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Implementation of CRM System in HoReCa: case of Planeta X

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Abstract.

Based on the rapid growth of businesses in the HoReCa field and the constant growing competition, small and medium-sized businesses need to regularly evolve to have a constant influx of customers and increase their profits. Since customers are the key component of income for businesses in the HoReCa industry, it is very important to be able to build long-term relationships. In this study, we will look at how implementing this system will whether increase or decrease the level of loyalty, satisfaction, profitability and revenue of the establishment Planeta X. This study includes a financial statement audit and surveys with a total of 40 different customers. The study found that implementing this type of system in a restaurant organization serves as an excellent supplement and helps to improve the above-mentioned metrics.

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Introduction.

The modern and fast changing world requires people to be very flexible. This is in order to reach new heights in career according to the requirements of the digital world. Moreover, it is very important to determine how flexibility in the market with the help of innovations in the system affect the work of the institution.

As stated by Mintzberg H. (1994, pp.1-6): “the needs and behavior of customers is an important aspect of business, one of the key elements of the strategic planning of the organization, along with other economic, political and social factors”.

In the business sector of Kazakhstan, services are aimed at actively selling their services to meet the market and customer needs. And the low rate in some establishments forces owners to work out new ways to develop their business and attract more customers to themselves. To do this, a CRM system is used, which has long been an integral part of every marketer and manager.

Hence, our research is based on an analysis of how the data offered on the market digital additions to the restaurant business can affect the improvement or deterioration of the company's activities.

In the study used the quantitative method. Prior to the introduction of the CRM system, we measured such metrics as profit, revenue and conducted a survey among the customers of the Planeta X restaurant in order to determine the level of satisfaction and loyalty. The next stage was the introduction of CRM system «Square». After a month of implementing the CRM system, a repeated survey of customers was conducted to define the level of loyalty and satisfaction. As a result, the study showed a positive trend in profit and revenue, as well as an increase in loyalty and satisfaction, which further entails building long-term relationships between the enterprise and the client.

1. Literature review on CRM technology.

Many definitions of CRM carry a similar semantic load - the consumer is the main asset of the organization and, if properly built long-term relationships, ensures a constant increase in the company's profit. As was mentioned in the article, that the CRM concept covers several areas of the company's activities at once-sales, marketing and customer service. (Accenture Technology Vision, 2017).

By Kotler (2019), the consumer, the client of the company is the key actor of the business. Companies have different types of clients, classified by income level, age, social affiliation and other criteria. Different types of customers have different consumer motivation, different patterns of behavior. Depending on the typology of clients, various marketing tools are used to influence them.

According to Drucker (2006), customer orientation is a customer relationship management tool aimed at obtaining sustainable profits and revenue in the long term. The main idea of Drucker was to create a client, and this was considered and is considered one of the main functions of all enterprises. In this case, we can say that the author vividly emphasized the whole point of marketing in the importance of doing business and taking it as a foundation for building the values of the organization.

In other words, all these are important and effective areas of activity that can be successfully applied in a wide variety of firms, considering their industry, regional and situational characteristics. The company's management, which is aware of the role of relationships with consumers and perceives current and prospective customers not just as external contractors, but as an essential element of its own assets, should develop a system of indicators and constantly use them to evaluate its activities. As Chlebovsky (2020) conducted the marketing requirements for the evaluating we will identify the ratios as: customer satisfaction ratio; share of regular and newly attracted customers or the share of repeat customers in their total number; effective feedback in the process of marketing communications with customers; and

the one of the main is the ratio of motivation of employees focused on the quality of customerservice. (Francis A., 2016).

Buttle and Maklan (2019) state “We can resolve the debate between managerial and technological schools by conceiving of CRM as taking three main forms: strategic, operational and analytical.

1. Strategic CRM is a core customer-centric business strategy that aims at winning, developing and keeping profitable customers.
2. Operational CRM focuses on the integration and automation of customer-facing processes such as selling, marketing and customer service.
3. Analytical CRM is the process through which organizations transform customer-related data into actionable insight for use in either strategic or operational CRM.”
(p. 4).

Technology Advice (2018) discusses the advantages of implementing a system to obtain a standardized database of contacts (customers) common to the company. For the management of the company, it also means the effective implementation of quality control of the work of the sales department at any time. The advantages studied by the author provide statistical data for further effective activity and improvement of the enterprise.

Johnson (2001) found that two concepts of customer satisfaction had emerged over the previous decade. Until the late 1990s, satisfaction measurement mainly focused on specific transactions with goods or services, defined as value judgments after selection concerning specific purchase decisions (Oliver, 1980). More recently, another concept has emerged that concerns the entire consumer's previous experience with a firm, product or service in aggregate (Mittal et al., 1999). Loyal customers don't switch easily to another brand because of the lower price. They would rather pay more to get the expected quality of a product they know and love. A cumulative system of points and bonuses, a clear scheme of working with the company, and the difficulty of switching to another company help to keep customers. Customer loyalty is an emotional attachment to the company.

Oliver (1999) noted that “a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior” (p. 3).

