A Research on the Customer Relationship Management in the Furniture and Other Forest Products Business (Istanbul Provincial Sample)

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Abstract: Customer Relationship Management (CRM) has become a mangement tool for anyone who wants to survive in today's customer oriented business world and intense competition environment. Customer Relationship Management was business strategy or the culture which developed for activate to sales, marketing and service processes. Customer relationship magement can be defined as reconstruction for increase the competitiveness of businesses on the basis of customer needs. Customer relationship management systems such as other systems can only be beneficial when used correctly. In this study, it was investigated that pre-sales, during sales and after-sales practices which is an important part of costumer relationship management in furniture and other forest products industry business in the province of Istanbul. In addition, it was investigated that whether average of points of customer relationship management implementation levels according to demographic characteristics of employees are different or no differences. Survey which was used in this research had been implemented to a total of 344 company employees with face to face survey method. 225 of employees were in furniture sector and 119 were other forest products sector. The survey questions were prepared by 5 point –likert scale. Respondents to the survey are the lower, middle and senior level managers. SPSS statistical software package was used for the evaluation of study data and some descriptive statistics, t-test and One-way ANOVA analysis were given in study. As a result, it was found that customer relationship management is given in accordance with the budget and facilities in the furniture and other forest products businesses and increased the emphasis on modern marketing concept for institutionalization and the growth of businesses.

Keywords: Furniture, Customer Relationship Management, Sales, Customer

Mobilya ve Diğer Orman Ürünleri İşletmelerinde Müşteri İlişkileri Yönetimi Üzerine Bir Araştırma (İstanbul İli Örneği)

Özet: Müşteri İlişkileri Yönetimi (CRM), bugünün müşteri odaklı iş dünyasında ve yoğun rekabet ortamında ayakta kalmak isteyen herkes için vazgeçilmez bir yönetim aracı haline gelmiştir. Müşteri İlişkileri Yönetimi, satış, pazarlama ve servis süreçlerini daha etkin hale getirmek için geliştirilmiş işletme stratejisi ya da kültürüdür. Müşterilerin ihtiyaçları temel alınarak, işletmenin rekabet gücünü arttırmak için yeniden yapılanma olarak ta tanımlanabilir. Her araç gibi müşteri ilişkileri yönetimi sistemleri de ancak doğru kullanıldığında yarar sağlayabilmektedir. Bu çalışmada İstanbul ilinde faaliyet gösteren mobilya ve diğer orman ürünleri sanayi işletmelerinde müşteri ilişkileri yönetiminin önemli bir parçası olan satış öncesi, satış anı ve satış sonrası uygulamaları incelenmiş ve müşteri ilişkileri yönetimi uygulamalarının ortalama puanlarının çalışanların demografik özellikleri göre farklılık gösterip göstermediği araştırılmıştır. Çalışmada verileri toplayabilmek için yüz yüze anket uygulaması yapılmıştır. Anket soruları 5'li likert ölçeği modelinde hazırlanmıştır. Toplam 344 işletme çalışanı ile görüşme gerçekleştirilmiştir. Anket uygulanan çalışanların, 225 'i mobilya, 119'u diğer orman ürünleri sanayi sektöründen çalışmaktadır. Ankete cevap verenler işletmelerinde alt, orta ve üst düzey yönetici yetkilileridir. Çalışma verilerinin değerlendirilmesinde SPSS istatistik programı kullanılmış olup, bazı tanımlayıcı istatistikler, t-testi ve tek yönlü ANOVA analizi verilmiştir. Sonuç olarak, mobilya sektörü ve diğer orman ürünleri işletmelerinde müşteri ilişkileri yönetimine bütçe ve imkânları doğrultusunda önem verildiği, kurumsallaşma ve işletmelerin büyümeleri sonucunda modern pazarlama anlayışlarında verilen önemin arttığı bulunmuştur.

Anahtar Kelimeler: Mobilya, Müşteri İlişkileri Yönetimi, Satış, Müşteri

Introduction

Marketing concept began with the industrial revolution reached up today by pass through different processes. In the first stage of marketing, it is aimed that introduce more productin to the market without giving importance to quality due to the lower supply than demand. The next step is sales. In today's global competitive environment, social marketing approach aimed at the general benefit of the community came to the fore after the modern marketing that determines the target market need sand desires. Nowadays that increased customer selectivity and the quality is emphasized, the development of technology, increasing competition and globalization caused a change in favor of the customer requirements. Customer relationship management (CRM) that has meanings such as get to know customers, to understand what they want and to act accordingly has become mandatory.

