

**ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT
STRATEGY AND ORGANIZATIONAL PERFORMANCE OF
ASSOCIATED MOTORS LIMITED (K) LTD**

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LIST OF ACRONYMS AND ABBREVIATIONS

CRM	Customer Relationship Management
DCT	Dynamic Capability Theory
E-CRM	Electronic Customer Relationship Management
ICT	Information and Communication Technology
IT	Information Technology
RBV	Resource Based View
SMEs	Small and Medium Enterprises
TCT	Transaction Cost Theory

DECLARATION

I declare that this research project is my original work and has never been presented to any other University or College for assessment or award of a degree.

Signature..... Date.....

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This project has been written under my supervision and submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate my project to my family, many friends and Associated motors limited.

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ABSTRACT

E-CRM systems provide customers with added brand value through time savings, provide convenience and allow customization. Firm's need to develop techniques to monitor customer use of their website and deliver content depending on the client's needs. Cross functional teams are becoming more important in all aspects of corporation & activities but e-CRM remains dominant. Cross functional e-CRM teams deal with diverse issues such as hardware technology, business systems, managing acquisition, retention, development, migration, loyalty, win-back and privacy strategies. The study's objective was to establish the electronic customer relationship management strategy on organizational performance of Associated motors (K) Ltd. The study undertook a case study approach whereas five managers were interviewed. The study findings indicated that e-CRM is critical for firm's growth and performance. The e-CRM practice is a business strategy which utilizes information technology (IT) to provide an enterprise with comprehensive, reliable and integrated view of its customer base to enable processing and customer interactions. It also enhances beneficial a relationship to both parties. E-CRM is thus a technique or set of processes designed to collect data and provide information that enables the firm to evaluate strategic options. The e-CRM utilizes various modern channels of communications to enhance its effectiveness the preferred medium include the mobile phones, e-mail, social media networks. Benefits arising out of the practice are; enhanced productivity across key marketing areas relative to client identification, development of client information, managing migration, retention and loyalty programmes. Another notable benefit is increase of relationship(s) from acquaintance to friendship to partnership. Finally, e-CRM has encouraged firm's to adopt online marketing for transactions using various channels thus a reduction of costs. Challenges also abound in any practice. This included; inconsistent training of service personal on e-platforms, lack of support beyond implementation phase and long time period is required to establish the processes. Popular retention strategies adopted include; financial bonds, customization bonds, social bonds. The study revelations indicated increase of performance of firm's operations, sales and marketing due to customer acquisition, customer retention, efficiency, improved employee behaviour and cost reduction measures.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Electronic Customer Relationship Management (e-CRM) is gaining currency as a strategy for enhancing organization performance by promoting the effective and efficient management of customer relationships, thanks to recent advances in web-based technologies (Padmanabhan & Tizhilin, 2003). From a strategic management perspective, the advent of e-CRM is underpinned on the Transaction Cost Theory (TCT) and the Resource Based View (RBV) theory (Liang, Yu, & Liu, 2010; Zaidi & Othman, 2011). As a strategic management theory, TCT emerged from the observation that business relationships occur because business parties are incentivised by profit optimization prospects inherent in transaction cost minimization (Zeidler, 2009).

According to RBV, organization performance can be derived from firms whose resources are not only valuable, rare and not easily imitated or substituted but they also complement one another (Liang et al., 2010). From this perspective, firms that possess e-CRM resources can draw from the complementary value that e-CRM adds to the overall organization's performance. Strunk, Galka, Barau (2008) critically argues that E-CRM is all about managing the customer experience. Organizations must understand their customer needs and purchase behaviour, and effectively manage each interaction with customers. The interactions arise between service personnel in the field or store/business outlets; customer contact centres or channels, they also take place through advertising sales and sales promotions. CRM increases and raises the bar for customer service expectations as firms try to exhibit greater customer recognition and treating customers as individuals hence CRM gives firms competitive advantage. CRM is the

genesis of enhancing and maintaining mutually beneficial customer and partner long-term relationship through business intelligence generated strategies which are based on capturing, storing, and analysis of information gathered from all customers and partner touch points as well as transaction processing systems.

Galka et al (2008) concludes that CRM is the customer, especially the current ones; acquisition of new customers is also critical for the firms long-term success; CRM should encompass systems that aid in acquisition of new customers as well as gathering information on their current customers, reviewing their purchase history and interactions with the organization complete lifetime value and understanding motivations to their current and future purchases. These will help the firm have adequate customer database and knowledge to guide business decisions. A firm's performance is monitored through a selection and choice of specific key attributes that allows it to detect progress and monitor competitive position in the industry. Bourne and Hudson (2000) explains that performance is the ability of a firm to undertake its required monitoring and measurement of its activities against known standards.

Associated Motors Limited is a company in the motor vehicle industry dealing in new motor vehicle sales and provision of vehicle maintenance and repair solutions. The company maintains linkages with Isuzu Motors Limited in Japan and is a top dealer with Isuzu East Africa. It is a major dealer of the Isuzu vehicles. This includes the full range of Isuzu commercial vehicles including 1 ton pick-ups, 3-30 payload movers and up to 50 ton prime payload mover as well as light, medium and heavy buses (Associated Motors Limited Company profile, 2017).