In practice implementation of the system by the examples of restaurants could allow identifying points of growth in the work of the sales department, as well as providing managers with the necessary information about customers. And successful implementing of system if often lead to an increase in customer loyalty and an increase in the profit and revenue of the organization.

Yim & others (2013, pp.266-269) write that only the implementation of CRM IT solutions does not have a significant impact on metrics important for companies, and CRM should not be limited only to the implementation of software. One of the ways out of this situation is automation and standardization of customer relationship management with the help of additional functions and various applications arising depending on the type of CRM system and maintaining customer loyalty and satisfaction at a high level.

Companies need technology to create innovations and attract customers. Taherpour and others (2010) found a close relationship between CRM and market indicators. The relationship between CRM and marketing activities of the organization. The study showed that the lack of customer orientation leads to customer dissatisfaction. Consequently, it can be argued that the implementation of CRM system can show positive dynamics for small and medium-sized businesses.

2. Overview and Background.

An abbreviation of the words Hotel (hotel), Restaurant (restaurant) and Catering (catering), HoReCa is the hospitality industry. The HoReCa Channel is a complex of organizations whose main function is the production and sale of food products. HoReCa Channel includes such sub-sectors as hotels, restaurants and

catering. (García-Madurga et al., 2021).

Food and refreshment administrations make the biggest area in HoReCa contrasted with different administrations, giving 75% of business (Eurofound, 2018). Despite the developing number of enormous worldwide organizations with countless workers, the area is still principally overwhelmed by SMEs. As per insights, 85% of endeavors in the convenience area and 90% of ventures connected with food and refreshment administrations have under 10 representatives (Eurofound, 2018). Despite the way that it was made by microenterprises, it is probably the biggest area, having a little however huge number of undertakings. Simple entry to assets, simplicity of opening a venture as opposed to different partnerships in various areas, less requirement for profoundly taught representatives, high necessities and direction to practically all gatherings of clients of various ages, financial level and needs make the HoReCa area truly ideal for business visionaries; particularly in vacationer regions where request arrives at more elevated levels.

By zeroing in on eateries, seeing a great deal of contrasts in operations' simple. Because of contrasts in the guideline of nations, there are numerous distinctions in the size of undertakings and tasks in this area (Jones, 1999). Thus, it sets out interesting open doors as far as procedures and client assistance in this industry for various nations. Supply factors like usefulness and cost, and request factors, for example, costs, quality, culture, security and different attributes of convenience are considered among the main viewpoints for the area, as they essentially affect the length of stay of clients, as well as on size, area. They likewise influence the kinds of customers, whether neighborhood or global, and their exercises while getting administrations.

The sphere of public catering at the present stage is modern and plays an important role in the life of society and every person. The richer the society, the more people don't cook on their own. For example, nutrition in large US cities - the share of funds spent on food production at home is 25%, while in Canada this share of funds spent on food production is 50% to 50%. In large cities, the share of expenditures on the catering system does not exceed 20% of funds to produce food at home. Catering centers in the cities of Nur-Sultan, Almaty, Shymkent, Aktobe and Karaganda - according to the concepts of 2GIS service analysts who

analyzed the number of catering establishments in large cities in 2019 increased by 17.7%. There was also an intensive growth in the number of sushi bars and coffee shops. The growth of establishments with drinks and coffee increased by a strong jerk - by 120.8%. The main problem of all Kazakhstani catering enterprises is poor-quality service.

In this study, we will consider the introduction of a CRM system using the example of the Planeta X restaurant. The restaurant is positioned as Kids & Teens club for the customers with the kids where you can spend any holidays and parties. Also, the restaurant has a game room, disco room and a PS zone. The target audience of this institution is families with children from one year old to 14-15 years old. There is additionally an uncommonly planned menu for kids and their folks. All dishes are arranged uniquely from new and choose items. And furthermore, in the establishment, there is a candy bar with a great deal of desserts.

For more prominent comfort, Planeta X has offered extra types of assistance. For example, enhancing the corridor with inflatables of your decision for any subject of the occasion, baking a marked cake, picture taker administrations. This is a colossal in addition to in our cutting-edge times, where a great many people invest an enormous measure of energy at work and now and then lack the opportunity to make explicit occasions for their kids and simply give them time. This establishment is that it as of now remembers everything for request to sort out an occasion as you would prefer. But will the introduction of a CRM system that allows you to spend less resources on the implementation of current business processes be a good addition for a restaurant?

Below we will show the research methods of this Planeta X restaurant and conduct the process of implementing the CRM system.

Implementing of CRM system can improve Planeta X:

- It is impossible to lose a contact from the database — unlike a number written on a piece of paper, which can easily get lost.
- A lot of repetitive tasks of the same type is another reason for automation.

- Low performance discipline. When an employee faces a lot of tasks, there is a chance to miss some of them. I forgot to call back, send a commercial offer, such seemingly minor shortcomings can result in the loss of a client.

- Analytics. The ability to evaluate which of the managers closes the most deals, which deals are the most profitable.

- Statistics of periodic purchases. It displays regular customers who have recently bought and those who are going to buy again. The opportunity to work with those who have not applied again and build long-term relationships in this way.