Furniture can be defined a fixed or portable article (Serin and Andaç, 2009) that provides convenience and comfort at jobs of living, rest, study, eating and keeping some articles (Cındık, et al. 2003; Serin, et al. 2014; Cındık et al. 2002). Furniture industry is a part of secondary manufacturing that is one of the six subsectors of forestry. The characteristics of this secondary manufacturing type are private ownership, production purpose, design and manufacture activities (Serin and Şahin 2016; Şahin et al., 2016).

Today, CRM has become an important business strategy for many organizations. For CRM, it is very important that obtain a customer and retain the acquired customer.

Customer Relationship Management (CRM)

It must be performed that the definition of the customer who is before defining the customer relationship management. So, what does customer word that located within the concept mean?. A customer is a person that buys products or services produced by firms for itself, determine the location and position of products or services in the market and the most important help to companies in achieving the goals (Nalebuff and Brandenburger, 1995). All customers that product or service areas from each other in an organization is called an internal customer, while all customers that delivering goods and services produced by organization to the enduser is called external customers (Bayraktaroğlu, 1998; Kahraman, 2002).

The passive customer is customers that benefited only from a service such as making a deposit the money. Their contributions to business development are low. The active customer is customer group that benefited from a large part of all services, demands missing services and contributory (Bozgeyik, 2001).

Changing economy changed the fundamental relationship between buyer and seller and it provided an accurate pass to customer relationship management (White, 2000). Customer relationship provides the key to organizational success and remains standing (Seiders et al., 2000). The withdrawal, satisfaction and retention of customer have become the most important issue for organizations. So, many businesses understand that they must turn to a strategic issue such as developing good relationships with customers (Sawy and Bowles, 1997). Customer relations management (CRM) is the strategy that working to increase customer value by establishing a learning relationship with each customer (Rich, 2000). Also, customer relations management can provide new market opportunities based on customers' past preferences (Peppers et al., 1999). There are many definitions of Customer Relationship Management and some of these were described below:

CRM provides the right goods or service to the right customer at the right time, price and place (Gordon and Harper, 1997).

CRM is the process of better orientation of the firm for better understanding of the customer and its anticipation in all area associated with the customer (URL-1, 2016).

CRM is the science and art that providing new customers and customer loyalty by using information about customers and increasing customer value (URL-2, 2016).

Organizations should adopt the following works for become customer-oriented and implement customer relationship management strategy (Tacer, 2001).

✓ Customer-oriented mission should be established: Mission refers to a

company's existence of purpose and directs all operations of the company in the background. It is based on making that customer is a critical element of the mission.

✓ Customer-oriented purposes should be determined: Identified purposes and decisions spread all the organization and departments. Each department creates its own business plan. Thus, they determine how to achieve these purposes.

✓ Customer-oriented strategy in all the businesses should be accepted: Employees in the company have a critical role. If they do not support a customer oriented strategy, it will be difficult to meet customer expectations. In such a case, some internal company marketing campaigns should be conducted for win them.

✓ Customer-focused achievements reward: The easiest and most effective way to do this is to create reward systems that will encourage it and provide that they are responsible and proactive in studies that will develop customer relationships.

✓ Innovative, customer-focused services and products: Determining customer requests as proactive and trying to develop products or services in this regard is the basis of customer relationship management.

✓ Identify customers' changing requests: If no matter how useful a product to the customer, the possibility that customers stay in business will increase.

✓ Provide information processing and communication support: Customer relationship management practices should be supported and facilitated with relevant technologies.

✓ Customer focused databases: Customer relationship management requires interactive databases where all customer information is kept in a meaningful and useful format.

In addition, there are the goals of customer relationship management in businesses. These are (Bilge, 2004);

1. Identify customer needs, pleasure and preferences, accurately

2. Use accurate timely and relevant information obtained correctly in pre-sale for ensure accurate, fault-free production at the first time

3. Perform customer-focused sales in during sales and provide value to the customer

4. Constantly monitoring the customer in sales and after-sales, provide a measure of satisfaction or dissatisfaction

5. Provide the loyalty of the customer's business by customer satisfaction and conversion to the satisfaction loyalty.

Purpose of the Research

Customer relationship management has a very important place in marketing tools. In this study, it was examined pre-sales, during sales and after-sales practices that forming part of the customer relationship management in the forest products industry businesses and tried to put forward CRM practices in the furniture and other forest products industries. In addition, it was investigated by using One-way variance analysis (ANOVA) and t-test that whether average of points of customer relationship management implementation levels (pre-sales, during sales and after-sales) according to demographic characteristics of employees (gender, age, position in business, the legal structure of business and the working time of employees in business) are different or no diferences.

