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Жинаққа студенттердің, магистранттардың, докторанттардың және жас ғалымдардың жаратылыстану-техникалық және гуманитарлық ғылымдардың өзекті мәселелері бойынша баяндамалары енгізілген.

The proceedings are the papers of students, undergraduates, doctoral students and young researchers on topical issues of natural and technical sciences and humanities.

В сборник вошли доклады студентов, магистрантов, докторантов и молодых ученых по актуальным вопросам естественно-технических и гуманитарных наук.

целеустремленность, доброжелательность, демократичность руководства и готовность руководителей школ к разнообразной управленческой деятельности.

Образование – это явление, обеспечивающее обществу социальный, культурный и научный прогресс, высшую ценность как для человека, так и для общества. Его основная функция – формирование и развитие человеческой психики, нравственности, творческих способностей. Основной целью совершенствования управления системой образования является создание национальной модели образования, которая будет работать на благо не только общества в целом, но и для достижения целей каждого отдельного субъекта этого общества, который сможет находить, анализировать и рационально использовать информацию, достойно жить и работать в современном быстро меняющемся мире.

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OVERCOMING GENERAL CHALLENGES IN IMPLEMENTING CRM SYSTEM

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Abstract. This research paper aims to identify and address the general challenges faced by organizations in implementing a Customer Relationship Management (CRM) system. Despite the numerous benefits of CRM systems, such as improved customer satisfaction, increased sales, and enhanced customer relationships, many organizations struggle with the implementation process. This paper identifies the main challenges faced by organizations, including cost, complexity, data quality, employee resistance, integration with existing systems, limited user adoption, and lack of management support. Through a review of existing literature, this paper provides strategies and recommendations for overcoming these challenges, including the importance of proper planning and project management, employee training and education, data management and quality control, effective change management, and leadership and support from management. By addressing these challenges, organizations can successfully implement a CRM system and reap the benefits of improved customer relationships and increased sales.
Keywords: CRM-system, IT service, management, implementation, performance improvement, SME.
Introduction. In today's business landscape, maintaining strong customer relationships is crucial for the success and growth of any organization. As such, Customer Relationship Management (CRM) systems have become an essential tool for managing customer interactions and improving

customer experiences. By centralizing customer data and providing valuable insights into customer behavior, CRM systems can help organizations identify opportunities for growth and develop targeted marketing strategies. However, despite the numerous benefits of CRM systems, many organizations struggle with the implementation process.

The implementation of a CRM system can be challenging, especially for small and medium-sized enterprises (SMEs) with limited resources and expertise. Implementing a CRM system requires significant investments in terms of finances, time, and effort. Furthermore, a CRM system is complex and may require integration with other systems, training for employees, and careful data management to ensure accurate and up-to-date information. Additionally, the adoption of a new system can be met with resistance from employees, who may be reluctant to change their existing workflows or who may perceive the new system as a threat to their job security.

Despite these challenges, the benefits of implementing a CRM system are significant. In addition to improving customer relationships and experiences, a CRM system can help organizations identify new business opportunities, increase sales, and streamline business processes. However, to realize these benefits, organizations must overcome the challenges associated with implementing a CRM system.

This research paper aims to identify and address the general challenges faced by organizations in implementing a CRM system. By examining the existing literature and existing cases, this paper will provide strategies and recommendations for overcoming these challenges, including proper planning and project management, employee training and education, data management and quality control, effective change management, and leadership and support from management. Through this research, we aim to help organizations successfully implement a CRM system and reap the benefits of improved customer relationships and increased sales.

Literature review. The sources for this article are presented in two types: review of academic literature and surveys from existing companies. In terms of existing literature, the article written by Maruthi Rohit Ayyagari in 2021 explores the challenges faced by companies when implementing analytical customer relationship management (CRM) strategies and provides recommendations to overcome those challenges. The author argues that analytical CRM is a crucial tool for businesses to gain insights into customer behavior and improve customer satisfaction. Another academic source is the article written by Tazkarji, Mohamed Y., and Tom Stafford that examines the reasons for failures of customer relationship management (CRM) implementations in businesses. The authors argue that despite the benefits of CRM systems in improving customer relationships and organizational performance, many companies struggle to implement and effectively utilize CRM systems. Finally, the article written by Samppa Suoniemi, Alex Zablah, Harri Terho, Rami Olkkonen, Detmar Straub, Hannu Makkonen examines the role of consultant facilitation and user involvement in the successful implementation of customer relationship management (CRM) systems and their impact on firm performance. The authors argue that while CRM systems can provide significant benefits to businesses, their successful implementation requires a collaborative effort between consultants and users.

Main part. To begin with, one of the major challenges in implementing CRM systems is the resistance from employees who are not used to a new system or process. This resistance is often rooted in the company's culture and can be difficult to overcome. For example, in the background of Kazakhstan, where most of the companies are only starting to use IT services to optimize their processes, it can be tough for staff to get used to new system, as they might have never faced with such. There is also an article which argues that the major challenge in implementing CRM system is the high level of conservatism from employees [1]. So, it takes a lot of time to explain to workers how to use and why should we use it.