3. Research methodology: a sociological survey. Justification of the study sample.

***Research Question:** How the implementation of CRM system in the HoReCa industry on the example of Planeta X can affect the revenue and profit of the company, loyalty and satisfaction of their customers?*

According to the implementation of the CRM system and for exploring the effect on the company we provided the analysis of Planeta X before the setting up system into the company. We look ahead to the research for the answering the question: “How the implementation of CRM system in HoReCa industry on the example of Planeta X can affect the revenue and profit of the company, loyalty, and satisfaction of their customers?”. For the full effectiveness of the implementation of the system, we will must conduct a theoretical and statistical analysis of the preparation before and after. As a result of which we will be able to identify aspects of revenue, profitability, loyalty and satisfaction that affect development, to determine the elements of research.

To conduct a quantitative sociological study, it is necessary to equalize, equate social objects to each other so that it becomes possible to represent their assets and express them as numbers (Creswell,

J. W., & Creswell, J. D., 2018, p.41). In fact, this means considering only common, repetitive

properties in social objects, and ignoring individual, unique characteristics. Quantitative research held in our work will include the two approaches: official data provided by the administration of Planeta X on the number of regular customers and the level of profit both on weekdays and weekends and the revenue for the April and March months. Further, an additional survey in the format of a survey will be conducted to determine the level of loyalty and satisfaction of visitors. The main point is to obtain ordered and precise information for a deep understanding of the level at which customer relationship management is in chosen business Planeta X. The goal of the study upon completion is to get an answer to our main research question.

First, you need to correctly identify the goals that CRM should help achieve. It is necessary to evaluate all the options, understand what will be important in the operation of the platform, and determine how to implement the software into the company's current business processes. CRM should save managers' time and make them more productive. And the information obtained from CRM is to help improve business efficiency. It is for this purpose that a survey of decision makers will be conducted:

- What are your goals?
- Do you need to improve the organization and efficiency of your staff?
- Do you want to improve the service for customers?
- Will the implementation of the system help to raise the level of profitability, loyalty and satisfaction of customers?
- How long does it take to implement?
- Will the implementation of the system make the work of the organization easier?
- What information should be collected to get practical benefits?

According to Beier (2021) implementing of CRM usually takes between one and three months. This timeline is dependent on the finishing of steps defined by the decision-makers of the organization. For Planeta X, we did the steps of the survey of decision-makers and the studied the conditions of the organization where was prepared the data for exporting, defined the gaps in implementation, analyzed which will be shown below, determined the main goals connected with the profitability, satisfaction, and loyalty of

customers. Done the analysis and compartment of different systems and choose the best for Planeta X. For the ending steps described higher, we devoted 4 weeks.

For the Planeta X were chosen the Operational CRM system “Square” based on Point of Sale. Square it is a centralized system that supports the sales, marketing, and customer service functions within a company that stores information on customers, leads, and employees using a shared interface. For the software, we can use any hardware starting from personal mobile phones and computers, tablets and laptops. The main operational functions of “Square” system are that:

- It tracks all sales, inventory
- Accepting the payments
- Looking for the team management
- Develop the business in the sphere of e-commerce

•And including the integrated system of increasing the customer loyalty and satisfaction This system will help in the forming of excellent internal culture, by the using time tracking for the team. With it, you can create timetables and set up a time tracking system that can be synchronized with payroll calculations for employees. In addition, it will be a huge plus for management to save time on planning. Almost every employee can view and adjust their schedule, request time off and view their own report on time spent at work. Thanks to synchronization with the payroll, they can see their payment receipts. That’s how with the advantages of “Square” we can see the performance of our team productivity and improve business.

This study will classify CRM indicators into two categories. By classifying CRM metrics, it is easier to understand which indicators are more suitable to the business: internal operational indicators and customer perception indicators. Thus, we can get an idea of how internal operations affect the perception of customers.

The metrics can be divided into the types:

- Business performance indicators in terms of profitability and revenue
- Customer perception indicators (the results will be displayed in the level of loyalty

andsatisfaction)

To track business performance, the data provided by the Planeta X management before and after the implementation of the CRM system will be compared. (Results before implementation is shown in the “Results” chapter)

Customer loyalty and satisfaction indicators shows relationship between customer and organization. Customer loyalty and satisfaction indicators analyze customer's data and shows types of customers. (Colby, n.d.).

Operational research of feedback from guests is necessary not only for prompt response to exceptional cases but also for tracking and preventing the development of problematic situations and constant optimization of internal business processes and standards of work of enterprises and representative offices.

Relying on an article the research includes the calculation of CSI (Customer Satisfaction Index) indices (measures the level of satisfaction) and NPS (Net Promoter Score measures the level of loyalty, willingness to recommend). Combined measurement of CSI and NPS index for a comprehensive study of customer attitudes. (Colby, n.d.).

CSI & NPS are commonly used to measure the level of customer satisfaction, as well as for individual processes, products and services. The tools help to measure the level of satisfaction with the products or services of competing companies and comparing the obtained indicators. Also, CSI and NPS can conduct a comprehensive analysis of factors affecting customer loyalty and satisfaction. (Bischoff, 2022).