1.1.1 Electronic Customer Relationship Management strategies

E-CRM is practiced through the deployment of technologies which include web browsers, on-line customer care service via chat rooms and electronic forums, email and systems for enhancing the management of social media content (Kennedy, 2006; Rad, Ghorabi, & Rafiee, 2015). Rai (2011) outlines four main information and communication technologies (ICTs) that lay behind e-CRM systems. These include voice portals that enable access to the content of a website via a mobile phone, search engines such as web crawlers, virtual customer representatives and internet protocols. Electronic CRM thus encompasses all the activities that make use of internet, web browsers and other online touch points to foster better relationship with customers (Ahuja & Medury, 2010). The distinctive focus therefore is on internet-based engagement between a firm and its customers with a reduced level of human contact (Dolly & Pruthi, 2014; Kennedy, 2006).

1.1.2 Customer Relationship Management

Electronic customer relationship management as a business strategy however derives its origin from the now established concept of customer relationship management (CRM). Customer relationship management as a concept is founded on the belief that it is much more profitable to keep the current customers satisfied compared to the investment needed to acquire new ones (Rad, Ghorabi, & Rafiee, 2015). The definitive mark of CRM, according to Buttler and Maklan (2015) is the leveraging of internal and external processes using information and communication technology (ICT) as a value adding medium for a firm to relate with its customers more profitably. This leveraging entails identifying the most profitable customers and deriving suitable strategies for engaging with each of them by enhancing the firm's relationship quality with them while also

finding out ways of discontinuing unprofitable relationships (Kumar & Reinartz, 2012; Reimann, Schilke & Thomas, 2010).

1.1.3 Concept of Strategy

The concept of strategy is credited to strategic management thinkers led by Porter (2008) who construed strategy as a general formula for how an organization should compete, the goals it should pursue and the policies that should be in place to achieve the set goals. It is concerned with how to achieve a fit between market opportunities and organizational capabilities (Sarbah & Out-Nyarko, 2014). According to Al-Khoury (2012), a typical CRM strategy composes of a customer interface which facilitates interaction between the customers and the firm, a customer database that facilitates the personalization of a firm's product and service offerings, a catalogue detailing the array of products and services provided by the firm, a system for tracking all customer transactions with the firm, a repository of all data and information about customers' dealings with the firm, a backend database containing key information from internal and external sources that can inform how to better address customer needs, staff that provides front end services and office backend support and field coordination; and systems for customer feedback analysis.

1.1.4 Organizational Performance

The concept of performance is concerned with achievement of organizational objectives by deploying a combination of factor inputs (Karadag, 2015). In the business sector, performance is measured in both financial and non-financial terms. The strategic management literature however offers little consensus on the set of indicators that helps define and measure organization performance. One of the renowned contributors on this

subject by the name Igor Ansoff consolidated all financial and non-financial aspects into one single measure namely, return on investment (Ansoff, 2016). However, Ansoff (2016) did acknowledge that return on investment is also maximized through non-economic objectives which constitute the broader measures of organizational performance including stakeholder satisfaction (Carton & Hofer, 2006). Modern day organizations view performance from the perspective of improvements in aspects of the organization such as satisfaction, efficiency and effectiveness (Poureisa, Ahmadgourabi, & Efteghar, 2013).

The relationship between e-CRM and organization performance is underpinned by the acknowledgment that it is more expensive to acquire a new customer than to keep one (Salmen & Muir, 2003). However, nurturing a long-term relationship with profitable customers is identified as a key strategy for enhancing a firm's profits (Chen & Chen, 2003). Through positive word of mouth, a firm enjoys a reduction in cost of recruiting new customers and by extension, a reduction in per unit cost of sales is realized since the existing customer markets the firm free of charge (Sureshkumar & Palanivelu, 2011).

E-CRM to organization performance include the provision of quality products, superior service delivery processes, growth in reputation, goodwill and loyalty of customers (Dhillion & Kaur, 2012; Dolly & Pruthi, 2014). The deployment of e-CRM is especially critical to Kenya's automotive industry given that motor vehicles are typically high involvement products which necessitate a close engagement with customers.

1.1.5 Motor-vehicle Industry in Kenya

The automotive industry in Kenya can broadly be classified into two. There are new vehicle sales dominated by established dealers typically through franchising of

international vehicle manufacturers. This industry is mainly dominated by Toyota East Africa, Isuzu East Africa, Simba Corporation, Cooper Motors Corporation and DT Dobbie (Ogolla, 2013). Industry reports indicate that these “Big-Five” companies account for an estimated 80 percent of the market share (Mbaraka, 2013). There are also a myriad number of resellers who deal in a variety of second hand vehicles in the informal market based on the respective brand’s market popularity (Mbaraka, 2013).

