

Chapter 22

CRM 2.0 and Mobile CRM: A Framework Proposal and Study in European Recruitment Agencies

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ABSTRACT

Companies are becoming more focused on customers and on new ways to approach them individually. Mobile technologies and Web 2.0 have been pushing companies to evolve in this area. This research is focused on the way Customer Relationship Management (CRM) systems are used, on a European level, by recruiting companies to assist candidates in finding a satisfactory job. A framework is presented to identify how CRM 2.0 and mCRM (mobile CRM) can help candidates to find jobs in a personalized way. A set of four hypotheses have been defined. To gain a better understanding of these CRM systems, the methodology used in the exploratory study was quantitative, employing a non-probabilistic sampling technique, with 35 recruiting agencies being studied. Results showed that the use of software in recruiting agencies is quite common and that CRM 2.0 is present in the vast majority of the studied companies. When it comes to mobile CRM, there's still much to be explored in this channel, as agencies focus their resources on Web 2.0, leaving this channel's great potential of mobile CRM unused.

1. INTRODUCTION

The subject of this chapter lies within the field of customer relationship management (CRM), and deals with customer relationship management in European recruitment companies. This research explores how CRM systems, combined with the recruitment companies' use of email, the Web, social media, applications and SMS, help candidates to find jobs in a personalized way. It aims, thus, to understand the means by which the job offers reach people, and whether these are in accordance with the candidate's profile.

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Eurostat (2016) data shows that Portugal was the country with the fifth highest unemployment rate (12.6%) in the EU28 in 2015. The highest values were recorded in Greece and Spain, with 24.9% and 22.1%, respectively. The member states with the lowest unemployment rates were Germany, with a rate of unemployment of 4.6%, the Czech Republic with (5.1%), and the United Kingdom with a rate of 5.3%. There have been large variations in unemployment rates over the years. From 2005 to the first quarter of 2008 the unemployment rates in EU28 had been declining, reaching then 6.8%. After that, with the worsening of the economic crisis the numbers for unemployment rose until mid 2010, when they experienced a decrease up until the second quarter of 2011 only to rise again to a record of 11% in the second quarter of 2013. After that period, the numbers have been declining, having reached 9% in 2015 (Eurostat, 2016).

Because of these numbers it becomes important to explore the theme of CRM in recruitment agencies. This chapter's main research question is: How can the CRM systems used by European Union (EU) recruitment agencies help their candidates to find jobs through the personalization of offers according to their profile?

Therefore, this chapter has the overall objective of examining how CRM systems used by EU recruitment agencies help candidates to find jobs through offers customized according to the candidates' profile.

More specifically, this chapter aims to: (1) analyze how CRM 2.0 assists candidates in their job hunt, by providing an understanding of how Web 2.0 and social media are used by the recruitment agencies, the advantages that the agencies offer to the candidates, and the advantages of using CRM 2.0 to the agency; (2) understand how mobile CRM assists the candidates in their job search, by analyzing the advantages of mobile CRM for the agencies and the benefits that the agencies present to their candidates; (3) and analyze how the CRM system can be improved.

2. CRM

In order to provide a deeper understanding of CRM, this section begins by presenting a brief description of CRM, a concise historical perspective and some of CRM's concepts. This is followed by the presentation of Critical Success Factors for CRM Implementation in section 3.1. Sections 3.2 and 3.3 are about CRM 2.0 and mobile CRM, respectively. Finally, section 3.4 will briefly discuss the relationship between CRM and the methods of recruitment of agencies.

The origin of CRM derived from the concept of relationship marketing (RM), which RM aims to form long-term relationships with customers by repudiating approaches that focus on products rather than the clients (Debnath, Datta & Mukhopadhyay, 2016). An organisation's success is greatly influenced by its understanding of its clients' needs (King & Burgess, 2008), which is CRM's main concern. It represents a strategic shift that invests in the creation of added value for the customer. CRM has been evolving to incorporate more recent technology, namely Web 2.0 (Orenga-Roglá, Chalmeta, 2016).

Because of the complexity of the concept of CRM and the multitude of authors who, over time, have defined the concept, it becomes difficult to offer a simple and single definition. To Gummesson (2002), CRM represents the values and strategies of RM which emphasize customer relations and which are transformed into practical applications. To Payne and Frow (2005), CRM is a strategic approach that aims to create value for shareholders through the development of appropriate relationships with key customers and key customer segments. Thus, CRM combines the potential of RM strategies with information technology (IT) to create profitable long-term relationships with customers and other stakeholders.

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