First, these two is straightforward, simple to think about, and goes about as a proportion of brand execution as opposed to like input on an individual transaction. More critically, NPS permits to trackdown the most steadfast clients and use them as the model for whom to construct your item.

NPS & CSI is an industry-standard measurement. Very broadly utilized particularly in organizations that have attached a portion of the worker pay to a client experience metric. The standard idea of them guarantees that there are benchmarks accessible.

The metric systems enable to recognize the most faithful clients by searching for clients who more

than once record advertiser scores. Then, at that point, group can survey their remarks to see the reason why they love the business to such an extent. Utilizing this data helps to make faithfulness projects to hold the customers and increment their client lifetime esteem.

To measure loyalty and satisfaction, it is necessary to determine the key selection criteria that depends on the specifics of the product. For example, it can be price, location of a pointof sale, quality of service, loyalty program, etc. Then field studies are conducted, in which the importance and satisfaction with each parameter are revealed. The score is set on a ten-point scale. Additionally, it is possible to include open questions for a more complete reading of the attitude to the brand.

To do this, we need to receive feedback on all factors, as well as track their impact on the satisfactionand loyalty index.

- Taste qualities of dishes and drinks
- Service speed
- Order execution accuracy
- Comfort in the institution
- Friendliness and hospitality of the staff
- Service level

To track feedback and prompt response, as well as in-depth analytics of guest loyalty and servicelevel, it is necessary to implement a regular survey of customers in the institution.

4. Results before implementation CRM system.

In this study, using a quantitative method, we collected data on the Planeta X restaurant without a CRM system. The attendance and Income statement with the calculated profit data will be illustrated below (All data explained is conducted from the statistical report of the restaurant):

<u>Planeta X's Income statement for April</u>	
<u>2021(COVID-19)</u>	
Sales	3 960 200
Other Income	265 800
<u>Gross Revenue</u>	4 226 000
<u>Operating profit</u>	3 430 100
<u>Net profit</u>	3 118 700

Also, the results of profitability for the 2021 month of April were presented, taking into account the costs of Covid-19. Also, data on the number of marketing campaigns for April 2021 were presented. During this period, about 3 campaigns were held. The main purpose of the marketing campaigns was aimed at maintaining the operation of the restaurant trying to increase the arrival of customers. Due to restrictions: reduction of working hours, reduction of seats, etc.

<u>Planeta X's Income statement for March 2022</u>	
<u>Revenue</u>	
Sales	6 800 520
Other Income	282 540
<u>Gross Revenue</u>	7 083 060
<u>Expenses</u>	
Animators	300 800
Cake (delivery)	21 850
Energy	46 400
Salary	262 000
OFD	3 000
Telephone	2 000

Suits and uniforms, fabrics	50 000
Requisite	5 000
Chancellery	3 320
Materials for MK	24 290
Household expenses	8 095
Admin.expenses	15 819
<i><u>Total expenses</u></i>	742 580
<i><u>Operating profit</u></i>	<u>6 340</u>
	<u>480</u>
Taxes (PIT, OSMC, CIT, others)	220 690
<i><u>Net profit</u></i>	<u>6 119 790</u>
	<u>790</u>

According to the Income statement delivered by the administration we can see the data for the whole March month. We can see the statistic for the expenses and the gross revenue for month in Planeta X. In these reports, we can see that the organization uses mainly liquid goods that are sold in less than 12 months. In this case, the goods indicated were used during the month for the activities of Planeta X. Also, we can see the operating profit and profit after taxes. In total, net profit amounted to 6,119,790. We can show net profit margin by deducting a percentage of gross revenue on net profit = $(6\,119\,790 / 83\,060) * 100\% = 86\%$. According to the administration, this financial report practically coincides with the previous ones for this year. And we can see that the main cash outflows gone for the animators and salary

of staff without any CRM system. And we can say that this shows us a regular report for an organization with costs without using the system. And next we will analyze the profit for the weekends and

weekdays of Planeta X by the given statistic from administration.

Profitability	
Weekdays	200 000-300 000 tenge
Weekends	700 000-900 000 tenge

Also, according to the presented report by Planeta X management we know that the restaurant has more than 300 regular customers. With such statistics of regular customers, negative reviews in the 2gis application appear only 1-2 times a month. Basically, complaints are received orally, but due to the lack of an implemented CRM system, the institution will not be able to provide statistical data. But, according to the management of Planeta X, complaints most often go to the quality and time of service and to the paid play area in the children's cafe.

In compliance with the profitability, we will conduct further statistics after implementing the CRM system and will provide the progress or regress in financial sector of restaurant.

Based on the results of this study, we can conclude that Planeta X that choosing a lighter and more functional system called the "Square" will be the best idea for the restaurant. The next part will describe research on the level of loyalty and customer satisfaction of Planeta X without an implemented CRM system and will also describe the model of using and motives for implementing the new Square CRM system for the restaurant.