Material and Method

Many of the headquarters and factory of Turkey's largest industrial organizations is in the İstanbul city (URL-3, 2016). Istanbul was chosen as the research area. Because, the majority of the Forest Products Industry organizations were in Istanbul.

The survey technique was used as a method of research. Surveys conducted face to face were conducted that visiting the business in Istanbul and in fair held in Istanbul. The completion of the survey took about 7 months. Fairs organized in the period of the surveyed were İMOB, Door-Expo, Unicera, Dekoreks and Bahçe fairs. There were 32 questions in the survey prepared for this study. 6 of them were general and 26 of them were questions about CRM. In this

study, it included findings related to pre-sales, during sales, after-sales and practice level on the CRM.

The samples calculated in a different universe size for different sampling errors (α= 0.05, 0.03, 0.02 and 0.01) were given in Table 1. This table was exclusively designed for show the way to the researchers. Researchers should benefit from the necessary formula in calculating the sample size according to their specific situation (Yazıcıoğlu and Erdoğan, 2014).

Table 1. The sample size (Kurtuluş, 2004)

The sample size	1%	2%	3%	5%
1000	-	-	437	244
2000	-	-	619	278
3000	-	1206	690	291
4000	-	1341	732	299
5000	-	1437	760	303
10000	4465	1678	823	313
20000	5749	1832	858	318
50000	**6946**	**1939**	**881**	**321**
100000	7456	1977	888	321
500000 and over	7939	2009	895	322

Looking at the Table 1, it was seen that increasing the sample size for reduce, the sampling error was required (Kurtuluş, 2004). 5-point Likert scale in th survey was used (Completely disagree:1, Partially disagree:2, Undecided:3, Partially agree:4, Completely agree:5). Descriptive statistics and the results of variance analysis and t-test were given by using SPSS (Statistical Package for Social Sciences) program for data obtained in this study. It was interviewed with 344 company employees in scope of research.

Results

Some statistics for the respondents and businesses participated in the survey are given in Table 2.

Table 2. Some statistics on the sample group participated in the survey

The distribution of the sample group according to gender

	Frequency	%
Male	281	81.7
Female	63	18.3
Total	**344**	**100.0**

The distribution of the sample group according to age

	Frequency	%
18-25 age	28	8.1
26-33 age	119	34.6
34-41 age	144	41.9
42 age and over	53	15.4
Total	**344**	**100.0**

The distribution of the sample group according to positions in business

	Frequency	%
Senior managers	130	37.8
Middle managers	206	59.9
Lower-level managers	8	2.3
Total	**344**	**100.0**

The distribution of the sample group according to the legal structure of the business

	Frequency	%
Single-person business	38	11.0
Limited company	262	76.2
Incorporated company	44	12.8
Total	**344**	**100.0**

The distribution of the sample group according to the working time of the employees in business

	Frequency	**%**
0-5 year	113	32.8
6-10 year	162	47.1
11-15 year	42	12.2
16 year and over	27	7.8
Total	**344**	**100.0**

Table 2. *(Continued)*

The distribution of the sample group according to the sector in which the businesses operates

	Frequency	%
Furniture sector	225	65.4
Other Forest Products sector	119	34.6
Total	**344**	**100.0**

%, percentage

As seen in Table 2, 81.7% of employees participated in the survey were male and 18.3% of employees were female. According to the age ranges, 8.1% of respondents were 18-25, 34.6% were 26-33, 41.9% were 34-41

and 15.4% were 42 age and over of group. According to the position of the respondents in the business, it was seen that the rate of senior managers were 37.8%, the rate of middle managers were 59.9% and the rate of lower-level mangers were 2.3%. According to the legal structure of the business, it was seen that 11% of business were single-person business, 76.2% were limited company and 12% were incorporated company. It was constituted that 65.4% of the sample group was the furniture sector and 34.6% was the other forest products sector.

Answers given the questions related to customer relationship management level of the employees of forest products industry business participated in the research in pre-sales were given in Table 3.

