvatiyar & Sheth, 2001; Tarokh & Ghahremanloo, 2007). Hobby (1999) considers CRM as a management approach that can be used to enhance customer relationships. CRM is also a philosophy of relationship marketing centred on the customer (Luo, Huang, & Wang, 2012; Zablach, Beuenger,

& Johnston, 2003). A well-designed CRM system should incorporate the following aspects: relationship management, sales force automation, the use of technology, and opportunity management (Zeng et al., 2003). CRM and SRM systems' definitions have been strongly linked to technology (Kale 2004; Lambert & Schwieterman, 2012; Reinartz et al., 2004). However, other common major themes, i.e., IT alignment, market orientation, culture/structure change, and user involvement in CRM and SRM systems, have emerged in the literature (Chen & Chen, 2004; Peelen, van Montfort, Beltman, & Klerkx, 2009). As a strategy, therefore, human involvement factors, and not only technological ones, will certainly play a role in the success or failure of such systems.

SRM is defined as a business process that provides the structure for how relationships with suppliers are developed and maintained (Lambert & Schwieterman, 2012) by focussing upon maximising the value of a manufacturer's supply (Herrmann & Hodgson, 2001). Herrmann and Hodgson (2001) stated that SRM drives competitive advantage. Choy et al. (2003), define SRM as a category of supply chain applications

*that contributes to the supplier selection and thus increases the competitive advantage of the manufacturer through three primary mechanisms: [1] support of improved business processes across the supply chain, [2] a next-generation architecture that can handle multi-enterprise processes, and [3] facilitation of rapid product cycles and new product introduction (Choy et al., 2003, p. 87).*

Lambert and Schwieterman (2012) stated that SRM and CRM systems form the 'critical linkages' connecting the supply chain, which is managed 'link-by-link, relationship-by-relationship'. The integration of these systems is seen as not only possible, but potentially beneficial (Choy, Lee, & Lo, 2002). Users play an important role in integrating SRM and CRM (Cheng, 2009). Moreover, Peelen et al. (2009) discussed the foundations of CRM success that is embedded in the organisation's vision and strategy. The authors claimed that a collaborative organisation must have an effective internal communication, in order for members of each department to understand and work towards the success of the CRM strategy. Wilson et al. (2002) claimed that the difference between IT department and marketing department cultures could hinder internal communication.

## USER SATISFACTION WITH CRM AND SRM SYSTEMS

CRM and SRM systems' users include employees of the company, as well as some of the employees of its suppliers and customers. Employee satisfaction has been conceptualised as a pleasurable or positive emotional state deriving from an employee's judgment of the company environment and experience (Rollinson, 2005). Employee satisfaction is associated with employee needs and work expectations (Martins & Coetzee, 2007). Therefore, CRM and SRM user satisfaction is related to user needs and expectations in using the systems. In IT systems literature, IT investment and the realisation of its economic value have been investigated under two main approaches: user satisfaction and technology acceptance (Wixom & Todd, 2005). Baran and Galka (2013) have demonstrated that CRM effectiveness measures come under four different categories: CRM customer cycle, company 3E measures, customer and company worth, and customer knowledge. The 3E measures refer to effectiveness, efficiency and employee satisfaction. Employees' satisfaction is considered as a

crucial success factor in acceptance of changes, and could be achieved through the implementation of effective internal and external communication (Gawlik & Parvi, 2015; Sirkin, Keenan, & Jackson, 2005). In addition, employees' satisfaction has been demonstrated to be critical for the success of CRM system implementation (Gawlik & Parvi, 2015).

## ANTECEDENTS OF USER SATISFACTION

It has been demonstrated that there is a significant relationship between user satisfaction and ease of use, and that satisfaction with the system can be a predictor of usage behaviour (Wixom & Todd, 2005). Moreover, satisfaction has been widely debated in marketing literature (Suh & Yi, 2006) and linked to consumer involvement (Lee & Beeler, 2009).

