



Implementation of Customer Relationship Management for NABC

An effective solution to Managing Networks and
Relations

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Preface

From 2 January 2007 to 1 June 2007 I have worked at the Netherlands-African Business Council – an organisation that aims to promote and increase Dutch trade with Africa. This experience has enabled me to see a different side to Africa than the popular image throughout the western world, which focuses mainly on corruption, wars, and hunger. The underlying truth is, that there is a large amount of business activity and a high level of economic growth throughout the African continent. This will be seen in the research for this thesis.

The purpose of this thesis therefore, is to enable NABC to organise its business processes more efficiently, so that the organisation can increase its efficiency and maximising results in pursuing its goal and make both the Netherlands and African countries benefit effectively and sustainably from the African ‘economic boom’. As networking and relationship building stands at the core of NABC’s business; contact and relationship management – both aspects of Customer Relationship Management – are essential to NABC. Therefore, implementing Customer Relationship Management will aid the NABC in achieving its goal.

The realisation of this thesis was a process lasting four months, from 1 February to 31 May 2007. It has been developed largely at the NABC office, with interviews and events at various venues throughout the Netherlands and meetings with also African Ambassadors and businesses providing a varied and interesting research environment.

This thesis is the culmination of my European Studies and Business Management studies at The Hague University, which will result in attaining the title of “Bachelor of European Studies”. It will incorporate all aspects of study that I have come across during the study programme. Supervision for the progress and development of this thesis was given by Dr. A. E. Kandou of The Hague University and Dr. B. van der Bijl, Managing Director at NABC.

I would like to express my gratitude to both supervisors for their efforts throughout the period I have been working on this thesis. Mr Kandou provided valuable input to keep the main focus of this thesis narrowed down sufficiently, and Mr van der Bijl, by involving me in every aspect of the business, enabled me to form a very clear picture of the organisation. The first idea for choosing this subject of research also originated from Mr van der Bijl.

Further appreciation and recognition goes out to Michiel Hillen of SUNSIA for his aid during the first month, when Bob van der Bijl had not started at NABC yet. Also special thanks to Denize Sebit, former Managing Director of NABC, for her cooperation and pointing me in the right direction at times, and the other members of the NABC board, for encouraging and showing appreciation for my work, as well as providing valuable input for my thesis during meetings. Other organisations that aided or cooperated throughout the process are SANEC, SUNSIA, Teampro, FMO, EVD, the Embassy of Cameroon to the Netherlands and The Netherlands Embassy to Kenya.

Executive Summary

After having seen numerous bloody conflicts and hardship, Africa has arrived at a relatively peaceful period in its history. Many conflicts in African countries have ended over the past few years and according to the IMF in 2007, African economic growth is at a 35-year high with an average 6.8% in Sub-Saharan Africa and even 35% in Angola. These circumstances have opened up opportunities for commercial activities and investment from the other continents. The forerunner in this has been China recently, which has shown that the western apparent reluctance to look beyond the prejudices the west seems to have regarding Africa is unfounded. Responding to the African economic growth and investing in Africa without using problems on the continent as the deciding factor for trade have been successful. Chinese-African trade increased from €8 billion to €29 between 2000 and 2005 (UNCTAD/UNDP, 2007, p. 56).

China's example, and that of India, albeit to a lesser extent, is slowly mobilising western countries to pick up the pace – afraid of missing out. Europe's colonial history with Africa means that they do not have a clean slate like the Chinese, but it does mean that European countries have better knowledge of African cultures or better access to it. This could be used in their advantage to give them a competitive edge in the choice of African businesses or governments to do business with either a European or a Chinese organisation.

Trade promotion organisations can play a vital role in helping European businesses to compete with China on the African continent. There are various organisations throughout Europe promoting trade with Africa, and they also cooperate on a European level. The Dutch version of such a trade promotion association is the Netherlands-African Business Council (NABC), which has been conducting its activities for over sixty years. Having had the structure of a 'Gentleman's Club' for decades since its inception, the NABC decided to professionalise and expand its services in 2003. This plan involved strategic and structural changes, and ample research has been conducted to aid in the process. This research, however, has always overlooked one important aspect of trade promotion: managing the networking process.

Tools such as Trade Missions, Educative Seminars and Ambassador Events – besides their obvious informative function – also facilitate expansion of professional networks of businesspeople, which can aid the development of commercial activities. Knowing the right people can have significant impact on whether or not a project will actually be executed or remain stuck in the design phase. Therefore, logging interaction and measuring success of networking events is very important for a trade promotion organisation to keep track of how successful it is. For this reason this paper will provide the NABC with a means of managing its networking through using a Customer Relationship Management (CRM) system that suits the NABC's needs.

This paper consists of five main parts. The first part will introduce the reader to the NABC and its situation, while concluding with the statement of the research problem. This section will give an overview in the NABC's history and will explain its activities. The following problem statement will clearly state the problem to be researched that the NABC is facing, and shall be subdivided into four smaller challenges. This will break down the problem into more manageable, smaller issues, of which the first will focus on a way to categorise interaction between NABC and its stakeholders. The second sub-problem will focus on the criteria that NABC has to meet in terms of CRM, and the third will explore the market of CRM-systems available. The final sub-problem will deal with the implementation of the system that is most suitable to the NABC's needs, and will therefore ultimately provide the solution for the main problem identified in this paper.

In the second main part I will present and justify the system used for the research and then analyse the NABC internally, as well as its environment. The research system will be designed according to all relevant aspects of the problem, but also adjusted to accommodate the limitations that come with the simultaneous execution of a full-time intern position to support the daily business activities of NABC and working on this research project. The SWOT-analysis will identify, in as much detail as possible, relevant research data about the NABC, such as member count, projects, events, finance, and many more factors. The SWOT-analysis will be used as an important tool to find the most efficient way for the NABC to manage its relations.

After the SWOT-analysis a model for all modes of interaction between NABC and its stakeholders will be made in part three of the paper, which is to aid in identifying the key needs for NABC's CRM solution. This model is an interesting way to map out all stakeholders and how they typically interact with NABC. It also enables the NABC to streamline these different ways of interaction and will be used to identify and define the NABC's CRM-needs. The model has been made with flexibility, so that it could even be further developed into a Standard Operating Procedure.

Part four of the paper will explore the CRM-market. It will look at what CRM-solutions are available, what functions they have and how they match the CRM-needs that have been identified in part three. A comparison matrix will visualise which option fits the NABC best, and will therefore be chosen for implementation. Part five of the paper will focus on the implementation phase. It will address how to install the system in the organisation and what is the most efficient way of using it. This can be used as the Standard Operating Procedure for the chosen CRM-solution.

The final conclusion will summarise the process towards implementation. It will also stress the importance of using the system correctly and maintaining usability for employees; a disclaimer, a statement of how the implemented solution can retain sustainability and a summary of factors that played a role in the scope and any limitations to this research project.

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1. Introduction – NABC’ background and its current situation

The NABC is a non-profit organisation that promotes and aims to expand trade relations between the Netherlands and Africa. The NABC was founded in 1946 as the Afrika Instituut (Africa Institute), working as an intermediary for Dutch businesses in trading with African countries and organisations. The Afrika Instituut established itself as the most important organisation to turn to for Dutch people doing business with Africa. His Royal Highness Bernhard, Prince of the Netherlands, was the NABC’s custodian in the past. Throughout the years the role of the NABC in trade relations with Africa expanded, which resulted in various new services that the NABC provides (Sebit, 2006, pp. 7-9).

The organisation has experienced a turbulent period over the last three years, with policy changes by the Dutch government regarding funding for projects in trade promotion, greater availability of information and increased competition combining to creating a more rapidly changing field than ever. According to Denize Sebit, former Managing Director at NABC, NABC failed to adapt to this rapidly changing business environment until she assumed executive control over NABC. What Ms Sebit found when she started was an organisation that was nearly bankrupt, static and strongly dependent on its (now former) umbrella organisation, NCH (Dutch Centre for Trade Promotion).

Since then, NABC has decided to redefine itself by becoming an independent agency and appointing a new board of directors and new Managing Director (Denize Sebit) in 2004 (See Appendix A: Organisational Structure NABC, for an overview of the current organisational structure). An alliance was formed with the South-African Chamber of Commerce (SANEC), to aid each other in their activities as well as organising certain joint projects. From a strong member decline and near bankruptcy, NABC went to a steady member base of approximately one hundred and financial health.

Currently, NABC aims to improve economic relations between the Netherlands and African countries, with the aim to make both the Netherlands and African countries benefit from these improved economic relations. NABC is a supporter of the belief that it is better to support African countries through business activities and investment than through foreign aid.

NABC wants to achieve its aim primarily through a concept called ‘match making’, which is a form of targeted network building. This means the facilitation of opportunities for potential business partners to meet one another and discuss opportunities for partnerships. These potential business partners can be European or African people or business representatives that have project proposals for which they want to meet partners or financiers, or financiers looking for investment opportunities, importers, exporters, etc. The particular opportunities that all these different people meet can be outgoing or incoming trade missions, seminars, cocktail receptions, trade and investment gala dinners, etc., and these are all types of events that the NABC organises.

1.2 Problem statement

The NABC's Core Business is 'trade promotion through networking'. Trade promotion is the goal, whereas networking is the means. To utilise the means properly, there is a need for certain tools. Some of the most important things involving networking is keeping track of how members make use of NABC's services, knowing who your members are and what they do, and how relations, members and other stakeholders interact with NABC. Currently, the NABC has a rather loose way of keeping track of interaction with these stakeholders. Various, but not all, occurrences of interaction have a certain form of proof, usually in the form of written correspondence, a report or diary entries, but these are not centrally logged, which makes it difficult to keep track of. A useful tool to do these things is a good Customer Relationship Management (CRM) system that suits the needs of the organisation.

The central research question of this paper is therefore:

How can Customer Relationship Management be used as an effective tool to streamline, improve and expand NABC's services to its members.

To be able to answer this question effectively and adequately, the main question shall be subdivided into four sub questions:

1. How can interaction between NABC and its external stakeholders (members, business relations, diplomatic relations and governments) be identified and categorised efficiently to support NABC's business processes?
2. What are the NABC's needs in terms of CRM?
3. Which CRM systems are available to NABC and which of them suits NABC's needs best?
4. How can the most suitable CRM system to NABC be implemented and used efficiently?

The answering of these questions shall be done in a seven-step-plan, in which each point after the first is based on its preceding points:

1. The formulation of the needs of NABC
2. A programme of requirements
3. An exploration of what is on offer to fulfil NABC's needs and requirements
4. Evaluation of alternative solutions
5. The choice of solution for the problem
6. Implementation of the chosen solution
7. Evaluation and Control

There are certain factors that will be of influence to the project. These are:

- Costs versus Benefits stands at the base of the decision making process, especially considering the limited resources of NABC
- Time allocation for the various phases of the project is important, as organisational restructuring plans depend partially on this project: the CRM-system to be implemented will define a new procedure for various business processes, such as member registration and events organisation.
- Evaluation and control will have to be done in great detail to ensure the continuity of the chosen solution

1.3 Research System

Many parts of this paper have been constructed thanks to desk research. Information about the organisation itself was readily available at the NABC office, albeit scattered throughout the archives. Furthermore, there was a vast amount of industry information on the NABC Network. For the Competitor Analysis and Environmental Analysis this information was very helpful. Further desk research has been done to research the CRM market.

For more information about implementing CRM systems, NABC future strategies and the African market, meetings have been conducted with Bob van der Bijl, Managing Director of NABC, as well as Denize Sebit, former Managing Director of NABC. Being secretary during board meetings, these occasions were used as interviews and information gathering moments. These meetings, therefore, formed a very time-efficient way of interviewing board members and formed an important source of research information.

2. Internal Analysis

The Internal Analysis looks at NABC's current internal situation in terms of strengths and weaknesses. These have been formulated from NABC's available files and archives.