Table 3. The distribution of answers given the questions related to customer relationship management level of the employees of forest products industry business participated in the research in pre-sales

Statements	Completely Disagree		Partially Disagree		Undecided		Partially Agree		Completely Agree	
	f	%	f	%	f	%	f	%	f	%
The evaluations and an analysis of customer needs are made very often	1	0.3	0	0	21	6.1	124	36	198	57.6
Customers are provided with information about new products	1	0.3	1	0.3	4	1.2	46	13.4	292	84.9
Products and services should been produced according to customer requirements	3	0.9	9	2.6	29	8.4	126	36.6	177	51.5
Product catalogs, instructions for use, warranty, spares catalogs always are served for my customers	1	0.3	1	0.3	7	2	59	17.2	276	80.2
Salespersons and service personnels are provided training	4	1.2	4	1.2	19	5.5	66	19.2	251	73
I think that we have an effective product presentation	0	0	3	0.9	17	4.9	58	16.9	266	77.3
It is given the necessary information about the quality and features of other products that will be used with this product	0	0	2	0.6	8	2.3	54	15.7	280	81.4
Managers and employees listen to what customers are saying and to answer appropriately	2	0.6	1	0.3	3	0.9	33	9.6	305	88.7
In accordance with our business enters each market, our business adapts their products and services according to a particular customer and market zone	4	1.2	1	0.3	10	2.9l	87	25.3	242	70.3

Table 3. *(Continued)*

	f	%	f	%	f	%	f	%	f	%
The business develop marketing strategy and analyze customer data for improving and collecting information	3	0.9	2	0.6	13	3.8	79	23	247	71.8
Our business always suggest another company that can help to customers, when the company's products and services don't supply needs of customer	18	5.2	28	8.1	57	16.6	74	21.5	167	48.5

%, percentage; f, frequency

Considering the results shown in table 3, the vast majority (more than 50%) of employees participated in the survey completely agreed in the statement in the following. Statements respectively were as follows: "Managers and employees listen to what customers are saying and to answer appropriately (88.7%)", "Customers are provided with information about new products (84.9%)", "It is given the necessary information about the quality and features of other products that will be used with this product (81.4%)", "Product catalogs, instructions for use, warranty, spares catalogs always are served for my customers (80.2%)", "Salespersons and service personnels are provided training (73%)", "I think that we have an effective product presentation (77.3%)", "The business develop marketing strategy and analyze customer data for improving and collecting information (71.8%)", "In accordance with our business enters each market, our business adapts their products and services according to a particular customer and market zone (70.3%)", "The evaluations and an analysis of customer needs are made very often (57.6%)" and "Products and services should been produced according to customer requirements (51.5%)". In addition, the rate of partially agreeing for expression (Products and services should been produced according to customer requirements) was 36.6% and the rate of undecided for expression (Our business always suggest another company that can help to customers, when the company's products and services don't supply needs of customer) was 16.6%.

The rate of answers given the questions related to customer relationship management level of the employees of forest products industry business participated in the research in pre-sales were given in Table 4.

Table 4. The distribution of answers given the questions related to customer relationship management level of the employees of forest products industry business participated in the research during sales

Statements	Completely Disagree		Partially Disagree		Undecided		Partially Agree		Completely Agree	
	f	%	f	%	f	%	f	%	f	%
Educations on the introduction of the product to all salespersonnel (seminars, etc ..) are given	2	0.6	3	0.9	13	3.8	53	15.4	273	79.4
We develop proposals for customer needs during sales negotiations	3	0.9	4	1.2	6	1.7	55	16	276	80.2
We try to be known that why product was taken by customers	3	0.9	2	0.6	25	7.3	61	17.7	253	73.5
Our salesperson check the product for the last time before delivery	71	20.6	79	23	63	18.3	46	13.4	85	24.7
It is very often checked whether backlogged order is the incorrect product	28	8.1	69	20.1	109	31.7	74	21.5	64	18.6

Table 4. *(Continued)*

	f	%	f	%	f	%	f	%	f	%
We make the right time as a realistic of delivery time	2	0.6	8	2.3	39	11.3	80	23.3	215	62.5
We do separately packaging, transport and the establishment of the product stages	1	0.3	20	5.8	39	11.3	118	34.3	166	48.3
Our business's role in the sale implements in a persuasive, persistent and impressive and facilitator rather than intensive sales manner	1	0.3	2	0.6	8	2.3	68	19.8	265	77
Our business is not willing to sacrifice long-term relationships with customers for obtain higher earnings in the short term	4	1.2	1	0.3	15	4.4	68	19.8	256	74.4
Our business has detailed customer information that can be shared with customers in all deparments	5	1.5	16	4.7	55	16	116	33.7	152	44.2