### *User involvement in system design*

Day (1970, p. 10) defined involvement as “*the general level of interest in the object or the centrality of the object to the person's ego structure*”. It has been demonstrated that involvement is an important determinant of behaviour (Peter & Olsen, 1987). User involvement in the design of CRM and SRM has been shown to be a key factor related to their overall success (Rigby et al., 2002; Sirkin et al., 2005). User involvement in systems design has been claimed to be significantly linked to system quality, system usage, user attitudes, and user satisfaction with the information system and its outputs (Alter, 1978; Baroudi, Olson & Ives, 1986; Lonnstedt, 1975; Swanson, 1974). Wilson et al. (2002) further added that user input within design is a success factor of CRM and that users need to work closely, interactively and face to face with system designers.

### *User motivation*

Vella, Caruana and Pitt (2012) discussed behavioural characteristics which made employees more or less likely to adopt and use CRM systems. The authors highlighted the importance of employees' motivation and claimed that aligning employees' needs and wants with CRM goals is more important than the additional value that CRM can bring to customers. User motivation is a complex task and could be achieved by using different tactics (Vella et al., 2012).

Previous literature has not explained the link between user satisfaction antecedents and the success of relationship management in a B2B context. Therefore, the purpose of this paper is to explore the impact of user satisfaction on B2B relationship management.

## RESEARCH METHODOLOGY

An inductive approach was adopted using a single case study. This approach is claimed to be appropriate in researching B2B companies (Riege, 2003). Observation, focus groups and interviews were used to explore the user role in CRM and SRM systems and its effect on the success of B2B relationships. The Oliver Group was chosen specifically for the case study because: it is a B2B company, the group employs both

SRM and CRM systems, with plans for current customers' and suppliers' interfaces. The Oliver Group consists of three companies: Oliver Valves, Oliver Twinsafe and Oliver Valvetek. The Group comprises engineering companies that manufacture valves for the oil and gas industry.

Interview guides for the semi-structured interviews were developed, based on the literature review. Twenty people, including managers at the Oliver Group, their suppliers and their customers, as well as IT people and users of CRM and SRM, were interviewed. The interviews were conducted face to face and lasted an hour each. The purpose was to capture the way that users in every company, i.e., the Oliver Group, its suppliers and its customers, perceive and utilise CRM and SRM systems. Particularly, CRM and SRM user motivation, involvement and satisfaction were explored.

A focus group consisting of top management at the Oliver Group was carried out to explore (1) their approaches to CRM and SRM utilisation and whether they take into account user needs and expectations, and (2) their perception of the degree of the success of their relationships with their customers and suppliers. The focus group was organised within an Oliver Group company and lasted an hour and a half.

The interviews and the focus group were tape-recorded, transcribed and codified. Two experts codified the data to check reliability and conformity to the original codification which was 90% (Thietart, 2014).

Finally, observation was carried out during two months in July and August 2013 to identify potential issues in the relationship between CRM and SRM users and top management.

## FINDINGS AND DISCUSSION

The focus group and the individual interview analyses were structured based on the themes that emerged from the literature and those that were derived from the data. These themes included user satisfaction, user motivation and user involvement in CRM/SRM systems design. It is important to mention at this stage that the Oliver Group's SRM system is fully tailored and designed by its users, whereas the CRM system is semi-tailored, with very limited user involvement in its design.

### THE USE OF CRM AT OLIVER GROUP

The Oliver Group CRM system is used daily to plan and perform different types of tasks ranging from making appointments with customers, managing timetables, checking the calendar, checking customers' orders and enquiries, to tasks as simple as getting telephone numbers. The CRM system is used as a filing system and also as a platform to develop new projects. Interviewee 12 stated "*...there is two systems that we need almost, now whether that can work on a CRM system*".

The system is mainly used by external employees, e.g., salesmen. It provides them with valuable accessible information during visits to customers, i.e., emails, quotes, previous customer visits reports. Internal employees tend to use the CRM system a lot less than external employees. However, they provide support to salesmen and thus need to use the CRM system better to ensure consistency within the salesforce.

Besides, the company has invested in acquiring the system, and top management would like to see better internal use of the system. Consequently, there are latent factors hindering employees from using the CRM system at the Oliver Group.