2.1 Strengths

- NABC currently has a member base of 105 companies of which many have extensive experience and knowledge of African countries
- NABC has a long and rich history, during which various public figures were affiliated with the organisation
- NABC has a very good reputation among members and diplomatic relations, which is something that comes to the surface during many events that NABC organises
- NABC's African partners have a very positive stance towards NABC and feel that NABC can aid them in doing business with Dutch, but also other European businesses
- The NABC board consists of individuals that have a large network both in the private sector and public/diplomatic sector of the Netherlands and Africa, and have expert knowledge of numerous African countries
- The NABC is a founding member of the European framework for trade promotion with Africa, EBCAM (European Business Council Africa-Mediterranean) which provides NABC with an extended European network of over 3000 businesses. Furthermore, it is attached to the Centre for Development of Enterprise
- A 2006 member survey has yielded interesting and useful data that can be used for future development of NABC events and fulfilment of member needs
- NABC's field of work appeals to a large and varied audience; this simplifies finding volunteers and interns
- NABC has good relations with the Dutch government, which in turn appreciates the exchanges of information and experiences with organisations such as NABC. This enables them to improve their policies.
- History shows that 50% of all subsidy requests the NABC submits are actually granted to the organisation. This is quite a high success rate, and therefore it shows that, in general, the quality of NABC's activities are regarded by financiers and governments as beneficial
- NABC makes good use of its limited resources in terms of personnel: it keeps costs low by employing students on a trainee basis for certain operational matters
- Because it is a small organisation, NABC is easily accessible to its members, as the managing director can be contacted without having to work through an organisational hierarchy.

2.2 Weaknesses

- The NABC's member base is relatively small. At least 1000 Dutch organisations do business in Africa, but only 105 of these are a member of NABC
- Low growth rate of member base: over the first five months of 2007, twelve new members were acquired. However, eight members cancelled their membership.

- Low percentage of African members or partners. Only one member is currently from the African continent; less than 1%. An agreement for cooperation exists between NABC and BADIS, a Tunisian organisation. This is the only agreement of its kind.
- NABC has very limited operational resources such as employees, supplies and IT-systems
- Weak organisational structure
- No dedicated administrative personnel
- Limited knowledge & information management. Country information and industrial data is available on the NABC's IT-system, but not centralised. Information is scattered throughout the network and barely used
- Limited quality of service to members; information available to members is insufficient, both quantitatively and qualitatively.
- Underdeveloped and static website
- No Customer Relationship Management system, which is deemed quite important considering that Networking (i.e. building and maintaining relationships with other businesses) is central to NABC's activities.
- Limited number of activities organised for members and relations
- Rather informal and 'loose' way of organising events; there is no evaluation and control on event organisation procedures
- Insufficient use of low-cost promotional possibilities such as advertising in government publications and publications of NABC relations
- NABC has a relatively static image
- NABC has a small and tight budget and relies heavily on subsidies and external funding, which has a negative influence on its activities and services
- The NABC's mission, current position and scope are insufficiently transparent and clear-cut.
- The employment of trainees raises the risk to productivity and quality of service, as well as uncertainty about the operational capacity of NABC.

2.3 Conclusion

Compared to its weaknesses, the NABC's strengths are fewer in number, but are potentially more valuable. Most of the strengths are focused on the overall quality of NABC, whereas its weaknesses are mainly based on the quality of individual processes within NABC. As processes are more easily improved than image, market position and other strategic issues, NABC is very much capable of improving on its weaknesses.

3. External Analysis

In the external analysis we will explore all opportunities and threats that are relevant to NABC's situation.

3.1 Opportunities

- Large potential for growth of the NABC's member base: An estimated 3000 Dutch companies have business activities in Africa, of which only 105 are a member of NABC. Another interesting, but still unexplored source of members may come from African enterprises that do business in the Netherlands. African embassies accredited to the Netherlands can play an important role in approaching the African private sector with business activities in the Netherlands
- Improvement and expansion of services to members: an area that is particularly interesting in this opportunity is the centralisation and categorisation of information and data about investment and import/export with regard to Africa, as there is no central information source for this subject
- Organising or taking part in events/activities in African countries. Exploiting this opportunity could generate extra funds for NABC through subsidies
- Negotiations are being held about the development of a new website, in conjunction with the plan to create a website, which is to become the 'Business Portal Africa', in collaboration with an on-line publishing company.
- The creation of a committee of recommendation, which could consist of representatives from a number of multinational corporations and government bodies. This would add to the decision making process for NABC, but would also create opportunities for doing business with Africa
- NABC is currently in the process of moving to a new, more representative and larger office space, which can provide extra support for NABC's activities and opportunities for expansion of its employee base.
- Africa's Economies combined have recorded Africa's highest economic growth rate of the last two decades (OECD, African Development Bank, 2007, p. 575). This can be used to attract more investors for membership and events

3.2 Threats

- A large threat to the NABC's continuity is insecurity about financial backing. In the past, organisations such as the NABC were heavily subsidised by the Dutch government. This practice was abandoned due to budget cuts, and subsequently, NABC had to restructure in order to survive, relying only on member contributions, sponsorships and project-based subsidies. Further cuts in the government's project financing for trade promotion may hurt NABC severely, and therefore alternatives should be explored
- As corruption can still prove an issue when doing business in Africa, certain organisations that invest in Africa or that are active in Africa try to take advantage of this. NABC needs to make sure, therefore, that no such organisation is tied or affiliated with NABC, as that can be very damaging to the NABC's reputation

- The sustainability of Africa's current economic growth is a factor that can influence the NABC's success significantly. It would, therefore, pay off to look at ways to stress sustainability to both Dutch and African parties that NABC deals with

3.3 Competitor and Partner Analysis

In the trade promotion industry in the Netherlands regarding the African continent there is a multitude of organisations trying to achieve the same thing; an increase in Dutch investment and business activities in Africa. Many of these organisations are trying to achieve this goal in their own way, and thus there is not enough cooperation and information sharing. An overview of these organisations can be found below to demonstrate how the industry is made up.

3.3.1 EBCAM

EBCAM is not a competitor as such. As introduced in section 2.1, it is the European framework for Trade Promotion Organisations that focus on Africa. NABC is a founding member of EBCAM, which currently has ten national trade promotion agencies from all over Europe as their members. EBCAM membership extends the NABC's potential network to over 3000 businesses. EBCAM has an annually rotating presidency, which has passed to NABC in 2007. EBCAM holds two plenary sessions per year, where representatives of the national agencies gather to exchange information, consult each other on policies, advise the EU on trade policies with Africa and discuss any other relevant matters that may exist. One of these meetings, scheduled in June, is also a celebratory event in honour of the appointment of the new president of EBCAM. EBCAM is an important organisation to the NABC in terms of prestige, as an information source and in terms of cross-national cooperation in the industry.

3.3.2 NCH (Nederlands Centrum voor Handelsbevordering)

The Dutch Centre for Trade Promotion, more commonly known as the NCH, has a long history with NABC. NABC has been part of NCH for a number of years, but re-established itself as an independent organisation following government budget cuts which saw various forms of subsidies discontinued or decimated. A close tie between the organisations remained however, with NABC even occupying office space in the same building throughout 2006.

NCH has a global scope, and has sufficient human resources to assign regions to specific employees or groupings of employees. It has multiple staff members focusing on Africa, divided over four regions; North/Maghreb, West, East and Southern Africa.

3.3.3 SANEC

SANEC is the South-African Netherlands Chamber of Commerce. It has recently re-defined its name as the Southern African Netherlands Chamber of Commerce, which indicates their aim to widen their scope. SANEC and NABC have cooperated quite closely throughout the last two years. NABC and SANEC shared office space in 2006, even representing the Ghanaian Netherlands Chamber of Commerce's (GHANECC) branch office in the

Netherlands together. In that year, a Memorandum of Understanding was established between NABC and SANEC that stated their commitment to cooperating closely together and was aimed at merging the two organisations in the future. Throughout this two-year period there has always remained a very imbalanced level of transparency between the two organisations. Although their Memorandum of Understanding clearly states that both organisations are members of each other and therefore should be able to make use of each other's services, SANEC does not communicate its activities, plans or projects to NABC. NABC however has always included SANEC in its correspondence and services to members. In 2007 this imbalance and NABC's aim to re-establish itself as a strong independent organisation led to NABC moving out of the SANEC office, effectively meaning the standstill and possible failure of the integrative process towards a merger.

SANEC has a similar structure to NABC. It is composed of member organisations with activities or a professional interest in Africa. The organisation has three permanent full-time staff members and up to five part-time employees. SANEC enjoys financial backing from their South-African branch office, and its membership fee is significantly higher than that of NABC; €1,500. However, the quality of SANEC's service is, regarding their financial and human resources, relatively poor compared to NABC's activities: In 2007, NABC has so far actively organised at least one activity per month, whereas SANEC has actively organised three events and devoted the rest of their time to having a promotional stand at various fairs and events.

3.4 Conclusion

It is quite clear that there are many facets of the NABC's environment that have not been explored yet. This can be attributed to the fact that NABC has very limited resources, but the fact does present many opportunities for NABC to develop into a strong and sustainable organisation, on the condition that it maintains the right priorities in exploring its environment in terms of resources. Even though NABC communicates quite clearly with its national competitors and they seem quite welcoming to this fact, there are unspoken 'gentleman's agreements' regarding working territories and target audience for membership. These agreements complicate NABC's business processes and procedures as these cannot be overlooked at present.

4. Interaction Analysis

For defining the needs of NABC in terms of CRM it is important to draw up what ways of interaction NABC has with the outside world, and of what groups or stakeholders this outside world consists. These stakeholders are defined on the basis of the services and business activities NABC provides and conducts. They do not include parties that provide services to the NABC that are supportive to its everyday in-house processes, such as telephone companies, office supplies providers, etc., as they are not relevant to NABC's CRM.

The stakeholders in terms of CRM to NABC are:

- Members
 - A member is an organisation that has registered formally with the NABC. Members pay a membership fee annually, which can be changed by NABC each year. Members have access to all services NABC provides, usually at no extra charge.
- Business Relations
 - A business relation is an organisation, department of an organisation or a contact within an organisation that has a direct relation to an activity of NABC. Business relations may make use of NABC's services, but are charged a fee in most cases.
- NABC Partners
 - An NABC partner is an organisation that collaborates with NABC, such as SANEC, NCH or FMO. Partners may cooperate with NABC to organise events, exchange information, promote one another or any other form of cooperation that benefits both organisations and/or the other stakeholders.
- Diplomatic Relations
 - Embassies of the Netherlands to African countries are important allies in organising Trade Missions. Their value to the Netherlands increases if the Dutch private sector's interest in the country it is based in increases. They therefore will generally be quite helpful in the event NABC will organise anything related to the country the embassy is based in.
 - African Embassies accredited to the Netherlands are invaluable when approaching the private sector of their country of origin. Furthermore, they provide unique opportunities for incoming trade missions and can enhance the appeal of events with attendance of the ambassadors, ministers from the country of their origin, or representatives from the embassy.

5. CRM – An Introduction

Customer Relationship Management, also known as Customer Relationship Marketing or plainly CRM, has been around since the early 1990s as a theory of its own. The term CRM itself, however, only sprouted around 1999, seemingly by CRM-software developers aiming to stimulate demand for their products. Before that time it was generally called Relationship Management. Ed Peelen, Professor of Direct Marketing/CRM at Nyenrode University states that his earliest experience with Relationship Management dates back to 1983, in a research project for the Lester Wunderman Institute. Although controversial straight after publication of the first results in terms of ethical aspects, the concept was embraced shortly afterwards, and the Netherlands Institute for Marketing declared 1990 the year of Relationship Management. (Peelen, 2003, p. 13)

From the early 1990s, CRM experienced a turbulent period. Many ambitious CRM-projects were abandoned, with costs spiralling out of control in many cases. The real cause of most CRM failures, however, is still being debated. According to Jan Willem Rietdijk, Principal Consultant at Ordina, “Practice has taught us that the support and justification of CRM projects are often under-developed. Especially ‘hard’ data regarding profitability of customers and the related sales-effort are missing. Developing a vision on customer approach is also an unexplored area.” He goes on saying that “causes range from factors such as initial over-enthusiasm to insufficient willingness to adapt.” (J.W. Rietdijk, 2003, pp. 32,33,37,38) It seems as if in many CRM projects the extensiveness and consequences of CRM implementation has been underestimated.

That does not mean that CRM projects are doomed to fail. An excellent example of the possible success of CRM is National Australia Bank (NAB), which has been working on a CRM strategy for over a decade, and is now reaping the benefits. NAB defined a vision for its corporate strategy which established Customer Relationship Management as the central theory to the NAB Corporate strategy. This eliminated problems in terms of long-term commitment and ensured a steady approach to the project (Bushell, 2003, p. 2).