%, percentage; f, frequency

According to Table 4, more than 90% of employees agreed statements such as "Our business's role in the sale implements in a persuasive, persistent and impressive and facilitator rather than intensive sales manner (96.8%)", "We develop proposals for customer needs during sales negotiations (96.2%)", "Educations on the introduction of the product to all salespersonnel (seminars, etc ..) are given (94.8%)", "Our business is not willing to sacrifice long-term relationships with customers for obtain higher earnings in the short term (94.2%)" and "We try to be known that why product was taken by customers 91.2%)". Also, the rate of employees disagreeing statement of our salesperson check the product for the last time before delivery were 43.6%. The statement that the employees were the most undecided was "It is very often checked whether backlogged order is the incorrect product (31.7%)".

The rate of answers given the questions related to customer relationship management level of the employees of forest products industry business participated in the research in after-sales were given in Table 5.

Table 5. The distribution of answers given the questions related to customer relationship management level of the employees of forest products industry business participated in the research in after-sales

Statements	Completely Disagree		Partially Disagree		Undecided		Partially Agree		Completely Agree	
	f	%	f	%	f	%	f	%	f	%
Our communication channels that the informations obtained from the customers will provide to submit accurate and timely are available	1	0.3	0	0	5	1.5	66	19.2	272	79.1
Our business speed and rate of a answering of customer complaints are high and develop	1	0.3	0	0	19	5.5	77	22.4	247	71.8
The supply of spare parts are easily obtained	2	0.6	1	0.3	15	4.4	66	19.2	260	75.6
We provide to contact to the relevant person about customer complaints	2	0.6	4	1.2	11	3.2	99	28.8	228	66.3

Table 5. *(Continued)*

All deparments participate in quality control activities in the distribution process	1	0.3	2	0.6	32	9.3	76	22.1	233	67.7

%, percentage; f, frequency

According to Table 5, the participation rates of employees for statement of "Our communication channels that the informations obtained from the customers will provide to submit accurate and timely are available" were as follows: 0.3% of employees were completely disagreeing, 1.5% were undecided, 19.2% were partially agreeing and 79.1% were completely agreeing for statement. The rates of statement of "Our business speed and rate of a answering of customer complaints are high and develop" were as follow: 0.3% of employees were completely disagreeing, 5.5% were undecided, 22.4% were partially agreeing and 71.8% were completely agreeing for statement. The rates of statement of "The supply of spare parts are easily obtained" were as follows: 0.6% of employees were completely disagreeing, 0.3% were partially disagreeing, 4.4% were undecided, 19.2% were partially agreeing and 75.6% were completely agreeing for statement. The rates of statement of "We provide to contact to the relevant person about customer complaints" were as follows: 0.6% of employees were completely disagreeing, 1.2% were partially disagreeing, 3.2% were undecided, 28.8% were partially agreeing and 66.3% were

completely agreeing for statement. The rates of statement of "All deparments participate in quality control activities in the distribution process" were as follows: 0.3% of employees were completely disagreeing, 0.6% were partially disagreeing, 9.3% were undecided, 22.1% were partially agreeing and 67.7% were completely agreeing for statement.

Also, it was examined average of points of customer relationship management implementation levels. In addition, it was determined that whether average of points of customer relationship management implementation levels according to the demographic characterics are different or not. For this, the t-test and One-way variance analysis (ANOVA) were used for determine the differences among the average of the group variables of gender, age, the position in business, the legal structure of business and the working time of employees in business.

Statistical analysis (t-test and One-way variance analysis) results and average of points of customer relationship management implementation levels according to demographic characteristics of employees (gender, age, the position in business, the legal structure of business and the working time of employees in business) were in Table 6.