## THE USE OF SRM SYSTEM AT THE OLIVER GROUP

At the Oliver Group, the SRM system is used to keep track of all the appointments with suppliers, and to provide useful reports during suppliers' visits. Interviewee 14 mentioned that

*the next feature of our SRM system is the outstanding order report by supplier which you drill into when you're actually at the suppliers and talking about your orders on them and the status of those orders.*

Most importantly, Oliver Group uses the SRM system to better negotiate with suppliers. The delivery and quality performance statistics provide the Oliver Group buying centre with a strong tool to discuss suppliers' performance, as Interviewee 11 mentioned

*...and the good aspect about the delivery and quality stats is that you can drill into them, even on the iPad and you can get a detailed report by date range ... which, then really opens up the discussions, because if there's any argument about, y'know, supplier may say 'I don't believe I'm late on component x', I've got the ability to then drill into the system, on that particular part number and see when it was delivered.*

The Oliver Group SRM system is also used as a tool of communication, keeping its users informed about what is happening with suppliers as well as with other departments in the company. Moreover, the SRM system directly connects suppliers with the Oliver Group. Interviewee 15 stated that

*But now what we do, we send them an email link and they come directly to our system on the internet so it's live...and any notes that they've put in there, we've got a notes facility for the supplier that will show immediately on the system.*

## SATISFACTION WITH CRM AND SRM SYSTEM

From the interviews with both users of SRM and CRM systems, 'perceived advantages' and 'perceived disadvantages' for these systems were established. It appears that SRM users are more 'satisfied' with their system than CRM users.

### *User satisfaction with CRM systems*

Eighty percent of the interviewed CRM system users think that the Oliver Group CRM system is a great tool but very difficult to use. Interviewee 12 mentioned that

*I think [...] is an incredibly difficult CRM to work with. I think its clumsy outdated, I liken it to an old car, y'know, if you've got an old Ferrari, you have to keep stroking it lovingly, care it, you're always tinkering with it and then sometimes you'll hope it will work!*

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The interviewed CRM users use words such as ‘clumsy’ and ‘outdated’ to express the way they perceive it. Moreover, the system is perceived as being over-exploited for two big tasks: filing, and project development tracking and monitoring. Interviewee 16 mentioned *“there’s two systems that we need almost, now whether that can work on a CRM system, that maybe why its clumsy because we are trying to do two things”*.

Additionally, CRM users complain about the lack of templates in the system to guide their work. Interviewee 14 added

*if you go back to the very basics, we don’t even have the template for the visit reports or trip reports, so some basic templates that we all use, so everything is the same, everyone can understand it, everyone puts the same amount of information in, so that when its filed, everyone can read it, understand it, they know what the report no is, they know who we’ve been to see.*

The Oliver Group’s CRM system is reviewed once a year, by top management and the IT Department, during a sales meeting. However, the interviewees do not perceive any commitment from top management to improve the system, which leads users to be frustrated. Interviewee 10 has stated *“we raised a wish list of what we wanted to change in the system and it was written on a sheet out. All that will be great but I think the key things for Oliver will be projects”*. Top managers at the Oliver Group seem focused only on the system output with little attention to the way users perceive it.

From the interviewed CRM users, it appears that the low level of involvement in the system design, as well as the lack of feedback provided from top management, is generating user dissatisfaction and lack of motivation to use the CRM system. Similarly, many customer interface users find that there are some features which might be improved upon in the CRM system in order to achieve satisfaction. One customer said about the usage of the CRM system *“I think for new people it’s quite difficult to use, I mean I find it quite difficult to use but I think a lot of people, because the screens are quite similar, they struggle with where they are”*. And he proposed *“... I think if they did a good training program, it would be a lot easier for most people”* (Interviewee 17).

#### **User satisfaction with SRM systems**

The interviewed SRM users showed excitement whilst talking about the system. Interviewee 8 said *“I can only really speak for myself but my motivation is that it makes my day easier, it makes your life easier, now, a system, if we didn’t have our intranet, it would be a very frustrating place to work system wise”*. Satisfaction with the SRM system is also translated through Interviewee 11’s statement: *“The system that the IT guys have given us on the SRM side is pretty slick”*.