The principle of CRM is seen by most as a sub-topic of Marketing, but is often also seen in terms of corporate strategy, which is evident in the case of NAB. The new approach to CRM, after the period of the 1990s where CRM had a relatively negative connotation, is a more far-reaching one, including strategic factors in CRM and stressing the importance of commitment. As Ed Peelen puts it, “people are struggling with what they want and can achieve with CRM. The hype is over, and reality is kicking in. There is a need for a more realistic and serious approach to CRM”.

Many definitions of CRM have been formulated. Table 5.1: CRM Definitions, shows a selection of CRM-definitions:

Table 5.1: CRM Definitions

- CRM is business strategy that combines skilled customer facing personal, optimal processes and enabling technologies to balance enterprise revenues and profits with maximum customer satisfaction (Gartner Group, 2001).
- CRM is a comprehensive approach which provides seamless integration of every area of business that touches the customer – namely marketing, sales, customer service and field support – through the integration of people, process and technology, taking advantage of the revolutionary impact of the internet (Customer Relationship Management Association, 2000).
- CRM is a corporate strategy aimed at forging relations with individual customers, maintaining those relations and expanding them in a way that creates added value both for the enterprise and its client. (Beltman, Peelen & Waalewijn, 2000).

An aspect that is present in all three of these definitions is the fact that CRM is not just a tool or a concept of its own; Gartner defines it as a business strategy, the Customer Relationship Management Association, CRMA, as a comprehensive approach covering multiple areas of business and Beltman, Peelen and Waalewijn state it as a corporate strategy. This means that there is a new realisation after the CRM-hype of the 1990s that CRM is more than just a tool. It is a concept that combines various aspects of doing business to centralise the relationship with the customer and improve mutual benefits of this relationship.

Ed Peelen has defined four pillars to CRM (Peelen, 2003, pp. 22-25):

Customer knowledge: Customers and prospects need to be identified. It is fundamental to CRM to know who a specific customer is. A complete profile needs to be created about each customer in terms of purchases, ways of communication and other possible characteristics. This kind of information is invaluable for establishing a sustainable relationship with customers.

Relationship Strategy: This element, closely related to marketing strategies, consists of formulating a (marketing) strategy that deviates from the more common strategy of stimulating business transactions, to stimulating the relationship between customer and business. This will facilitate long(er)-term thinking, as relationships require a longer period of time to be forged and maintained. In organisations with a relationship strategy more listening and explaining is done than in businesses with a sales-oriented strategy. There is therefore a greater and deeper interest in the customers that contribute more significantly to revenues and their interest in the customer does not disappear upon completion of the transaction. In Relationship strategies, the first transaction is only the start of the relationship with the customer, from where mutual trust and commitment must grow.

Communication: In many cases, customers would describe current communication between them and their supplier as poor. Information requests or complaints are insufficiently processed, as many automated systems do not support deviation from standard operating procedures that are required in certain cases. The central belief in this element is that the supplier should be capable of creating and maintaining a dialogue between him/herself and

individual customers. To do this, a multi-channel communication environment needs to be used, which may require the implementation of new technology. Customers might want to use internet, telephone and even face-to-face communication to close just one specific transaction. Personalised value proposition: An inevitable consequence of the above stated elements, which all contribute to a personalised approach to any given customer, will be the need to present the customer with a personalised proposition, tailored to their needs. All four main Ps of the marketing mix – Product, Place, Price and Promotion – can be adapted to achieve a personalised value proposition, but not all customers will need adaptations in all four Ps. Naturally, this requires the development of competences to facilitate tailoring. Scalability is essential to this, as customisation is hard to achieve on a greater scale.

The above mentioned elements should be established and expanded gradually and in a balanced way. Information Technology will play an important role in this development in many cases. Once a CRM strategy has been developed, it can generally be broken down into four different parts:

Active CRM: use of a centralised database to store data that can be used to automate business processes and common tasks

Operational CRM: the automation or support of customer processes involving sales or service representatives

Collaborative CRM: Direct communication with customers not involving sales or service representatives (Self-Service)

Analytical CRM: The analysis of customer data for a broad range of purposes

As a networking organisation, NABC will mostly be using Active CRM and Collaborative CRM. Once more resources are acquired – both human and financial – NABC will be able to implement Analytical CRM as well. In the foreseeable future no dedicated service representatives will be appointed, which is why Operational CRM will not be used for the time being.

6. NABC - Interaction interpreted to CRM

This section explores all the groups of stakeholders that NABC has and how these groups interact with NABC.

6.1 Interaction of Members with NABC

Members of NABC can be classified as all organisations that have a membership of the NABC. These members make use of NABC services and generally pay an annual membership fee in return for these services. The ways that Members have interaction with NABC – both incoming and outgoing – are defined below:

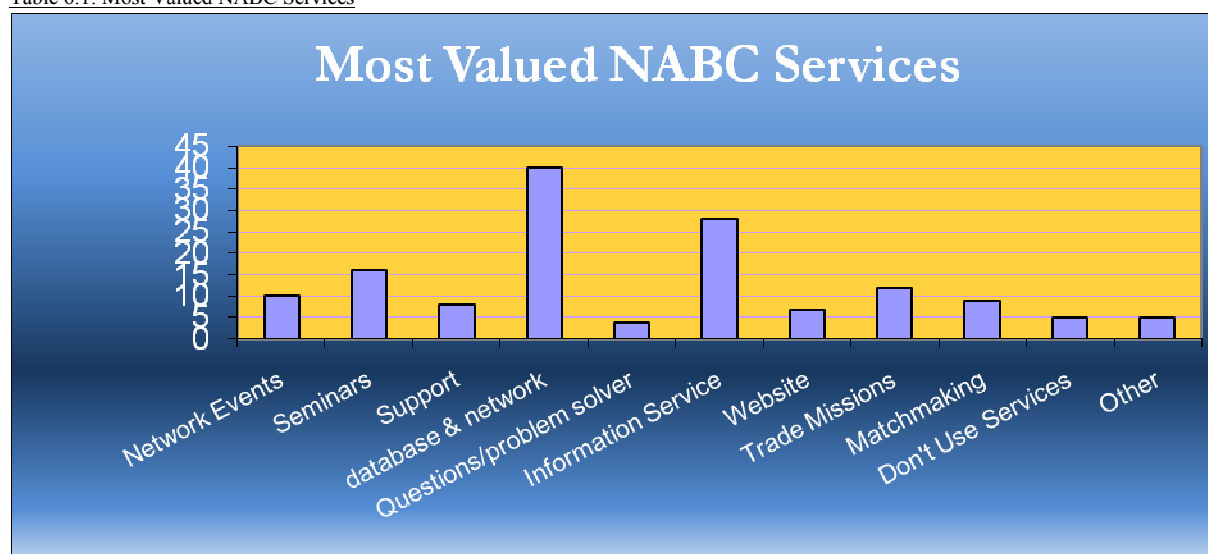
Information requests

Members can contact the NABC with questions about specific countries, events, specific industries in African countries and the opportunities associated with these industries or countries, the Newsletter, Newsflash, etc. This is a service included in membership, and therefore is not subject to extra charges. Usually these requests come by phone. Standard procedure when a request about a certain industry or country comes in is to find out which industry the member is active in, which countries the member is already active in and which countries they are currently interested in. Then, depending on the type of request, the member is either helped instantaneously, or, if the question requires more research, the member will be contacted at a later date with the results of the question, or will be put in contact with the correct organisation or person that can answer their query.

Event participation

NABC's events are generally free of charge for all members. Having access to the NABC network is one of the services that is valued the most, as is also seen from table 6.1: Most valued NABC services, below. It can be seen, however, that there is still room for improvement of the quality of NABC events. This table is part of the results of the 2006 member survey.

Table 6.1: Most Valued NABC Services



Event registration

Registration for events is done in one consistent way. First, an invitation in the form of an electronic mailing goes out to all relevant parties, including the members. This electronic mailing has the basic invitation with information about the event in it, written in a persuasive but attractive form so that it sparks the members' interest. It has a programme for the event, a registration form and, if applicable, additional background information attached. Then, it is essentially up to the members to sign up for participation, by using the enclosed registration form, which then has to be sent back to NABC by fax or e-mail, fully filled in and signed. After a pre-arranged time frame a reminder goes out to the members to remind them to register, and eventually, if necessary, members who have not registered are contacted individually to inform and remind them of the event. Registrations are administrated into an excel sheet, which holds all relevant information to contact the participants before and after the event.

Event Sponsorship

Sponsorship for events can occur in various ways. At certain events members provide the venue where the event is to be held and other facilities needed such as projectors. Sponsorship can also occur in the form of funding or co-funding of events, which in turn allows for the sponsor to place promotional materials such as banners at the event. Another form is providing a cocktail reception after the event or lunch during the event. On certain occasions any of these forms of sponsorship are combined. Sponsorship agreements are mainly established verbally with members, clearly defining what benefits there are for both parties. No formal way of tracking sponsorship agreements is in place at NABC at the moment.

Newsletter sending through mail

The Newsletter is the NABC's quarterly magazine, which holds important news articles and information about African Economies and Politics, as well as profiles of companies active in

Africa and opinion articles. It is a service to members of NABC and is also sent to all Dutch embassies in Africa and African embassies in the Netherlands.

Newsletter sending as weblink

Apart from the hard-copy of the Newsletter that is sent out to the above stated parties, a digital version is also published in the member area of the website, to which a link is sent via e-mail to the above stated parties. Members can choose individually whether they want to receive the hard-copy or the digital version, or both.

Newsflash sending

The Newsflash is the NABC's monthly electronic news publication that gets sent to members, embassies, government agencies and contacts, relations and other interested parties. It holds information about upcoming events, either by NABC, its members or third parties, African latest headlines and a Country of the Month.

Project proposals

Project proposals for project-based funding are in certain cases lodged in cooperation with members, either to aid these members in finding funds for projects or as a part of a joint project with a member.

Third party projects/events – last minute mailings

An extensive amount of information about third party projects or events reaches the NABC office on a daily basis. These projects or events could be from members, partners or other organisations that the NABC has worked with in the past, but also from African organisations looking for ways to reach potential investors from abroad. Most of this information arrives at the NABC in the form of a request to forward the information to the NABC network. Some requests, for example, are purely aimed at generating publicity for an event or project. These are – if deemed relevant to NABC members – forwarded to the members, or put on the NABC website's member section.

Website – on-line mail form

The website's on-line contact forms for trade missions and member subscriptions provide NABC with a streamlined solution for registering participants for trade missions and new members of the organisation.

Participation/assistance trade missions

NABC organises on average two outgoing trade missions annually, and a varying number of incoming trade missions. Generally, participation for members is subject to a lower fee than that of non-members. For incoming trade missions, members can participate free of charge in certain cases – depending on the events in the programme of such a mission. NABC has a number of member organisations that have members of their own as well. This means that

they might have similar activities for these members as the NABC, and in certain cases there have been opportunities to jointly organise trade missions.

Survey

To measure customer satisfaction and needs, or to keep track of changes within member organisations, surveys are now conducted, albeit irregularly. Past surveys have been done by sending all members an e-mail with the survey questions attached, which the members then have to send back. Although it shows that NABC wants to interact with its members to improve service, this loose manner of survey conducting results in a low percentage of respondents.

Membership registration

Members can register with NABC by filling in a registration form and sending it by fax, e-mail, or traditional mail. Furthermore, there is an on-line registration form where people can register. This is usually preceded by an information package that is sent out to them or in the form of orientation talks with a board member or the Managing Director, which emphasise how NABC can fulfil a given company's needs. Once the registration form has been received it is administered into the membership database, which holds basic contact details for both the organisation and the contact person of the organisation, along with what industry the organisation belongs to and what countries it is active or interested in.

Membership fee

NABC Members annually pay a membership fee, for which an invoice is sent every first month of the year. The current fee is €600, which is very low compared to that of the South-African Netherlands Chamber of Commerce, which charges €5000.

Contact details updates

When details for members change, they usually communicate these to NABC in reply to communication that we send out to them, as most of them forget to do so. Therefore, occasionally the NABC contacts each member by telephone to verify if contact details are still correct. This is also a way of rebuilding relationships with members that have fallen out of contact with NABC.