We get the quantitative results from the NPS Survey. We improved the basic questionnaire and did it quantitative with the questions:

- After receiving your order/completing the event, how likely is it that you will recommend us to your friend or colleague? (From 1 to 10)
- How likely is it that you will recommend Planeta X as a potential place of work to

your friends? (From 1 to 10)

- Compliance of the result with expectations (accuracy of order fulfillment) (from 1 to 10)
- The level of service provided by employees? (From 1 to 10)
- Taste and quality of dishes and drinks? (From 1 to 10)
- How likely is it that you will recommend Planeta X to your friend or colleague based on interactions with us? (From 1 to 10)

[Example of a questionnaire illustrated below \(picture 1.\)](#)

4.1 Quantitative results.

Measuring the satisfaction and loyalty index by NPS & CSI involves several steps:

Consumers are asked to answer the question "What is the probability that you will recommend a restaurant to your friends / acquaintances / colleagues?" on a 10-point scale, where 0 corresponds to the answer "In no case will I recommend", and 10 - "I will definitely recommend".

The next question is: Why did you put this assessment? We can also add other ratings to this question.

Based on the ratings received, all consumers are divided into 3 groups: 9-10 points — supporters (promoters) of the product /brand, 7-8 points — neutral consumers, 0-6 points — critics (detractors).

Calculation of the NPS index: $NPS = \% \text{ supporters} - \% \text{ critics}$.

The index is measured in points and can have a value from -100 points to +100 points (not %),

where

-100 means all critics, and +100 means all promoters. (Reichheld F., 2003, pp.46-56)

Due to its simplicity and effectiveness, at the first stage this technique will strengthen the understanding of the need for regular study of the opinion of customers about the company. And if there are financial opportunities, it will be possible to take the next step by adding new elements to the measuring tools methodology, for example, by creating hybrids of the methodology. In this case, the extended way of calculating measurements methodology will be able to perform new functions. Thus, the

used methodology serves as the so-called "foundation" for building a new "building" of a marketing research complex in the field of measuring customer satisfaction and loyalty.

20 people took part in the survey, the average age of the respondents was 35-40 years, mostly the interviewed participants were parents of children for whom they organized events. We interviewed respondents who are the most accessible. Since we had questionnaires that were given to respondents to fill out themselves, not everyone wanted or could fill out this questionnaire. The size and composition of the sample was unknown in advance. It was revealed by such an indicator as the activity of respondents. The main drawback of spontaneous samples is that it is often impossible for them to specify what general value they represent. And 20 people took part in our survey, who did not refuse to fill out the questionnaire on their own and took the time to complete it. In the future, after the implementation of the system, 20 other visitors will also be interviewed. Since we will not be able to physically bring those 20 past respondents and take their answers to the survey. In our survey, the restrictions were set by the first survey in which 20 people participated, and further, for the equivalence and purity of the survey results, we will not change the number of respondents, and the respondents themselves may already be other people. Below you can see the statistical table and the overall results of the survey.

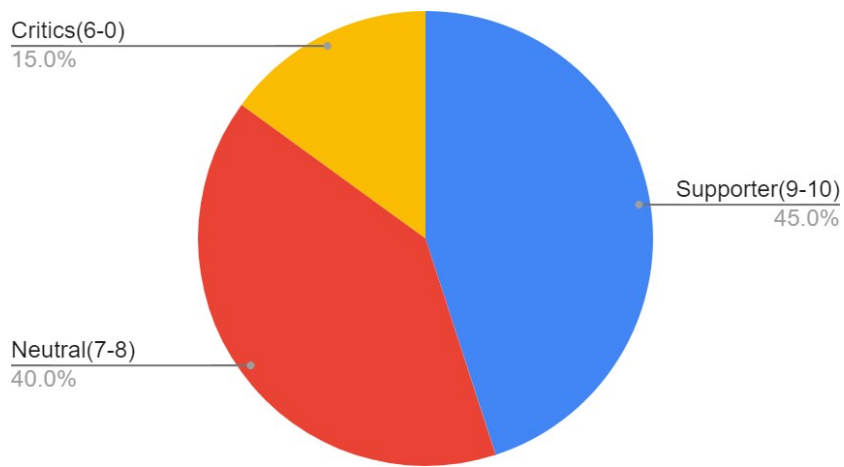
The average age of the respondents was 35 years. These are seven mostly with children and already have a stable job. Their average earnings are above average. Most were indigenous residents of the city of Nursultan, and some were only visitors from the regions near the capital.

AVERAGE of age
35.05

Average age of the customers surveyed

Values	
COUNTA of Supporter(9-10)	9
COUNTA of Neutral(7-8)	8
COUNTA of Critics(6-0)	3

Pivot table done according to the collected statistics from the customers



Based on the results of the survey taken by 20 customers, 45% of them was the Supporters (give points from 9-10), 40% are Neutral (7-8 points) and the last 15% were the Critics (0-6 points).

By the formula for finding the loyalty percentage, we can calculate that NPS index:
NPS index
 $= 45\% - 15\% = 30\%$

Based on the Fred Reicheld research called The Ultimate Question we can conclude that index more than 30% show the good performance in the loyalty which is the measure to drive long-term growth.