The SRM system fulfills users’ expectations in terms of accessibility, speed and information quality. According to Interviewee 14, the current SRM system *“is not just a static bit of information, it’s actually a dynamic tool for both companies”*.

The SRM system is fully designed and adjusted based on users’ feedback, which led to an increased motivation to use the system and thus to a greater interaction and connection with the suppliers. According to Interviewee 14 *“the system has been specified by us to what we want to see, in a certain presentation, and that is what gives you motivation to use it”*. The SRM system is also perceived by the interviewed users as user-friendly and presentable. The SRM system users also suggested the functionalities they would like to see in the system. For example:

*we have got functionality that we are asking for, the presentation and the looks on the screen were up to the IT guys really. We did ask them to change certain things that were in the wrong color or didn't look pleasing on the eye, but no, we were quite heavily involved really, we started with just a clean sheet of paper, wrote down what we wanted as we went along (Interviewee 14).*

Moreover, one of the interviewees mentioned that for the company, building relationships with suppliers is easier than building relationships with customers. This is why suppliers are keener to interact with the company using the SRM system “*the easiest relationship with us is the supply chain because it's a little bit easier when you're a customer*” (Interviewee 13).

The interviews with top managers emphasise their satisfaction with the SRM system as it has considerably improved the company's relationships with its suppliers. Similarly, many supplier interface users think it's necessary or even beneficial for both their companies and the Oliver Group to have SRM, as one interviewee said

*I think it would benefit everybody to be honest; it would certainly cut, to start with I think, initially, it's like with everything it takes a bit more time, but if you're willing to put the time in, eventually, you'll gain more time (Interviewee 19).*

## USER INVOLVEMENT IN SYSTEM DESIGN AND CUSTOMER/ SUPPLIER RELATIONSHIPS

At the Oliver Group, users of the SRM system are involved in the design of the system, whereas users of the CRM system are not involved in the design of the system they are using on a daily basis. The interviews show that there is a link between user satisfaction and user involvement in the systems' design. Eighty percent of CRM users would like to be involved in system design. In addition, SRM users are already involved in the system design and showed high satisfaction with the usage of the system.

According to the interviews, self-motivation and satisfaction have been shown to be greater when users are involved in the design of the system. Moreover, user satisfaction with the system can lead to better relationships with suppliers.

Moreover, key customers are given access to the CRM system and would like to be involved in the future design but only to an extent. Indeed, customers' contributions to the relationship with the Oliver Group are different in terms of importance. This result emphasises the 20/80 approach (Christopher, Payne, & Ballantyne, 1991; Ellis, 2011) according to which customers weight differently for the business.

In addition, the lack of feedback from top management can lead to user frustration and consequently, to user dissatisfaction. This could potentially lead to delayed profitability because the company invested a huge amount of money in the system design and thus expects employees to fully use the system.

## USER MOTIVATION WITH CRM/SRM SYSTEMS

The findings emphasise important challenges for managers, which are to motivate CRM and SRM users. SRM users were shown to be more motivated than CRM

users. It is claimed the tailored SRM system to requires a lot less training, due to users already being very familiar with the processes as they were heavily involved with its design. SRM user self-motivation has been found to be important. This has been highlighted by the focus group participants. For example, one manager stated that:

*not everybody has the same likes and dislikes about job satisfaction, so as a manager my job is trying to ensure that we've got people in the right job ... what motivates people is one, to have very, very clear role and responsibilities, two to have very clear indication and expectations of performance and three, to have measurable objectives so that they can see whether they are being successful or unsuccessful*

This statement also suggests that giving employees targets regarding system use may also help towards improving self-motivation.

In regard to supplier and customer interfaces, motivation is seen as both present and self-driven, suggesting that nothing need be done by company management. However, external users may also be demotivated if systems are not seen as satisfactory. In this case, companies must make these interfaces as good as possible using user opinions when necessary. Sixty percent of SRM users who were interviewed stated that improving the system according to their suggestions aided motivation.