Membership cancellations

At present there is no follow-up procedure for membership cancellations. It would be valuable, however, to log cancellations and conclude from the reasons what NABC can do to minimise cancellations in the future.

Promotion and membership acquisition

This form of interaction is very important to NABC, yet a uniform procedure in member acquisition has not been developed. Usually, contacts are acquired out of various networks (Board members, member organisations or databases of other trade promotion agencies) as potential members, which are then – directly or indirectly – approached to discuss how

NABC might be of service to their organisation. With its limited human resources, it is difficult for NABC to give sufficient follow-up in terms of time investment to the contacts it acquires. A communication plan is being formulated at the moment, which can form an important part of its CRM-strategy.

As can be seen, there are many ways of interaction between NABC and its members. This illustrates that it is very committed to fulfilling its members' needs. This drive for quality can be utilised to acquire more members.

6.2 Interaction of Business Relations with NABC

A business relation is an organisation, department of an organisation or a contact within an organisation that (potentially) has a direct relation to an activity of NABC. Ways of interaction, both incoming and outgoing, between NABC and its Business Relations are described below:

Information requests

As with members, business relations might be looking for certain information. Representatives of business relations usually contact NABC by telephone for information requests, as they hope that they can quickly retrieve the requested information in this manner. Often though, the requested information requires time to research as it is not always available on-demand. As NABC puts time and effort into information retrieval, non-members usually have to pay a fee for this service.

Project proposals

Organisations, either Dutch or African, might have business proposals that need financing, or funds that can be invested in projects. It is an important function of NABC to facilitate the bridging of the gap between these two parties. Apart from trade missions to facilitate this, NABC's office is also open to any party that might want to promote its business proposal, project or investment fund. Upon receipt of such an initiative, it is publicised to all NABC members and – if applicable – suited business relations. NABC in this instance serves as an intermediary in bringing parties together.

Event participation

Business relations attend NABC events for a pre-defined fee. Registration follows the same procedure as with members, but has the added process of administering payment of the participation fee.

Partnerships/Assistance in trade missions

In certain cases, business relations co-organise NABC trade missions, provide funding for trade missions or offer assistance in other forms. Common partners or associates in this matter are EVD (Dutch Economic Consultancy Agency), FMO (Netherlands Development Finance Company) and Sunsia, a trade promotion agency affiliated to NABC.

Promotional mailings and membership recruitment

Any business relation that can be made a member means additional funds for NABC. Therefore, NABC promotes itself and its events to business relations by inviting business relations to events and/or meet with them to show them the value of being a member of NABC. Furthermore, follow-up mailings after events are sent to business relations who attended to persuade them to become a member. This is mainly done electronically.

Fundraising

Sponsorship through the NABC website or promotional activities at NABC events could become an important source of finances. Some sponsorship through placing logos and advertisements on the NABC website has been received in the past. Further sponsorship could be realised through advertisements in the Newsletter, placing banners at events, etc. The board of NABC is currently drawing up a renewed plan for this.

6.3 Interaction of Diplomatic Relations with NABC

Diplomatic relations are the embassies of African countries accredited to the Netherlands, as well as the Dutch embassies in African countries.

VIP-participation events

Inviting ambassadors always adds to the value of events, as they can directly interact with NABC members and be involved in activities in African countries. They can also actively contribute with speeches or providing information to be handed out during events.

Partnerships/assistance in trade missions

As stated above, Embassies of the Netherlands to African countries can play an important role in conducting trade missions. During the acquisition phase of any given trade mission, the Dutch representative of the destination country for the trade mission will be invited to information days that will clarify the goals of the trade mission and the opportunities it will give businesses. For incoming trade missions, African Embassies in the Netherlands generally contact NABC at first to help organise the mission and to facilitate match-making opportunities.

Newsletter sending by mail

All embassies receive the newsletter by mail, as well as a link to the digital version available on the website.

6.4 Interaction of NABC Partners with NABC

NABC is a founding member of EBCAM (the European Business Council Africa-Mediterranean). This organisation's members are national organisations within Europe that

promote trade between their country and Africa. This partnership is important to NABC in terms of information gathering and expanding the business network. Another partner that is not a member of EBCAM is SANEC (the South-African Chamber of Commerce) – with which NABC has a cooperative agreement and even shared offices in the past.

Raising of European Union funds

A source of funding that has been pursued various times is funding through European Union-projects. EBCAM and its members can give each other advice on how to obtain funding for projects and could potentially also apply jointly for funding.

Sharing of information

As NABC's resources are limited, it would be wise to make more use of the information sharing capabilities of its partners in terms of industrial and country information. In the past there have been exchanges of this kind of information, however this could be expanded. NABC does receive periodical news updates from EBCAM, but the flow of inbound information is too large to filter on a regular basis

Event publicity

If events have a pan-European scope, generating publicity and organising the event together with EBCAM could improve the quality of the event and increase attendance, as the event would be more widely known. Sending periodic mails to its members about events by members or other parties is regularly done by EBCAM.

Potential for pan-European participation in trade missions to Africa with members from all or a number of EBCAM members

Trade missions organised by EBCAM members can not only be taken part in to gain experience in trade missions, but also create a more cost-effective way of organising trade missions by synchronising and co-organising trade missions on a larger scale.

Yearly EBCAM event

The presidency of EBCAM changes annually, and each year this event goes hand in hand with a high-profile two-day event to celebrate the fact. NABC will hold the presidency from July 2007 to June 2008, and will therefore host the annual celebratory event. As such an event is potentially very interesting for NABC members as well, NABC will invite a selection of members to this event.

Potential for use of EBCAM network in NABC projects/events

Each member organisation of EBCAM has an extensive database of affiliated organisations. These organisations could be invited to NABC activities.

European Union Policymaking

EBCAM has participated in the drawing up of the Cotonou-agreement, and is consulted in various issues or plans that involve Africa. This links NABC quite closely to European Union-policymaking regarding Africa.

6.5 Conclusion

From the above interaction analysis we can define four different stakeholders that interact with NABC. To translate these groups and the corresponding types of interaction into needs that NABC has in terms of CRM, the above stated has been drawn up into more general key needs, which will facilitate a standardised yet sufficiently flexible manner of interaction for each group.

The needs, or key functions that the CRM-solution for NABC should have, are as follows:

- Composing a database of contacts
- Adding multiple contacts per company
- Creating groupings of contacts
- Keeping track of interaction moments with individual contacts or contact groups
- Add and sort a contact's industry, countries of interest and/or where it is active
- Calendar function
- Adding events and linking these to countries of interest
- Sending out targeted group mailings
- Scheduling activities such as mailings
- Integration with Microsoft Outlook
- Customisation possibilities to account for the organisational structure and business processes of NABC
- Tracking participation of contacts in NABC events
- Mail Merge capabilities

These are the main functions that the chosen solution should have for the NABC to be able to efficiently start using Customer Relationship Management. Despite these criteria, the solution should above all be affordable and scalable.

7. CRM solutions

The available software packages for Customer Relationship Management are countless. Software producers have latched on to the hype quite successfully, providing many kinds of CRM-packages to suit the needs of various types of organisations. Most solutions offer at least a contact management function, a function to track interaction and sales for each customer, a function to schedule projects, events and tasks and a function to define sales opportunities.

To streamline the selection process, we will only look at solutions that suit the needs of smaller organisations, as NABC is a very small organisation that needs a simple but flexible solution to its Customer Relationship Management. Software packages that are definitely outside NABC's budget are also excluded, such as Update.Seven, one of the more sophisticated packages. Below, a description can be found of each potential solution and a description of its key features that it would provide NABC with. After the descriptions, a Comparison Matrix will visualise which solution fits best with NABC needs.

7.1 ACT!

7.1.1. General Overview

With more than 2.5 million users, ACT! is the number one selling contact and customer manager software. ACT! enables businesses to make contact, build and maintain relationships and utilise them. ACT! centralises contact and company information, allows for forecasting and tracking customer opportunities, and maintains a complete customer view with reporting capabilities. It prides itself on its usability, with possibilities to tailor the package to each user, and offers robust integration with everyday business software such as Microsoft Office, Lotus Notes, accounting products, and handheld devices. Through word of mouth a lot of promotion for this programme is being done, which illustrates its customer satisfaction. ACT! has the advantage of a manageable implementation for smaller organisations, which would suit NABC well. A full ACT! feature list can be found in Appendix C: ACT! Feature Comparison Chart.

7.1.2 Key Features

- Creates contact records and tracks all information related to this contact, such as correspondence, documents, sales opportunities, etc
- Links contacts and correspondence with contacts to each other
- Mail merge, integration with Microsoft Outlook calendar, contacts and e-mail
- Creates contact groups and customises them

7.1.3 Costs

ACT! 2007 with a single licence costs €236. This package includes the software on CD and a user manual. For two licences the price goes up to €462, for three licences, which is the amount needed by NABC, up to €685.

7.2 ACT! Premium for Web

7.2.1 General Overview

A web-based version of the ACT!-package that provides most of the functions of the standalone version of ACT!. The advantage over the standalone version of ACT! is that the web-based version has the same look and feel as the standalone version, but does not occupy as many system resources. Furthermore, having the database centralised on an external server might minimise the risk of system crashes or data loss.

7.2.2 Key Features

ACT! Premium for Web has the same key features that the standalone version has.

7.2.3 Costs

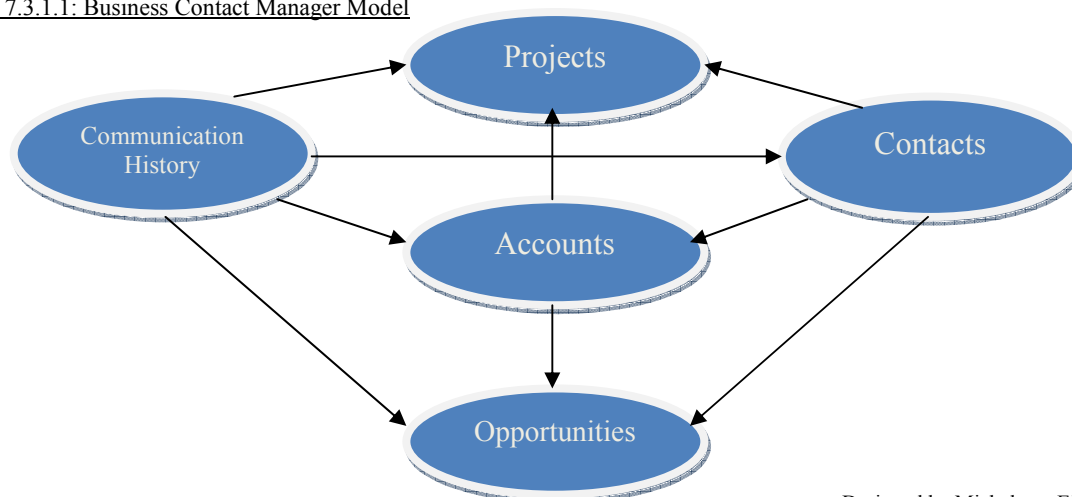
The web-based version of ACT! comes standard in a five-user package. This will provide five user accounts to the on-line system for €1955, which is substantially higher than the standalone version. NABC only requires three to four accounts, therefore purchasing five user accounts would not be cost-effective.

7.3 Business Contact Manager for Microsoft Office Outlook 2007

7.3.1 General Overview

This solution is an added feature to the Microsoft Office Outlook 2007 package, and provides users with additional functionality when interacting with contacts. It is not a standalone CRM package as such, but it provides added functionality to Microsoft Office Outlook that enables fundamental CRM-functions, such as creating a database of contacts that can be grouped according to any of their defined attributes, creating projects or events and linking contacts to these events and defining business opportunities. As with ACT!, it allows users to synchronise the database with handheld devices. Business Contact Manager revolves around five types of records that correlate to each other: Accounts, Projects, Opportunities, Communication History and Contacts. In figure 7.3.1.1: Business Contact Manager Model can be seen how these types of records interact.