Those who put 9 or 10 points are supporters. This category of people is the most loyal customers of the company or product and is more than 90% likely to recommend the company or product to other people, as well as make repeat purchases. "Promoters" are often "smitten" by the quality of products and/or services provided to them that have exceeded their wildest expectations, so they agree to actively recommend them. In our survey supporters voted almost highest points for all aspects of the Planeta X.

Those who gave a score of 7-8 points are neutral buyers (neutrals). This category of people is quite supportive of the company or product, but the probability that these people will constantly recommend the company or product is much lower than the category of promoters. In addition, representatives of this category can easily switch to competitor if there is a discount, or the best conditions offered to them for making a purchase. They would not give their opinion or the feedback to the organization of event.

Those who rated 0-6 points are critics. Representatives of this category are dissatisfied with the company and are unlikely to ever use its services again. And those who put the lowest points can go as far as writing negative reviews on the Internet or a complaint book. Given the availability of information on the Internet, criticism and negativity from this category can cause significant reputational damage to the company, negatively affecting sales and demotivating its employees. The company's particular troubles can be caused by active Internet users who, by their actions, can "alienate" many potential customers from the company, replicating the negative on company review sites, social networks, blogs and product aggregator sites. The main complaints that have been received on Planeta X are the paid play area in the children's cafe and the slowness of the staff.

5. Results after implementation CRM system.

To improve customer satisfaction and loyalty, the system “Square” copes 100 percent. Square uses a simple but at the same time complex application compared to other systems for this type of calculation. Registration for visitors is very fast by phone number in a couple of seconds. And as the service proceeds, the receipts and the range of customer services will be stored in the database. According to statistics from the “Square” website, Customers who register in the “Square” rewards program are twice as likely to become regular customers and spend 37% more.

Looking at the purchase of services in business, the system will automatically distribute people into two categories: loyal and non-loyal customers. Also, this can be done manually by marking a certain client with a star. The automatic recording of the client's service orders by the program will regulate and prompt the staff at his next arrival, presenting a more personalized experience of a loyal client. Clients will receive automatic messages about promotions in establishments, or about client bonuses to keep them up to date with the latest developments and take care of your business. The system also issues rewards

for loyalty to customers. And with the help of a special extension application in Square, you will have the opportunity to compare revenues from loyal and disloyal customers.

After visiting the Planeta X restaurant, customers can take an online questionnaire with a star rating and answers to questions on the level of satisfaction. Thanks to this function, you cannot constantly think about pieces of paper with questions and monitor their replenishment as it was before in this restaurant. All statistics will be displayed in a Square that automates this kind of organization's actions more.

<i><u>Planeta X's Income statement for April 2022</u></i>	
<i><u>Revenue</u></i>	
Sales	8 750 200
Other Income	265
	800
<i><u>Gross Revenue</u></i>	9 016

	000
<i>Expenses</i>	
Animators	430 200
Cake (delivery)	32 720
Energy	56 440
Salary	286 000
OFD	4 000
Telephone	3 500
Suits and uniforms, fabrics	70 000
Requisite	7 000
Chancellery	5 442
Materials for MK	32 690
Household expenses	10 500
Admin.expenses	22 585
Square CRM	138 000
<i>Total expenses Operating profit</i>	1 099 077
	<u>7 916</u>
	<u>923</u>
Taxes (PIT, OSMC, CIT, others)	228 900
<i>Net profit</i>	<u>7 688</u>
	<u>023</u>

The financial statements are provided in the same identical form as before the implementation, only with the addition of the costs of implementing the system. According to the financial report given by administration after the Implementing Square CRM system we can see the big increase in both gross revenue and profit. Also, we can see an increase in the costs of organizing events and the activities of the organization. The costs of hiring animators and the salaries of employees have increased. This can be attributed to the increase in sales and events held in the institution. Also added to the costs is the sum of the costs of implementing the system, which amounted to more than 10% of the total costs. Also, you cannot note the increase in the cost of cellular communication (phone) which has grown by almost 80%. This can be attributed to the implementation of the system and the calls made thanks to the Square system. We can also reduce the cost of the office with a large arrival of clients and the need for paperwork, surveys for clients. Also calculating net profit margin $(7\,688\,023 / 9\,016\,000 * 100\%) = 85.2\%$. This percentage shows us that despite the increase in costs and profits, the institution has made more profit and even increased its profitability, but the net profit margin shows the decrease on 1%. Below we will discuss this aspect, also from the data from the administration.

During the implementation of the system, 2 marketing campaigns were conducted in order to attract more people to the restaurant. But, compared to last year, the month of April shows a significant difference in the number of shares held and the results of these shares. These campaigns allowed the restaurant to increase profits and number of guests, which helped to study and train the new system.

Evaluation of the economic efficiency of the proposed model:

Profitability	
Weekdays	350 000-500 000 tenge
Weekends	800 000-1 000 000 tenge

The table above shows the size of profitability after the introduction of the CRM system, which show
24

a significant difference with the statistics provided to us by the administration before the introduction and use of the system. You can clearly see the change in profit, which on weekdays changed from a minimum of 200,000 tenge to 350,000 tenge, an increase of as much as 150,000 tenge, and the maximum reached 500,000 tenge, which is more than the previous measurements by 200,000 tenge. Then there are the data for the weekend, which also increased. The minimum increased by 100,000 tenge and became 300,000 tenge, but the maximum mark exceeded the figure of 1,000,000 tenge.