## DISCUSSION

The results of the focus group and individual interviews conducted with Oliver Group's SRM and CRM system users show that higher involvement and stronger motivation will lead to user satisfaction with the CRM and SRM systems, which in return contribute to improve the systems' usage.

As it is difficult to involve all users, Oliver Group has involved only key distributors within collaborative design on the customer portal. This input, however, can be seen as a feedback given retrospectively by users who had no input or trial prior to the introduction of the system.

According to Wilson et al. (2002), users should work closely with designers when they are writing system specifications. Although semi-tailored systems allow for a large input with regard to company involvement and specifications, it is rare that users will have the 'face to face' interaction which they desire, meaning that tailored systems are the only way to fully achieve this.

With regard to Oliver Group's SRM system, the IT personnel are quoted as being of high importance, even though one interviewee criticised the department; "...it's very difficult to get any co-operation from IT". This statement indicated that although they have worked together, such collaboration is not always easy and therefore requires good management and control.

However, differing user perspectives - SRM and CRM employee users, customer portal users and supplier interface users - highlight self-motivation as being a key motivator. User self-motivation can be achieved via recruitment, selecting potential employees, as suggested by Vella et al. (2012). Furthermore, Vella et al. (2012) declare that employees' needs and wants are crucial to consider. Employees' needs and wants can be associated with (1) extrinsic motivation related to valued outcomes stemming from managers, (2) intrinsic motivation related to valued outcomes stemming from the individual and, (3) relational motivation (Martins & Coetzee, 2007).

Therefore, to enhance users' motivation, managers can provide employees with extra compensations, promotion and recognition. They can also reinforce users' feelings of satisfaction, and improve user wellbeing, and quality of work life (Buchanan & Huczynski, 2007). Relational motivation is associated with social relationships and friendships (Robinson, 2006). Managers can create users' communities to improve affiliation and group belonging.

Shum, Bove and Auh (2008) suggested that the crucial factor of change management requires training and team-building exercises. In regard to user involvement, several interviewees noted that training should be carried out by other users of the system, as they know the system well and can give advice on personal configuration. In the case of a new system, it would be best for an IT person to train a user or two - preferably proficient users of any previous system - who have been heavily involved with the design, so that they can then carry out any further training.

Given the predictive power of the technology acceptance model, Wixom and Todd (2005) suggest integrating satisfaction as an antecedent of ease of use in the Technology Acceptance Model (Davis, 1989) in order to explain and to predict the adoption of CRM and SRM systems by users.

Rigby et al. (2002) and Sirkin et al. (2005) claimed that user involvement in the design of SRM and CRM systems is a key factor to their overall success. Wilson et al. (2002) reinforced that user input within design is a success factor of CRM and that users need to work closely, interactively, and face to face, with system designers because they lack the technical skills that are necessary for writing system specifications.

In addition, and in line with Lonnstedt (1975), Swanson (1974) and Alter (1978), the findings highlight a relationship between user involvement and information satisfaction. Therefore, managers should give CRM and SRM users the opportunity to express their needs in terms of information.

## CONCLUSION, LIMITATIONS AND FUTURE RESEARCH

B2B companies have been intensively investing in enterprise systems such as CRM and SRM to improve business performance (Hendricks, Singhal & Stratman, 2007). A better understanding of the use of these systems will enable them to achieve profitability. In this paper, user satisfaction of CRM and SRM systems is explored. The findings showed the importance of user involvement in system design and user motivation as antecedents of user satisfaction in business-to-business relationships management. It has been demonstrated that greater involvement in system design leads to better motivation and to more satisfied users which in return contributes to improved system usage and B2B relationship management. This research has some limitations. It uses a single case study. Therefore, the findings cannot be generalised and are specific to the context of the case study. Future research could further explore SRM and CRM systems in different industries to generate a better understanding of the relationship between user involvement, user motivation and user satisfaction as drivers of the success of SRM and CRM systems.

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