Figure 7.3.1.1: Business Contact Manager Model



Designed by Michel van Eijk, 2007

The arrows represent how a certain type of record can be added to another, to create an inter-linked virtual representation of a certain stakeholder of NABC. Opportunities could represent potential members, Accounts represents a company that interacts with NABC (either Business relation, Member or any other type of organisation), Projects could be events by NABC. For example; a new business relation is defined in Accounts. Here, the name and all relevant details of the organisation will be defined. To specify the contact person that has interacted with NABC on behalf of the organisation, a new contact is defined within the Contacts section, and then linked to the corresponding Account. In the case that NABC organises an event, a new Project is created in the Projects section, with all relevant tasks that it requires. If the new business relation, the Account, would aid in the organisation of the Project, it can then be linked to the Project. Any correspondence that occurs throughout the project can be logged in the Communication History, and any potential members that arise from the project can be added to the Opportunities section.

7.3.2 Key Features

- Creates or imports contact records from Outlook
- Links contacts to accounts (i.e. organisations that interact with NABC)
- Uses either the 'Projects'-function or 'Categories' to put accounts and contacts into different categories
- Mail merge with Microsoft Word, e-mail directly from outlook
- Uses the Outlook calendar to track, add and manage correspondence history, projects and project tasks

7.3.3 Costs

At the moment, NABC has two computers equipped with a version of Microsoft Office that includes Business Contact Manager, and one other computer that does not. Therefore, two users could currently use this solution, with a central database that can be synchronised at any given time. With a third license, however, all systems at the NABC office could operate Business Contact Manager, which would be quite practical, as any employee would then be able to add and update the database. As an older version of the office suite is already available at the third system, only an upgrade is needed to operate Business Contact Manager on this computer. A third software license would cost around €225. Prices may differ, but Amazon.com has quoted \$269.99. Shipping costs for delivery in 2 to 4 business days are \$24.99, which makes a total of \$284.98 – €212.07 (Amazon.com, 2007).

7.4 GoldMine

7.4.1 General Overview

GoldMine is a solution similar to ACT!, produced by FrontRange Solutions. It is based around four basic kinds of business activities:

- Client/contact management
 - o GoldMine's database contains three types of contacts: Contacts, Prospective Clients and Current Clients. Basic contact information can be entered and additional fields can be defined to suit the user's industry or need
- Time/task management
 - o A built-in calendar similar to that of Outlook helps to schedule meetings and events, but also logs contact history. Work delegation and productivity are also possible to track and manage
- Document and e-mail management
 - o Mail merge capabilities with Word and e-mail management functions allow for individualisation and standardisation of correspondence
- Sales management
 - o With sales management functions in GoldMine one can track sales statistics and forecast results to maximise efficiency

7.4.2 Key Features

- Creates contact records and track correspondence, documents, opportunities and sales related to this contact
- Integration with Microsoft Outlook and Microsoft Word for Mail Merge and e-mail purposes
- Synchronisation capabilities throughout Local Area Networks, Wide Area Networks, PalmOS and PocketPC
- Statistical Analysis with graphical representation functions
- Creates automated processes

7.4.3 Costs

To implement this system for three users, three software licenses are needed. SyncForce, the reseller of GoldMine, offers a package of three licenses only in combination with a synchronisation tool and required training. The total price for this package is €2658.

8. Comparison Matrix – CRM solution features vs NABC needs

Now that we have mapped the spectrum of possible solutions to the NABC's needs, we can compare each solution to NABC needs and choose the most suitable solution for implementation. Each criterion that has been specified as an NABC need in part 6.5 of this paper – the Interaction Analysis – is evaluated for each potential solution below in table 8.1: Comparison Matrix. The needed investment for implementation for each solution has been included in the last row of the table.

Table 8.1: Comparison Matrix

	ACT!	ACT! For Web	Business Contact Manager for Outlook	GoldMine
Composing a database of contacts	✓	✓	✓	✓
Adding multiple contacts per company	✓	✓	✓	✓
Creating groupings of contacts	✓	✓	✓	✓
Tracking interaction of contacts	✓	✓	✓	✓
Contact sorting by country of interest and industry	✓	✓	✓	✓
Calendar functionality	✓	✓	✓	✓
Adds and links events to countries industries	✓		✓	✓
Sends targeted group mailings	✓	✓	✓	✓
Scheduling activities such as mailings & events	✓	✓	✓	✓
Integration with Microsoft Outlook	✓	✓	✓	✓
Customisation capabilities	✓	✓	✓	✓
Keeping track of contacts' participation in past events	✓	✓	✓	✓
Mail Merge capabilities	✓	✓	✓	✓
Investment Required	€685	€1955	€225	€2658

8.1 Conclusion and Selection

Having evaluated the critical functions or needs for a CRM-solution for NABC it can be concluded that these needs are met by the average basic CRM-solution. In fact, many solutions exceed the NABC's needs at the moment. However, if NABC grows in the long term, many of the features of CRM-packages might become needed, and that is why the evaluated solutions would still be applicable. The evaluated options are all quite scalable; if there is an increase in employees that will use the system, only an additional computer with the required software installed will enable the new employee to use the system. If a large increase in members is established, each evaluated option will be able to deal with the increase. Each critical function needed by NABC has been evaluated and is included in some form in all evaluated solutions, mainly due to their customisation possibilities. Each solution, though, has its own way of achieving the required level of customisation.

An important matter to note is that NABC currently has the IT-infrastructure needed to implement any of the evaluated CRM-solutions. With three up-to-date workstations available connected through a Local Area Network, it is sufficient both in system resources and information sharing capabilities. There are differences in the work load that the individual CRM-solutions generate however. After testing the four potential solutions it came to light that ACT! took the longest to install and used up the most system resources, therefore taking up the most time to work with. The other solutions showed no significant change in system performance.

As cost vs. benefit is the ultimate decision-making factor in this project, Business Contact Manager has a clear advantage over the other possible solutions. Its implementation costs are by far the lowest and time investment in setup and training are the lowest as well, whilst the potential to yield the results that the NABC is looking for on the medium-long term is the same as with the other solutions. Taking into account the limited human resources and funds that NABC has, together with the steady, but relatively small member base, there is no room for a large scale investment in the short term. Therefore a scalable and simple solution is the best way for NABC to start making CRM a part of its organisation. All factors taken into consideration, this is why Business Contact Manager for Outlook has been chosen for implementation.

The implementation phase will involve two main processes; Setup and Operating Procedure. These processes are then complemented by evaluation and control, which will be discussed in chapter 9.

9. Implementation & Evaluation

As introduced in section 8.1, the implementation phase consists of two main processes; Setup and Operation Procedure. As a separate phase, Evaluation & Control will play an important part in safeguarding the continuity of the proper use of the system, which is important for guaranteeing efficiency and quality of service. All phases are subject to a time schedule which will also be laid out in this chapter.

9.1 The Setup Phase

To simplify the setup phase we will break this phase up into smaller, more manageable processes. Processes that are involved in setting up the system are, in order of priority; Acquisition, Installation, Configuration and Testing & Training. These phases are described below in greater detail.

9.1.1 Acquisition

As put forward in section 8.1, NABC already has two workstations equipped with Business Contact Manager for Outlook, and a third workstation with an English language Microsoft Office suite that can be updated to an English version that includes Business Contact Manager. The cost of this update as quoted on Amazon.com is \$269.99, which is €201. Comparing this quote to retail prices at computer shops in the Netherlands, which average €400, this is the best possible price. Amazon's price quote is excluding shipping costs, however. Taking into consideration shipping costs and delivery time, the total cost will be an estimated €225 and the estimated delivery time 1 week.

9.1.2 Installation

The installation step is the easiest step in the setup phase. It merely involves installing the software on the third workstation. This can be done in approximately 30 to 40 minutes, and is followed by the configuration of the software.

9.1.3 Configuration

Configuration is the most extensive step in the Setup phase. Firstly, it involves importing and entering all contact details into the new database and checking them for errors. Next, the database has to be shared over the network to enable other users to synchronise and use Business Contact Manager. As two systems are already equipped with Business Contact Manager, this can be done before the acquisition step. Completing these tasks essentially sets up the basic database. What then needs to be done is the addition of customised fields into contact and account records which allow for entry of organisation-specific information, such as which industry and/or countries the contact or organisation is active in. This step is where a basis for targeted mailings is formed, as contacts or accounts can be selected for activities, correspondence or marketing based upon their interests or industry.

9.1.4 Testing & Training

After completing the configuration, testing needs to be done to make sure all previous steps have succeeded. This can be done by synchronising both computers and adding projects that can be shared across the network. If testing succeeds, the system is ready to be used. As Business Contact Manager will be used by a minimum of two people, they will have to be made accustomed to Business Contact Manager. All NABC employees are experienced users of Microsoft Office, which accelerates the training process. The main guidelines will be explained by the project executive of this system, and as training courses for Office 2007 and Business Contact Manager are readily available on-line, there will be no financial investment needed in this matter. By adhering to the guidelines and on-line tutorials and training courses, a uniform way of utilising Business Contact Manager will develop.

9.2 The Operation Procedure

Section 9.2.4 illustrates how guidelines and on-line training will enable a uniform operating procedure for Business Contact Manager. A Standard Operating Procedure will be developed by the Managing Director of NABC, in agreement with the project executive and the guidelines the project executive has laid down. The operating procedure will be documented and used in the Evaluation and Control cycle.

9.3 Evaluation & Control

This phase, which is in fact a cyclic activity, focuses on the safeguarding of efficiency and accuracy of usage of Business Contact Manager. It does so by an evaluation form that needs to be filled in by the employee using or overseeing the use of the system. The questions in the evaluation form need to be answered with a yes or a no, thus simplifying the responses and overview of efficiency. The filled in forms will be checked by the Managing Director, and if less than 80% of the answers in any of the forms is yes, extra training will have to be conducted to ensure proper use of the system. The questions are a good measure for self-evaluation, as it instils active thinking about how effective a specific user might be using the system. The evaluation form can be found in Appendix D: Evaluation Form for Use of Business Contact Manager.

9.4 Time schedule

As stated in the introduction of section 9, the implementation of Business Contact Manager will be conducted according to a time schedule. The dates for this time schedule have been chosen to allow enough time for each phase and yet ensure a swift implementation process, so that the system is operational as soon as possible. Below the time schedule with deadlines for each phase and step can be found:

	21 – 25 May	28 May – 1 June	4 – 8 June
SETUP PHASE			
Acquisition	21 May, received 25 May		
Installation	Finished 25 May		
Configuration	Start 25 May	Finished 31 May	
Testing & Training	Testing	Training	Training
OPERATION PROCEDURE		formulated	Finalised and in effect
EVALUATION			Starting 5 June, periodical evaluation each 3 months

10. Conclusion

Despite its limited resources, NABC is a very active organisation. Since the start of 2007 it has organised at least one activity per month, which were all of high standard. Besides its activities it provides an information service that is useful, but can still be expanded upon. The move to the new office and creation of a new logo signify two important steps to improve NABC's image.

Having reviewed all the research results, it can be seen that NABC has a large potential, despite its relatively fragile current situation. Its potential has up to now unfortunately not been exploited and developed. One factor that could contribute significantly to the further development of NABC is Customer or Contact Relationship Management, which can aid in member acquisition through mapping out potential members. It could also increase quality of service by keeping track of companies' industries and countries of operations, which can be used to target members in a more sophisticated way. Lastly, it could streamline the organisation of events by creating a uniform approach and defining key tasks to organising events or projects in a CRM system.

After analysing all stakeholder categories and forms of interaction, the above stated opportunities were clearly identified as being needed by NABC. This resulted in a selection of possible solutions to NABC's needs. A recurring problem in the evaluation of the various solutions was NABC's limited resources, which expressed the need for a cautious and gradual approach to implementing CRM in the organisation. Four suitable solutions came forward from the research: ACT!, ACT! For Web, Business Contact Manager for Microsoft Office Outlook, and GoldMine. These options were selected on the basis of size, scalability, costs, functionalities and adaptability. Cost turned out to be the deciding factor, which led to the selection of Business Contact Manager for Microsoft Office Outlook.

The chosen solution is a very usable solution; its interface is commonly known by office personnel, on-line courses are readily available and it is scalable for the NABC on the medium-long term. It enables the average employee to use common sense combined with knowledge of one office application software package, and with the soon to be finalised Operation Procedure its effectiveness and correct use are safeguarded. These measures and decisions combines will contribute to a strong NABC with an expanded network that will facilitate growth of stakeholders' networks, increased quality of service to its members and other stakeholders, an increased potential for improvement of its financial position and successfully promoting and increasing Dutch Trade with Africa. This way, NABC will truly be able to actively contribute to 'Connecting Africa'.