We can see that the profit growth on weekends is not as high as on weekdays. This means that thanks to the new implemented system, customers began to visit Planeta X more on weekdays, rather than postponing the arrival for the weekend, in which past data were measured and showed a clear superiority of the arrival of profitability on the weekend. The CRM system we implemented was useful from the economic side for the restaurant. We can see that the profit growth on weekends is not as high as on weekdays. This means that thanks to the new implemented system, customers began to visit Planeta X more on weekdays and weekends. In general, we can say that the introduction of the “Square” system has improved the performance of Planeta X in the economic aspect.

5.1 Evaluation of customer perception indicators of the proposed model.

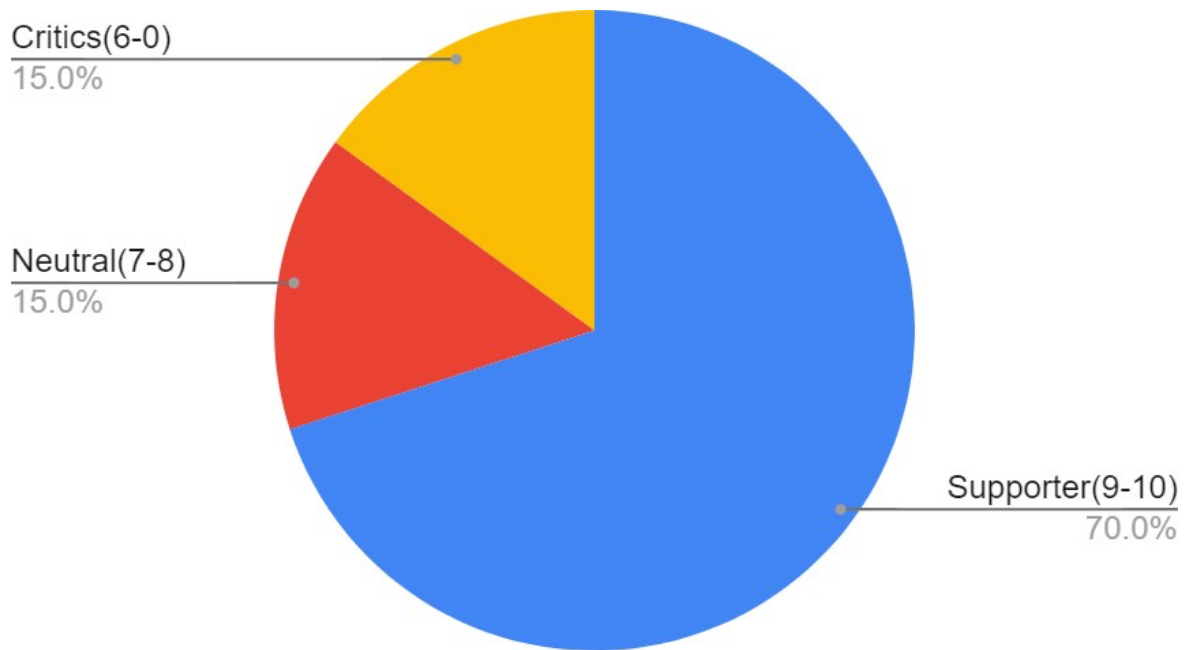
As it was noted in the previous part with the survey data, we also questioned 20 people of different samples who were available. It was described in more detail in the previous part about the use and costs of the survey.

The average age of the respondents was 33 years. Just like last time, they were family people with children and there was also one sister with a younger brother. Basically, people showed the average level of wages in the city of Nursultan. Almost everyone has lived in the capital for more than 5 years and already consider themselves indigenous.



The average age of the respondents was 33 years, and this is 2 years less than before the introduction of the system.

<i>Values</i>	
COUNTA of Supporter(9-10)	14
COUNTA of Neutral(7-8)	3
COUNTA of Critics(6-0)	3



Based on the results of the survey taken by 20 customers, 70% (14 people) of them was the Supporters (give points from 9-10), 15% (3 people) are Neutral (7-8 points) and the last 15% (3 people) were the Critics (0-6 points).

By the formula for finding the loyalty percentage, we can calculate that NPS index: $NPS\ index = 70\% - 15\% = 55\%$

According to these results we can say that the number and percentage of supporters (9-10 mark) has increased. And the implementing of CRM system starts to provide to the customers what they wanted and upgraded the service and comfort for them. That's why the number of supporters increased, and they started to recommend Planeta X for their friends and colleagues.

There are fewer neutral guests compared to measurements before the system was implemented. Most people began to openly express their position and evaluate the institution without remaining neutral. Since the level of neutrality has decreased, Planeta X can adequately assess its minuses and pluses, perceiving more criticism and they cannot understand the reasons of customers being neutral. And according to the

schedule, we can say that the majority of the past number of people from neutrality have moved towards support and their number has increased. There are many times fewer people who will push away or leave bad reviews and may be aggressors in the social spaces. Reducing the negativity will be an impetus for the restaurant and will give them a more loyal and satisfied audience of customers, which will lead to an increase in profits.