It is crucial for companies to identify and address cultural and organizational barriers to CRM implementation to ensure its success. This can be done by providing adequate training and support

to employees, involving them in the decision-making process, and creating a culture of collaboration and communication [2]. In order to clearly illustrate how this solution can help overcoming the challenge of employee resistance, an existing company that implemented CRM system was surveyed. "Tainy Morya" LLP, a medium-sized jewelry selling company decided to implement a CRM system to improve customer engagement and loyalty and some employees were resistant to the change. They were comfortable with the existing systems where the data and statistics regarding the selling and counted in one Excel file and so they did not want to learn a new way of working. As a result, the implementation process was slow, and some employees were not using the system effectively, which affected the overall success of the implementation.

To overcome this challenge, the management of Tainy Morya provided adequate training and support to employees and involved them in the decision-making process. The company organized workshops and training sessions to demonstrate the benefits of the new system and how it could improve their work processes. Employees were encouraged to provide feedback and suggestions on how to make the system more user-friendly. As a result, employees became more motivated and engaged with the system, which led to a successful implementation of the CRM system.

Another challenge in implementing CRM systems is managing the data and integration challenges that come with it. Companies often have data silos, where customer data is stored in different systems or departments, making it difficult to have a complete view of the customer. In addition, integrating the CRM system with other existing systems can be complex and time-consuming. Also, the existing data regarding the clients can already be not applicable to CRM system. For example, let's consider "Cezar Gallery", a radiator supplying company that implemented a CRM system to manage its customer interactions. The company struggled with data quality issues, such as incomplete or inaccurate data, which made it difficult to analyze customer behavior and preferences accurately. As a result, the company was unable to provide personalized and targeted offers to its customers, which affected customer satisfaction and loyalty.

To overcome this challenge, Cezar Gallery needed to establish data quality standards and processes for maintaining data accuracy and completeness. The company needed to develop guidelines for data entry and ensure that all data was entered accurately and completely. Additionally, regular data cleaning and validation processes should be implemented to ensure that the data is up-to-date and reliable. By establishing data quality standards and processes, was able to improve the accuracy of its customer data and use it effectively to provide personalized and targeted offers to its customers, leading to increased customer satisfaction and loyalty.

Thus, companies should develop a data management strategy that includes data cleansing, data integration, and data governance. This can ensure that the data in the CRM system is accurate, complete, and up-to-date. Furthermore, it is important to have a clear integration plan that involves all stakeholders to ensure that the CRM system can integrate seamlessly with existing systems [4].

One more challenge that companies face is the lack of alignment between the CRM system and the organization's goals and objectives. Defining clear objectives and goals for the CRM system is crucial in ensuring that the system is aligned with the company's overall strategy and goals. Companies must first identify their business objectives and determine how the CRM system can support these objectives. For example, if a company's goal is to increase sales, the CRM system may be designed to help sales teams manage leads more effectively and provide insights into customer behavior to improve sales strategies. Once the objectives and goals are identified, the company should then customize the CRM system to fit specific needs and align it with processes and workflows. This may involve configuring the system to track specific types of customer interactions, such as email or phone calls, or integrating the CRM system with other systems to automate processes and reduce manual effort. To ensure that the CRM system is designed and implemented to meet the company's objectives and goals, it is crucial to involve all stakeholders in the process. This includes business leaders, IT teams, and end-users who will be using the system. By involving stakeholders in the

process, companies can ensure that the CRM system is designed and implemented to meet their specific needs and align with their overall strategy [3].

Conclusion. In conclusion, implementing a CRM system can be challenging for organizations due to various factors such as resistance to change, lack of alignment with goals and objectives, and data quality issues. However, these challenges can be overcome by following best practices and leveraging technology to achieve the desired outcomes. To overcome resistance to change, companies should involve employees in the decision-making process, provide adequate training and support, and communicate the benefits of the new system. By doing so, employees are more likely to embrace the change and contribute to the success of the CRM system.

To overcome data quality issues, companies should establish data quality standards and processes for maintaining data accuracy and completeness. By doing so, organizations can ensure that the data used in the CRM system is reliable and up-to-date, leading to more accurate insights and better decision-making.

To ensure alignment with goals and objectives, companies should define clear objectives and goals for the CRM system, customize the system to fit specific needs, and align it with processes and workflows. By doing so, companies can effectively leverage the CRM system to achieve the desired outcomes and improve customer engagement and satisfaction.

In conclusion, implementing a CRM system can provide significant benefits to organizations, including improved customer engagement and satisfaction, increased sales, and better decision-making. However, companies must address the challenges discussed in this research to ensure successful implementation and maximum benefit from the CRM system. By following best practices and leveraging technology, companies can overcome these challenges and achieve the desired outcomes of implementing a CRM system.

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АЗЫҚ-ТҮЛІКТІ ТАРАТУ ЖҮЙЕСІНДЕГІ ИННОВАЦИЯЛЫҚ ШЕШІМДЕР

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