12. Annotated Bibliography

Frances Brassington, Stephen Pettitt – Principles of Marketing (3rd edition, Financial Times/Prentice Hall, 2003)

Principles of Marketing offers a well-structured, comprehensive and detailed journey through fundamental marketing concepts and the strategic context in which they are applied. This text emphasises implementation and application through highlighted examples, vignettes and case studies based on a wide variety of national and international organizations and brands, as well as thorough theoretical coverage. The text is written from a European perspective and with a wide European orientation in the examples, vignettes and cases.

Eduardo L. Roberto, Philip Kotler, Ned Roberto, Nancy Lee – Social Marketing: Improving the Quality of Life (Sage Publications, 2002)

This book turns social marketing into a step-by-step process so that anyone can plan and execute an effective social marketing campaign. Actual cases and research efforts richly support each of the eight steps in the process. Included in the text are more than 25 in-depth cases, about 100 examples of social marketing campaigns, and ten research highlights to represent the scope of research methodologies.

Ed Peelen – Customer Relationship Management (Pearson Education Benelux, 2003)

Customer Relationship Management has been applied by companies for a number of years already, but is steadily becoming more important thanks to new IT-developments. Extensive IT-systems enable efficient and clear Relationship Management. This book covers strategic, organisational, marketing and the Information Technology aspects of CRM, and is aimed at business management, marketing and business economics students.

Marten A. Vamberský – CRM voor het MKB (Kluwer Deventer, 2003)

The author takes on an SME's point of view in planning and implementing a CRM programme from both technical and business vantage points. This book introduces CRM in a concise, practical and easy-to-understand way.

Jan Willem Rietdijk, Wilchard Steenbakkens – Effectief CRM Implementeren: Voorbij de Hype (Ten Hagen & Stam, 2003)

What tactics and CRM strategies do companies use to motivate their CRM investments? What are the critical success factors, dangers and measures involving CRM projects? How to tackle the core issues when implementing CRM in your organisation and what are the consequences? These are just a few examples of questions that many businesspeople can come across and that this book tries to answer.

Topé Osu, Sarwono Satrio – Sustainable Competitive Strategy for NABC (IMBA Thesis, Nyenrode University, August 2004)

Foreign countries are increasingly opening their markets by creating access for foreign investors into their markets. However, the African continent is being left behind in the rapid globalisation process, as it still lacks the basic infrastructure necessary to keep up with the pace of such advancement. The purpose of this thesis is to contribute to the continued development of third World countries. The paper is composed over 7 chapters, starting with an introduction to the NABC and the problem statement. After the conducted research for the

NABC it will end with a summary of the findings, as well as the recommendations made to the NABC with regard to their competitive strategy.

Denize Sebit – The Future of Trade Promotion with Africa: How to Interest Dutch Companies to do Business with and in Africa (NABC, 2006)

Nearly bankrupt, a new General Board took over in September 2005 to get the NABC back on the right course. This research paper by the Managing Director of NABC at the time was written during a period of nearly one year with its purpose to help the board and management solve the problem of the decreasing amount of members, the primary objective being to sustain and retain the existing members and then to increase the amount of members.

Thomas Wailgum – ABC, an Introduction to CRM (CIO, 06/03/2007)

<http://www.cio.com/article/print/40295>

This article explores the fundamental aspects of CRM and explains the philosophies behind implementing CRM. A concise but useful source as an introduction to Customer Relationship Management.

Microsoft – Outlook 2007 courses

<http://office.microsoft.com/en-us/training/CR100654581033.aspx>

This website provides a vast range of self-study courses to aid in understanding and using Microsoft Outlook. This source is an easy and efficient way of training personnel and aided in creating the implementation phase section of the Thesis.

UNCTAD/UNDP – Asian Foreign Direct Investment in Africa: Towards a New Era of Cooperation among Developing Nations (New York, 2007).

http://www.unctad.org/en/docs/iteiia20071_en.pdf

This joint UNCTAD/UNDP publication aims to help African countries attract and benefit from FDI inflows from Asia with a view to harnessing FDI to achieve long-term, sustained development based on the Asian experience.

OECD, African Development Bank – *African Economic Outlook 2007*. (OECD Publishing/African Development Bank, 2007)

Bushell, S. (2003). Long Time Coming. *CIO*. Retrieved 28/02/2007 from CIO Website:

<http://www.cio.com.au/index.php/id;450447508;fp;4;fpid;2;pf;1>

and Douglas, J.V. (2005). NAB Pins Turnaround on Improved CRM. *ZDNet Australia*. Retrieved 29/05/2007 from ZDNet Australia Website:

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and

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13. Appendices

- 14 Appendices
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- 14.2 Appendix B: Statutes NABC
- 14.3 Appendix C: ACT! Feature Comparison Chart
- 14.4 Appendix D: Evaluation Form for Use of
Business Contact Manager

13.1 Appendix A: Organisational Structure NABC

Board Members

Mr M. Ph. Hillen	SUNSLA
Ms M. Kleijn	self-employed Intermediary
Mr B. van der Knaap	SANEC
Mr M. P. de Koning	Celtel International
Mr Th. A. de Man	Heineken International
Mr W. Ruijgh	Port of Amsterdam
Mr M. Schneiders	ING
Ms D. Sebit	Intaquin
Ms R. Tocklu	TeamPro
Mr J. van der Vis	Chamber of Commerce Rotterdam
Mr B.A.M. Zwinkels	FMO

Advisors

Mr M. Kaboré	SUNSLA
Mr J.J. Röben	Former director of PUM
Mr T. Sanders	NCDO

Organisational Structure

Mr J.C. van Heijst	PRESIDENT
Mr J.R. Vergeer	VICE PRESIDENT
Mr Bob van der Bijl	Managing Director

13.2 Appendix B: Statutes NABC

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STATUTENWIJZIGING

Op negen februari -----
negentienhonderd zes en negentig, verscheen voor mij, ----
Mr Paulus Petrus Johannes Maria van Dullemen, -----
notaris ter standplaats 's-Gravenhage: -----
de heer Daan Dingeldein, commercieel medewerker, geboren --
te Enschede op zes en twintig maart negentienhonderd drie -
en zestig, houder van rijbewijs, nummer 0045113242, wo- ---
nende te (7523 DZ) Enschede, S.N. Menkostraat 9, onge- ----
huwd, -----
te dezen handelend in zijn hoedanigheid van gemachtigde ---
van het bestuur van de te 's-Gravenhage gevestigde stich- -
ting -----
Stichting Afrika Instituut, -----
kantoorhoudende te (2594 AH) 's-Gravenhage, Bezuidenhout- -
seweg 181, -----
ingeschreven in het stichtingenregister te 's-Gravenhage --
onder nummer: 150908 -----
Van de volmacht op de comparant blijkt uit de notulen van -
een bestuursbijeenkomst van de stichting -----
Stichting Afrika Instituut, gehouden te 's-Gravenhage op --
acht en twintig november negentienhonderd vijf en negen- --
tig, -----
in welke bestuursbijeenkomst is besloten tot na te melden -
algehele wijziging van de statuten van de stichting. -----
Bij dit besluit is hij, comparant, aangewezen het besluit -
tot statutenwijziging bij notariële akte te effectueren. --
Van het bestaan van gemelde volmacht is mij, notaris, ----
genoegzaam gebleken. -----
De comparant verklaarde dat het bestuur van genoemde ----
stichting, in zijn bijeenkomst van acht en twintig november

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negentienhonderd vijf en negentig, heeft besloten tot -----
algehele wijziging van de statuten van de stichting. -----
Ter uitvoering van dit besluit verklaarde de comparant ----
dat de statuten van de stichting Stichting Afrika -----
Instituut komen te luiden als -----
volgt: -----

S T A T U T E N

Naam en zetel.

Artikel 1.

De stichting draagt de naam: -----
Stichting Nederlands-Afrikaans Centrum voor Handelsbevor-
dering -----

en is gevestigd in de gemeente 's-Gravenhage. -----

De stichting kan zich eveneens bedienen van de naam: -----

The Netherlands-African Business Council. -----

Doel.

Artikel 2.

1. De stichting heeft ten doel het bevorderen van de -----
handels- en economische betrekkingen in de ruimste ----
zin tussen Nederland en landen van Afrika. -----
2. De samenwerking met Nederlandse organisaties en in- ---
stellingen, welke op aanverwant terrein werkzaam -----
zijn. -----
In internationaal verband zal worden gestreefd naar ---
samenwerking met die organisaties en instellingen, ----
welke een uitwisseling van gegevens bevorderen, welke -
het onder 1 gestelde doel dienen. -----
3. Zij tracht dit doel te bereiken door: -----
 - a. het bevorderen van - en het creëren van gunstige ---
voorwaarden voor succesvolle handels-, investe- ----
rings- en andere economische betrekkingen op de ----
wederzijdse markten van Nederland en landen van ----
Afrika; -----
 - b. het verstrekken van informatie en het verlenen van -
diensten terzake van het sub a gestelde. -----

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- c. het bevorderen van de contacten tussen de bedrij- --
ven die handels- en andere belangen hebben in -----
Afrika en het bijeenbrengen van deze bedrijven in --
studie- en andere bijeenkomsten. -----

Vermogen. -----

Artikel 3. -----

Het tot verwezenlijking van het doel der stichting be- ----
stemde vermogen wordt gevormd door: -----

- a. bijdragen van de deelnemers in het samenwerkingsver- --
band van de stichting; -----
- b. hetgeen op andere wijze wordt verkregen; -----

Bestuur; samenstelling, benoeming en ontslag. -----

Artikel 4. -----

1. Het bestuur bestaat uit ten minste drie en ten hoog- --
ste zestien natuurlijke personen. -----
2. Het bestuur wijst uit zijn midden een voorzitter aan. -
3. Het bestuur stelt - de deelnemers in het verband van --
de stichting gehoord - binnen de in lid 1 gestelde ----
grenzen het aantal bestuurders vast. -----
Een niet-voltallig bestuur behoudt zijn bevoegdheden. -
4. De bestuurders worden, op voordracht van de deelne- ---
mers in het verband van de stichting, benoemd door ----
het bestuur. -----
Bestuurders worden benoemd uit de vertegenwoordigers --
van de deelnemers in het verband van de stichting. ---
In vakatures wordt zo spoedig mogelijk voorzien. -----
5. Bestuurders worden benoemd voor een periode van maxi- -
maal zes jaar. -----
Niet benoembaar is hij die de leeftijd van zeventig --
jaar heeft bereikt. -----
Bestuurders treden af volgens een door het bestuur op -
te maken rooster; een volgens het rooster aftredende --
bestuurder is onmiddellijk herbenoembaar. -----
De in een tussentijdse vakature benoemde neemt op het -
rooster de plaats in van degeen in wiens vakature hij -

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- werd benoemd. -----
6. Een bestuurder defungeert: -----
- a. door zijn overlijden; -----
 - b. doordat hij failliet wordt verklaard of hem sur- ---
séance van betaling wordt verleend; -----
 - c. door zijn onder curatele stelling; -----
 - d. door zijn aftreden; -----
 - e. door zijn ontslag door de rechtbank; -----
 - f. door zijn ontslag verleend door de gezamenlijke ---
overige bestuurders; -----
 - g. door het bereiken van de zeventigjarige -----
leeftijd; -----
 - h. door het beëindigen van de hoedanigheid van verte- -
genwoordiger van een in het verband van de stich- --
ting deelnemend bedrijf, welke hoedanigheid de ----
reden was voor zijn benoeming tot bestuurder. -----
7. Een besluit tot ontslag als in het vorige lid sub f ---
omschreven kan slechts worden genomen in een vergade- -
ring van het bestuur waarin alle overige bestuurders --
aanwezig of vertegenwoordigd zijn. -----
- Het gestelde in artikel 7 lid 4 derde zin is niet van -
toepassing op een vergadering waarin het ontslag van --
een bestuurder aan de orde is. -----