6. Limitations of the study.

This study has potential limitations represented below:

Sample size — the number of surveyed consumers who are used for the survey and were determined by a spontaneous sampling method. Possibility due to the small sample, it will be difficult to find meaningful relationships from data that require a larger amount of data to ensure an even distribution of respondents and be considered representative, the results of which will be generalized. And our limitation in research is that it is impossible to interview the same people in two stages of the survey before and after the introduction of the CRM system. These are physical and human limitations that the opportunity to meet the same customers during the survey is very small.

Lack of sufficient previous research on the topic — quoting previous research forms the basis of a literature review and helps to lay the foundation for understanding the research problem for research. There was very little on our chosen topic, almost a couple of studies, and we needed to develop a completely new typology of research by measuring metrics. This limitation served as an important opportunity to describe the need for further research in this aspect.

Longitudinal effects — to investigate a problem, a certain amount of time is needed, available to study the research problem and measure changes or stability in the sample, limited by the duration of your research. Our research does not require an excessive amount of time to complete the literature review, apply the methodology, collect and interpret the results.

Social and different sorts of inclinations — we have predispositions, regardless of whether we know about them. Inclination is the point at which an individual, spot, or thing is seen or displayed in a reliably wrong manner. It is typically negative, although there might be a positive predisposition. While editing research, we particularly basic in thinking about how planned the issue, picked information to study, what might have been missed, how requested occasions, individuals or spots, and how decided to assign an individual, spot or item, to assign a peculiarity, or to utilize potential words with good or unfortunate underlying meanings. Kindly note that assuming observe inclination in a past report, it should be recognized, and you should make sense of what measures have been taken to try not to keep up with predisposition.

The empirical results presented here should be considered in the light of our data after measuring the summing up metric. These results should be interpreted with caution, and several limitations and the uniqueness of the focus of our study should be kept in mind.

7. Conclusion.

Based on the research and analysis, we can conclude that implementing the CRM system “Square” for the Planeta X was the great decision and the restaurant needed to switch processes to automatization; the survey showed us that consumers give the more preference for the organized and high-level service of the Planeta X which was gain by implementing of system. It gave them opportunity to further developing of the restaurant and automatize the processes in which results in greater profitability and highlevel of satisfaction and loyalty.

To sum up, implementation of CRM system changed the way restaurant work. And the effects of the implementation illustrate the development of Planeta X. “Square” CRM led to new prospects like, not to lose potential customers, save the data regarding them into one big database. Next, to optimize the working process and upgrade the level of service. Thirdly, it helped to decision-makers (managers) of Planeta X to analyze the work done and implement and launch new business plans to upgrade restaurant.

We can say that this implemented system has increased the level of loyalty and satisfaction in this

organization, which can be seen from the survey results measured before and after the implementation of the system. In economic terms, the restaurant has also improved and showed record numbers for itself in profitability after the introduction, which was not before.

Based on this study of actions, further studies should be conducted with a quantitative approach in order to understand whether the systematic implementation model used by us and derived from theories can be confirmed in more cases. A study that would also examine the process of implementing a CRM system in a longer time frame could be interesting for testing our framework.

And below illustrated the change in the profit in weekdays and weekends, gross revenue, operating profit and net profit. And calculated margin before and after the implementation of the “Square” CRM system shows us the increase in every aspect.

	<u>Before CRM</u>	<u>After CRM</u>	<u>Margin</u>
<u>Weekdays</u>	200 000 -	350 000 - 500	67%
	300 000	000	-75%
<u>Weekends</u>	700 000 -	800 000 - 1	11%
	900 000	000 000	-14%
<u>Gross Revenue</u>	7 083 060	9 016 000	27%
<u>Operating Profit</u>	6 340 480	7 916 923	25%
<u>Net Profit</u>	6 119 790	7 688 023	25%
			6%

And the change in the NPS & CSI survey participants which determined by this questionnaire. And shows the increase in all cases also. And decreasing the percentage of Neutral customers -63% it is the also

good result because it leads to increase supporters of Planeta X.

	<u>Before</u>	<u>After</u>	<u>Change</u>
	<u>CRM</u>	<u>CRM</u>	<u>ange</u>
<u>Supporters(9-10)</u>	9	14	56%
<u>Neutral(7-8)</u>	8	3	63%
<u>Critics(6-0)</u>	3	3	0%
<u>NPS index</u>	30%	55%	25%

The implementation of a properly selected CRM system for establishments of the Planeta X type may be reflected in different ways. For example, how in this case our chosen organization can lead to improved performance in loyalty, satisfaction, revenue and profit of the company. Also, this improvement can lead to better interaction in the organizational culture. But there are also disadvantages, such as the insufficiency of the research system. This can lead to a misunderstanding of the work and destroy the idea of implementation and disagreement among employees. Also, incorrectly formulated needs can be a big problem both for the management as a whole and for the organizational activities of the organization.

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