Table 6. Statistical analysis results and the average of points of customer relationship management implementation levels according to demographic characteristics of employees

		CUSTOMER RELATIONSHIP MANAGEMENT IN PRE-SALES				CUSTOMER RELATIONSHIP MANAGEMENT IN DURING SALES				CUSTOMER RELATIONSHIP MANAGEMENT IN AFTER-SALES			
		Ave.	t-test	F-value	p	Ave.	t-test	F-value	p	Ave.	t-test	F-value	p
Gender	Male	4.64	2.49	-	**0.015**	4.26	0.81	-	0.421	4.67	1.35	-	0.177
	Female	4.48				4.20				4.59			
Age	18-25 age	4.18				4.04				4.51			
	26-33 age	4.60				4.29				4.68			
	34-41 age	4.68	-	16.96	**0.000**	4.29	-	3.2	**0.030**	4.67		1.57	0.197
	42 age and over	4.66				4.19				4.63			
Position	Senior managers	4.60				4.28				4.68			
	Middle managers	4.61	-	0.034	0.967	4.23	-	0.83	0.433	4.64	-	0.56	0.572
	Lower-level managers	4.58				4.36				4.73			
Legal structure	Single-person business	4.57				4.22				4.63			
	Limited company	4.63	-	1.62	0.199	4.26	-	0.39	0.680	4.66	-	0.11	0.898
	Incorporated company	4.53				4.21				4.65			
Working time	0-5 year	4.54				4.26				4.61			
	6-10 year	4.63				4.27				4.67			
	11-15 year	4.67		1.80	0.147	4.17		0.52	0.670	4.65		0.77	0.511
	16 year and over	4.64	-			4.27	-			4.70	-		
The overall average of expression		4.607				4.251				4.653			

p, the level of significance; Ave., average

As seen in Table 6, when the average of the points of the level of implementation of customer relationship management of forest products industrial enterprises employees participated in the survey were examined, it was seen that the average of the points of customer relationship management in aftert-sales is the highest (4.607), and the average of the points of customer relationship management in during sales is the lowest (4.251).

According to the results of One-way variance analysis (ANOVA), while there was not a significant relationship between the position in business, the legal structure of business and the working time of employees in business and the average of points of customer relationship management implementation levels (pre-sales, during sales and after-sales) and between age and the average of point of customer relationship management in after-sales (p>0.05), there was significant relationship between age and the average of point of customer relationship management in pre-sales and during sales (p<0.05).

Post-hoc analysis was used for determine the sources of differences. As a result, it was found that the customer relationship management points of employees of business in pre-sales in 26-33, 34-41 and 42 age and over are higher than the customer relationship management points in pre-sales of 18-25 age employees and the customer relationship management points of employees of business in during sales in 26-33, 34-41 are higher than the customer relationship management points in during sales of 18-25 age employees.

At the same time, according to the results of t-test, while there was significant relationship between gender and the average of points of customer relationship management in pre-sales (p<0.05), there was not a significant relationship between gender and the average of points of customer relationship management in during sales and after-sales (p>0.05). According to the differences between the averages, it was found that the customer relationship management points in pre-sales of male employees are higher than the customer relationship management points in pre-sales of female employees.

Conclusions and Recommendations

It was studied that understanding of the importance given to customer relations of companies in pre, during and after sales in forest products industry.

According to the survey results, it was determined that the vast majority of employees of forest products industrial businesses participated in the survey is male. In terms of the tasks and positions of the employees in the business, 130 (% 37.8) of the employees were senior managers (general manager, assistant manager, business owner), 206 (%59.9) were middle managers (engineering, sales-marketing representative) and 8 (%2.3) were lower-level managers (foreman, shift superintendent, employee). According to the legal structure of businesses, it was seen that the majority of businesses are limited companies. The vast majority of businesses participating in the survey operate in the furniture sector.

When the averages of the points of the levels of implementation of customer relationship management of employees of forest products industrial businesses participated in the survey are examined, the customer relationship management points in after-sales were the highest. In other words, the level of importance that businesses have shown in after-sales customer relationships is high.

According to t-test result, the difference between the average of pre-sale customer relations management points of employees of the forest products industrial businesses participated in the survey and the gender variables was found statistically significant (p=0.015<0.05). According to the difference between the averages, the customer relationship management points in pre-sales of male employees are higher than the customer relationship management points of female employees. In other words, the degree of importance that men give to their customers is higher than that of women.

It was used One-way variance analysis (ANOVA) for determine that whether significant difference between age, the position in business, the legal structure of business and the working time of employees in business and the average of points of customer relationship management implementation levels (pre-sales, during sales and after-sales) are or not. According to the ANOVA analysis result, the difference between gender and the average of points of customer relationship management in during sales and after-sales was found statistically significant.

In market conditions, for the survival of businesses, it is necessary to increase the services in pre, during and after-sales in order to provide customer satisfaction by working on the product that the customer will demand.

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