Bestuur; taak en bevoegdheden. -----

Artikel 5. -----

1. Het bestuur is belast met het besturen der stichting. -
2. Het bestuur is bevoegd tot het verrichten van alle ---
rechtshandelingen, daaronder met name ook begrepen ---
die bedoeld in artikel 291 lid 2 Boek 2 van het Bur- --
gerlijk Wetboek. -----
3. Kosten die bestuurders in de uitoefening van hun -----
functie maken worden hun door de stichting vergoed. ---

Bestuur; vertegenwoordiging. -----

Artikel 6. -----

1. Het bestuur is bevoegd tot vertegenwoordiging van de --

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- stichting in en buiten rechte. -----
2. De vertegenwoordigingsbevoegdheid komt mede toe aan ---
de voorzitter tezamen met de ambtelijk secretaris van -
de stichting. -----
 3. Het bestuur kan besluiten tot verlening van volmacht --
aan één of meer bestuurders, aan de ambtelijk secre- --
taris van de stichting, alsook aan derden, om de ----
stichting binnen de grenzen van die volmacht te ver- --
tegenwoordigen. -----

Bestuur; werkwijze. -----

Artikel 7. -----

1. Voorzover in deze statuten geen grotere meerderheid ---
is voorgeschreven, worden alle besluiten van het be- --
stuur genomen met volstreekte meerderheid van de uit- --
gebrachte stemmen. -----
Ieder bestuurslid is bevoegd tot het uitbrengen van ---
één stem. -----
Bij staking van stemmen over zaken is het voorstel ----
verworpen. Staken de stemmen bij verkiezing van per- --
sonen, dan beslist het lot. -----
Indien bij verkiezing tussen meer dan twee personen ---
door niemand een volstreekte meerderheid is verkregen, -
wordt herstemd tussen de twee personen die het groot- --
ste aantal stemmen kregen, zo nodig na tussenstem- ----
ming. -----
Het bestuur kan slechts geldige besluiten nemen in ---
een vergadering waarin ten minste de helft van de ----
bestuurders aanwezig of vertegenwoordigd is. -----
Is in een vergadering minder dan de helft van de be- --
stuurders aanwezig of vertegenwoordigd, dan wordt een -
tweede vergadering bijeengeroepen, te houden ten min- --
ste twee en ten hoogste vier weken nadien, in welke ---
tweede vergadering rechtsgeldig kan worden besloten ---
ongeacht het aantal aanwezige of vertegenwoordigde ----
bestuurders omtrent de onderwerpen welke in de eerste -

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- vergadering op de agenda waren geplaatst doch waar- ---
over in die vergadering bij ontbreken van het quorum --
niet kon worden besloten. -----
- Bij de oproeping tot de nieuwe vergadering moet wor- --
den vermeld dat en waarom een besluit kan worden ge- --
nomen onafhankelijk van het aantal ter vergadering ----
aanwezige of vertegenwoordigde bestuurders. -----
2. Het bestuur kan ook op andere wijze dan in een verga- --
dering besluiten nemen, mits alle bestuurders in de ---
gelegenheid worden gesteld hun stem uit te brengen en --
geen van hen zich tegen deze wijze van besluitvorming -
verzet. Een besluit is alsdan genomen, indien de vol- --
strekke dan wel vereiste grotere meerderheid van het --
aantal bestuurders zich vóór het voorstel heeft ver- --
klaard. -----
- Van elk buiten vergadering genomen besluit wordt me- --
dedeling gedaan in de eerstvolgende vergadering, wel- --
ke mededeling in de notulen van die vergadering wordt -
vermeld. -----
3. De voorzitter en ten minste twee der overige bestuur- --
ders zijn gelijkelijk bevoegd een vergadering van het -
bestuur bijeen te roepen. -----
4. De bijeenroeping van de vergaderingen van het bestuur -
geschiedt door de in het voorgaande lid bedoelde per- --
sonen, dan wel namens dezen door de ambtelijk secre- --
taris van de stichting, schriftelijk, op een termijn --
van ten minste zeven dagen, onder opgave van de te ---
behandelen onderwerpen. -----
- De vergaderingen van het bestuur worden gehouden ter --
plaatse binnen Nederland, te bepalen door degeen die --
de vergadering bijeenriep, dan wel deed bijeenroepen. -
Indien werd gehandeld in strijd met het hiervoor in ---
dit lid bepaalde, kan het bestuur niettemin rechts- ---
geldige besluiten nemen, mits de ter vergadering af- --
wezige bestuurders vóór het tijdstip der vergadering --

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- schriftelijk hebben verklaard zich niet tegen de be- --
sluitvorming te verzetten. -----
- Toegang tot de vergaderingen van het bestuur hebben ---
de bestuurders en degenen die daartoe door het be- ----
stuur zijn uitgenodigd. -----
5. Een bestuurder kan zich door een andere bestuurder ----
ter vergadering schriftelijk doen vertegenwoordigen. --
Een bestuurder kan slechts één mede-bestuurder ter ----
vergadering vertegenwoordigen. -----
6. De voorzitter leidt de vergaderingen van het bestuur; -
bij zijn afwezigheid voorziet de vergadering zelf in --
haar leiding. -----
7. De voorzitter van de vergadering bepaalt de wijze -----
waarop de stemmingen in de vergadering worden gehou- --
den, met dien verstande, dat indien één of meer be- ---
stuurders zulks verlangen, stemmingen over personen ---
schriftelijk geschieden. -----
8. Het door de voorzitter van de vergadering ter verga- --
dering uitgesproken oordeel omtrent de uitslag van ----
een stemming is beslissend. -----
- Hetzelfde geldt voor de inhoud van een genomen be- ----
sluit, voorzover werd gestemd over een niet schrifte- -
lijk vastgelegd voorstel. -----
- Wordt onmiddellijk na het uitspreken van het oordeel --
van de voorzitter de juistheid daarvan betwist, dan ---
vindt overeenkomstig het in de wet bepaalde een nieu- -
we stemming plaats, indien de meerderheid der verga- --
dering of, indien de oorspronkelijke stemming niet ----
hoofdelijk of schriftelijk geschiedde, een stemge- ----
rechtigde aanwezige dit verlangt. Door deze nieuwe ----
stemming vervallen de rechtsgevolgen van de oorspron- -
kelijke stemming. -----
9. Van het verhandelde in de vergaderingen van het be- ---
stuur worden notulen gehouden door de ambtelijk se- ---
cretaris van de stichting of door de daartoe door de --

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voorzitter van de vergadering aangewezen persoon. ----
De notulen worden vastgesteld in dezelfde of in de ----
eerstvolgende vergadering en ten blijke daarvan door --
de voorzitter en de secretaris van die vergadering ----
ondertekend. -----

Deelnemers -----

Artikel 7A -----

1. Deelnemer in het verband van de stichting zijn die ----
natuurlijke - of rechtspersonen dan wel die, al dan ---
niet rechtspersoonlijkheid bezittende samenwerkings- --
verbanden van natuurlijke en/of rechtspersonen die ----
een bedrijf uitoefenen met handels- of andere belan- --
gen in Afrika en die door het bestuur van de stich- ---
ting als deelnemers in het verband van de stichting ---
zijn toegelaten. -----
2. De deelnemers in het verband van de stichting zijn ----
een jaarlijkse contributie/bijdrage verschuldigd als --
telkenjare door de vergadering van deelnemers, op ----
voorstel van het bestuur wordt vastgesteld. -----
3. De deelnemers komen telkenjare ten minste een maal ---
bijeen onder meer ter bespreking van de gezamenlijke --
belangen van de deelnemers in het verband van de ----
stichting en zo nodig voor het opmaken van voordrach- --
ten voor de benoeming van bestuurders. -----
4. De wijze van bijeenroepen van de deelnemers in het ----
verband van de stichting en de ordening van deze bij- --
eenkomsten worden in het huishoudelijk reglement ge- --
regeld. -----

Boekjaar, jaarstukken. -----

Artikel 8. -----

1. Het boekjaar van de stichting valt samen met het ka- --
lenderjaar. -----
2. Het bestuur sluit per de laatste dag van het boekjaar -
de boeken der stichting af en maakt daaruit zo spoe- --
dig mogelijk, doch uiterlijk binnen vijf maanden na ---

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afloop van het boekjaar, een balans en een staat van --
baten en lasten op over het verstreken boekjaar, als --
mede een begroting van de baten en lasten van het ----
lopende boekjaar. -----

Deze stukken worden door het bestuur in een vergade --
ring, te houden binnen zes maanden na afloop van het --
boekjaar, vastgesteld en ten blijke daarvan door alle -
bestuurders ondertekend. -----

Het bestuur kan, alvorens tot de vaststelling van de --
balans en de staat van baten en lasten over te gaan, --
deze stukken doen onderzoeken door een door het be ---
stuur aan te wijzen register-accountant of accoun- ----
tant-administratieconsulent. -----

Deze accountant brengt omtrent zijn onderzoek verslag -
uit aan het bestuur en legt daaromtrent een verkla- ---
ring af. -----

Reglementen. -----

Artikel 9. -----

1. Het bestuur is bevoegd reglementen vast te stellen, ---
waarin nadere regels worden gegeven over het functio- --
neren van de stichting en de deelnemersbijeenkomsten. -
2. Reglementen mogen niet in strijd zijn met de wet of ---
deze statuten. -----
3. Het bestuur is bevoegd de reglementen te wijzigen of --
op te heffen, gehoord de deelnemers in het verband ----
van de stichting. -----
4. Op de vaststelling, wijziging en opheffing van regle- --
menten is het bepaalde in artikel 10, leden 2 en 3 ----
van overeenkomstige toepassing. -----

Statutenwijziging. -----

Artikel 10. -----

1. Het bestuur is bevoegd de statuten te wijzigen, ge- ---
hoord de deelnemers in het verband van de stichting. --
2. Het besluit van het bestuur tot statutenwijziging ----
behoeft een meerderheid van drie vierden van de uit- --

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- gebrachte stemmen in een vergadering van het bestuur --
waarin ten minste twee derden van de bestuurders aan- --
wezig of vertegenwoordigd zijn. -----
- Is in een vergadering waarin een besluit tot statu- ---
tenwijziging aan de orde is gemeld quorum van twee ---
derden niet aanwezig, dan zal een nieuwe vergadering --
worden bijeengeroepen, te houden niet eerder dan twee -
en niet later dan vier weken na de bedoelde vergade- --
ring, waarin het besluit kan worden genomen met een ---
meerderheid van drie vierden van de uitgebrachte -----
stemmen, doch ongeacht het aantal aanwezige of verte- -
genwoordigde bestuurders. -----
- Bij de oproeping tot de nieuwe vergadering moet wor- --
den vermeld dat en waarom een besluit tot statuten- ---
wijziging kan worden genomen onafhankelijk van het ----
aantal ter vergadering aanwezige of vertegenwoordigde -
bestuurders. -----
3. Bij de oproeping tot de vergadering, waarin een voor- -
stel tot statutenwijziging zal worden gedaan, dient ---
zulks steeds te worden vermeld. Tevens dient een af- --
schrift van het voorstel, bevattende de woordelijke ---
tekst van de voorgestelde wijziging, bij de oproeping -
te worden gevoegd. De termijn van de oproeping be- ----
draagt in dit geval ten minste twee weken. -----
Het bepaalde in artikel 7 lid 4 derde zin is niet van -
toepassing. -----
 4. Een statutenwijziging treedt eerst in werking nadat ---
daarvan een notariële akte is opgemaakt. -----
Ieder der bestuurders is bevoegd deze akte te doen ---
verlijden. -----
 5. De bestuurders zijn verplicht een authentiek af- -----
schrift van de wijziging en een volledige doorlopende -
tekst van de gewijzigde statuten neer te leggen ten ---
kantore van het door de Kamer van Koophandel en Fa- ---
brieken gehouden stichtingenregister. -----

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Ontbinding en vereffening. -----

Artikel 11. -----

1. Het bestuur is bevoegd de stichting te ontbinden. -----
2. Op het besluit van het bestuur tot ontbinding is het --
bepaalde in het voorgaande artikel 10, leden 2 en 3 ---
van overeenkomstige toepassing. -----
3. Het bestuur is met de vereffening belast, tenzij bij --
het besluit tot ontbinding één of meer andere vereff- --
fenaars zijn benoemd. -----
4. De vereffenaars doen aan het in lid 5 van het voor- ---
gaande artikel bedoelde register opgaaf van de ont- ---
binding alsmede van hun optreden als zodanig en van ---
de gegevens over henzelf die van een bestuurder wor- ---
den verlangd. -----
5. Het bestuur stelt bij het besluit tot ontbinding de ---
bestemming van het overschot na vereffening vast en ---
benoemt tevens een bewaarder voor de boeken en be- ---
scheiden van de ontbonden stichting. -----
6. Na de ontbinding blijft de stichting voortbestaan ----
voorzover dit tot de vereffening van haar vermogen ---
nodig is. -----
Gedurende de vereffening blijven de bepalingen van ---
deze statuten zoveel mogelijk van kracht. -----
In stukken en aankondigingen die van haar uitgaan, ---
moeten aan de naam van de stichting worden toegevoegd -
de woorden "in liquidatie". -----
7. De vereffenaars stellen een rekening en verantwoor- ---
ding op van de vereffening alsmede, ingeval twee of ---
meer gerechtigden tot het overschot aanwezig zijn, ---
een plan van verdeling en leggen deze stukken neer ----
ten kantore van het in lid 5 van het voorgaande arti- -
kel bedoelde register en als dat er is, ten kantore ---
van de stichting of op een andere plaats in het ar- ---
rondissement waar de stichting woonplaats heeft. De ---
stukken liggen daar twee maanden voor ieder ter inza- -

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- ge. De vereffenaar maakt in een nieuwsblad bekend -----
 waar en tot wanneer zij ter inzage liggen. -----
 Het gestelde in de artikelen 23, 23a, 23b, 23c en 24 --
 Boek 2 van het Burgerlijk Wetboek is op de vereffe- ---
 ning van toepassing. -----
8. De vereffenaars dragen het overschot over aan de ge- --
 rechtigde(n). -----
 9. Na afloop van de vereffening blijven de boeken en ----
 bescheiden van de ontbonden stichting gedurende de ----
 door de wet bepaalde termijn onder berusting van de ---
 door het bestuur in zijn ontbindingsbesluit aangewe- --
 zen persoon. Deze persoon is gehouden binnen acht ----
 dagen na het ingaan van zijn bewaarplicht zijn aan- ---
 wijzing alsook zijn naam en adres ter inschrijving op -
 te geven in het in lid 5 van het voorgaande artikel ---
 vermelde register. -----

----- **E I N D E S T A T U T E N** -----

De comparant is mij, notaris, bekend. -----
WAARVAN AKTE, in minuut is verleden te 's-Gravenhage op ---
 de datum in het hoofd dezer akte vermeld. -----
 Na zakelijke opgave van de inhoud van deze akte aan de ---
 verschenen persoon, heeft deze verklaard van de inhoud ---
 van deze akte te hebben kennisgenomen en op volledige ----
 voorlezing daarvan geen prijs te stellen. -----
 Vervolgens is deze akte na beperkte voorlezing door de ---
 comparant en mij, notaris, ondertekend. -----

13.3 Appendix C: ACT! Feature Comparison Chart

Feature Comparison Chart: ACT! 2007 Product Family

Bolded items are features new or improved to the 2007 release. **Reminder:** Individual features within the ACT! 2007 product family may not be singled out and designated as new or improved.

* Asterisks in this chart denote items that must be completed in the ACT! Premium for Web server installation, which utilizes ACT! Premium for Workgroups software.

FEATURES	ACT! 2007	ACT! Premium for Workgroups 2007	ACT! Premium for Web 2007
Organize Your Contact Data in One place			
Track Complete Information: Including attachments, documents, sales opportunities, emails and more	✓	✓	✓
60+ Pre-defined Fields	✓	✓	✓
Enter virtually unlimited date-and time-stamped Notes and History	✓	✓	✓
Split-Panel Note Preview	✓	✓	✓
Create Company Records	✓	✓	✓
Specify Linked Contact/Company Fields¹	✓	✓	✓
Update Company Linked Fields from a Contact	✓	✓	✓
15 hierarchies of Groups and Subgroups - Dynamic membership	✓	✓	✓
Attach documents to Activities and History items	✓	✓	✓
Share Notes and Histories Between Contacts	✓	✓	✓
Rich Text Formatting – supports colours, bullets, graphics, URLs	✓	✓	✓
Layout Designer	✓	✓	✓*
Customizable Navigation Bar	✓	✓	
Maintain Private Records	✓	✓	✓
Stay in Touch and Grow Business Relationships			
Linked Correspondence	✓	✓	✓
Last Communications Fields	✓	✓	✓
Built-in Word Processor that supports tables, HTML images, spell checking, and more!	✓	✓	✓
Mail Merge using ACT! Word Processor	✓	✓	✓
Mail Merge using Microsoft® Word®	✓	✓	
Validate and correct addresses during mail merge	✓	✓	✓
Pre-formatted templates	✓	✓	✓

¹ Not all fields can be linked and linked field types must be compatible.

FEATURES	ACT! 2007	ACT! Premium for Workgroups 2007	ACT! Premium for Web 2007
ACT! E-mail Client	✓	✓	
ACT! E-mail Client integrated with Lotus Notes® ²	✓	✓	
Outlook® E-mail Integration ³	✓	✓	✓
Use Outlook E-mail While in ACT! ⁴	✓	✓	✓
Use ACT! as Outlook Address Book ⁵	✓	✓	✓
Resolve E-mail Address and Create ACT! History from Outlook ⁶	✓	✓	✓
Attach Outlook E-mail to ACT! Contacts ⁷	✓	✓	✓
Specify Outlook Default History Types ⁸	✓	✓	✓
Create ACT! Contact from Outlook E-mail ⁹	✓	✓	
Prioritize Your Work			
Schedule Calls, Meetings, and To-dos	✓	✓	✓
Track Activities	✓	✓	✓
Rich Text Formatting in Activity details	✓	✓	✓
Built-in Calendar	✓	✓	✓
Filter Private Activities	✓	✓	✓
Create and Edit Activity Series	✓	✓	
Activity Conflict Notification	✓	✓	✓
Automatic Rollover of Activities	✓	✓	✓
Recurring Activities	✓	✓	✓
5 Calendar Views	✓	✓	
View Other user Calendar availability		✓	
View Other user Calendars	✓	✓	✓
Calendar Pop-ups	✓	✓	✓
Set Alarms	✓	✓	✓
View Global Events	✓	✓	✓
Paper Organizers Templates	✓	✓	✓
Automatic Outlook Calendar Sync ¹⁰		✓	
Forecast and Track Sales Opportunities			
Forecasting Tools	✓	✓	✓
Opportunity List View	✓	✓	✓
Customize Sales Processes	✓	✓	✓*
Generate Product List	✓	✓	✓*
Import Product List	✓	✓	✓*
Track Multiple Products	✓	✓	✓

² Requires Lotus Notes 6.5.

³ Requires Microsoft Outlook 2000, 2002, or 2003.

⁴ Requires Microsoft Outlook 2000, 2002, or 2003. During setup, users must select if they want to access Outlook e-mail through the ACT! E-mail client or direct integration with Outlook.

⁵ Requires Microsoft Outlook 2000, 2002, or 2003.

⁶ Requires Microsoft Outlook 2000, 2002, or 2003. ACT! must be added as an Outlook address book to use this feature.

⁷ Requires Microsoft Outlook 2000, 2002, or 2003. ACT! must be added as an Outlook address book to use this feature.

⁸ Requires Microsoft Outlook 2000, 2002, or 2003. ACT! must be added as an Outlook address book to use this feature.

In ACT! Premium for Web, this operation must be performed on the Web server.

⁹ Requires Microsoft Outlook 2000, 2002, or 2003. ACT! must be added as an Outlook address book to use this feature.

¹⁰ Requires Microsoft Outlook 2000, 2002, or 2003.

FEATURES	ACT! 2007	ACT! Premium for Workgroups 2007	ACT! Premium for Web 2007
Opportunity Lookups	✓	✓	✓
Customizable Opportunity Fields		✓	✓
Drop-down lists in Opportunity Fields		✓	✓
Instant Quotes ¹¹	✓	✓	
Sales Reports	✓	✓	✓
Pipeline Report	✓	✓	✓
Export to Excel® ¹²	✓	✓	✓
Schedule from an Opportunity	✓	✓	✓
Get a Complete View of Customer Interactions			
Advanced Keyword Search	✓	✓	
Quick Search			✓
Save Lookups as Groups	✓	✓	✓
Lookup Ranges	✓	✓	✓
Lookup Indicator	✓	✓	
Edit within Queries	✓	✓	
Access 38+ standard reports	✓	✓	✓
Use Report Designer	✓	✓	✓*
Field Types – Picture, Yes/No, Memo, E-mail	✓	✓	✓*
Customize Drop-downs; Utilize Multi-Select values	✓	✓	✓
Share Drop-down lists across different fields	✓	✓	✓
Custom Activity Types	✓	✓	✓*
Custom History Types	✓	✓	✓*
Custom Priorities	✓	✓	✓*
Securely Administer and Deploy to Workgroups and Teams			
Increased Scalability to accommodate your workgroup or team ¹³		✓	✓
5 Security Levels for Users	✓	✓	✓
Custom User Permissions		✓	✓
Grant Contact Access en Masse		✓	✓*
Lookup Contacts by Access		✓	✓*
Password Expiration Options	✓	✓	✓*
Complexity of a Password	✓	✓	✓*
Password Re-use	✓	✓	✓*
Field Level Security		✓	✓
Secure Notes, History, and Opportunities en Masse	✓	✓	✓*
Automatic Database Sync		✓	✓*
Automatic Database Backup		✓	✓*

¹¹ Requires Microsoft Excel and Word 2000, 2002, or 2003.

¹² Requires Microsoft Excel 2000, 2002 or 2003.

¹³ Sage Software offers a recommendation of up to 30 users for ACT! Premium for Workgroups and ACT! Premium for Web (EX Editions) and up to 50 users for ACT! Premium for Workgroups and ACT! Premium for Web (ST Editions). Actual scalability and number of users supported will vary based on hardware and size and usage of your database. Sage Software scalability recommendations are based on in-house performance tests using the recommended server system requirements found at: www.act.com/2007systreq. Published minimum system requirements are based on single user environments. You must purchase one license of ACT! per user.

FEATURES	ACT! 2007	ACT! Premium for Workgroups 2007	ACT! Premium for Web 2007
Automatic Database Maintenance		✓	✓*
Silent Install ¹⁴		✓	
Eliminate Duplicate Records	✓	✓	✓*
Prevent Duplicate Records	✓	✓	✓
Access critical information when mobile or remote			
Citrix®/Terminal Services support ¹⁵	✓	✓	
Synchronize Palm OS®	✓	✓	
Synchronize Pocket PC	✓	✓	
Works with ACT! for Palm OS	✓	✓	
Accounting Integration			
Sage Instant Accounts	✓	✓	
Sage Line 50	✓	✓	
Sage MMS	✓	✓	

¹⁴ Delivered as an MSI package. Software to distribute MSI package is not included. Silent Activation on machines requires Internet access. Users must be machine administrators in order to activate.

¹⁵ Citrix and Terminal Services Require specific configurations. Citrix supported using Presentation Server V3.0 and V4.0.

13.4 Appendix D: Evaluation form for Use of Business Contact Manager

This form is used to evaluate and control the correct use of Business Contact Manager for Outlook. This form is to be used every three months to evaluate how efficient Business Contact Manager is being used. If the responsible employee feels that the frequency of evaluation does not reveal any problems, the frequency of evaluation can be lowered to a minimum of once per 6 months.

Question n.		YES	NO
1	Is Business Contact Manager used to add new contacts and businesses to NABC's database?		
2	Are Account records created for each new business in the NABC database?		
3	Are all contacts that are part of a specific company linked to the corresponding Account record?		
4	Is each contact moment logged in the Correspondence History?		
5	Is the Project function used to administer the organisation of events?		
6	Are tasks and deadlines defined in each Project record to assure a correct procedure in organising events?		
7	Are relevant documents linked to relevant Projects, Contacts and Accounts?		
8	Is the Sales Opportunities function used to define potential members?		
9	Are fields in the Contact, Project and Account records used to send targeted mailings?		
10	Is there a need for added functionalities, and if so, which ones are they		

At least 8 of these questions should be answered with yes for a sufficient level of efficient use. Any questions that resulted in a negative answer should be addressed by the employee responsible for correct use of the system.