According to Kalliokusi (2013), Kenya’s automotive industry has faced difficult times in the recent past with many players reporting dwindling sales as competitive pressures keep on building. Further, at less than 30 percent utilization of the installed capacity of most of the motor vehicle assembly plants in Kenya, there is a gross underutilization of the installed capacity, suggesting that automotive dealers must come up with novel ways of turning around their performance (Okatch, Mukulu, & Oyugi, 2011).

1.1.6 Associated Motors Limited

The history of Associated Motors Limited dates back to the year 1964 when it was first incorporated. The company deals in the sales, maintenance and repairs of motor vehicles. It is an authorized dealer of Isuzu vehicles and is currently the top dealer with Isuzu East Africa. It also offers car conditioners and generators. The company is also involved in body building and fabrication services and maintains all types of vehicles. It is also engaged in vehicle leasing and related services. It is an accredited member of the Automobile Association of Kenya (AAK) and Kenya Motor Repairers Association (KEMRA).

The company’s head office is located in Industrial Area in Nairobi, Kenya. This is also where it possesses a showroom and well-equipped workshop. In addition, the company

has two major subsidiaries with a network of showrooms and workshops in major towns in Kenya such as Mombasa, Eldoret, Kisumu, Nakuru, Meru and Kisii (Associated Motors Kenya Limited, 2017). The company and its subsidiaries together provide direct employment to 210 employees. It envisions a future in which they are the preferred choice in new vehicle sales, motor vehicles maintenance and repair solutions provider in the region. It seeks to achieve the twin mission of offering comfortable, safe and reliable motor vehicles as well as providing timely and reliable maintenance and repair solutions (Associated Motors Limited Company profile, 2017).

1.2 Research Problem

In an environment characterized by dynamism and high competition, the best bet for organization performance resides in the ability to attract and retain customers. Electronic customer relationship management is one of the options open to companies in order to survive and thrive in any business sector characterized by cut-throat competition. However, e-CRM has been embraced with as much scepticism as it has, enthusiasm. Today's business organizations are constantly on the lookout for ways of remaining competitive in increasingly dynamic business environments. Companies therefore need to leverage on their CRM databases to enhance closer relationship with customers and create new ones. This is dependent on effective implementation of e-CRM strategy. Despite the strategic benefits such as customer satisfaction, retention, goodwill and loyalty that e-CRM delivers, research on e-CRM impact on the performance indicators such as profitability, efficiency and effectiveness of automotive companies remains sparse (Okatch et al. 2011).

E-CRM integrates marketing sales and service organizations through business processes, automation, technology, solutions and information resources to maximize each customer contact. E-CRM facilitates relationships among enterprise, their customers, business suppliers, and employees successful e-CRM pillars on effective communications through customer engagements and dialogue forums which results in greater brand and organization satisfaction, e-CRM enhances brand value by providing customers with relevant information they require providing offer that add value to purchasing the brand, and enabling the firm to acquire new information to improve e-CRM efforts. (Berry 1983).

According to Kutner & Crips (1997) e-CRM encompasses of four basic tenets, first that the customers should be managed as assets; secondly not all customers are equally desirable; thirdly customers vary in their needs; fourthly, through better understanding of customer needs, firms can tailor their offerings to maximize overall value. Management of customers as important assets to the firm is part of resource based view of customers. The more the firm understands its customers the better the penetration into their industry market, opportunity to trade customers up and increase speed of new product acceptance and eventually quickened cash flow with less volatility and risk. Parameters of firm's performance can be financial measuring profitability, non-monetary measures include customer satisfaction, quality decisions, increased market share. Performance tools to measure performance include the balanced scorecard, bottom-line approach, and economic value. Hudson & Bourne (2000).

Associated Motors (K) Ltd is a local company specialized in particular motor vehicle sales and brands. It's a local franchisor for Isuzu and Chevrolet motor vehicle seller in Kenyan market with branches in Nairobi, Meru, Eldoret, Mombasa. The firm enjoys the reputation of one of the most successful motor vehicle dealer in the East African region.

International studies undertaken in e-CRM include, Azila and Noor (2011) examined the impact of e-CRM firm performance in Jordanian telecommunication sector using customer loyalty as a measure of performance. They established that e-CRM had significant explanatory power on the variance in customer loyalty. This suggests that e-CRM enhanced firm performance. Lacey and Kalaj (2015) focused their study on the effect of CRM on the performance of Albanian tour operator businesses. In contrast to the study by Azila and Noor (2011), their results revealed that some CRM features did not influence firm performance as measured by customer satisfaction and loyalty.

Locally several studies have also been undertaken. Ishmael (2015) examined a framework for post implementation evaluation of e-CRM in the telecommunication sector using Orange Kenya as a case study. It was found that institutional influence, peer influence and supervisory authority influence significantly impacted on e-CRM implementation success. Fozia, Shiamwama and Otiso (2014) studied the impact of customer relationship management as a strategy for competitive advantage in Kenyan public universities using a case study of Moi University. The findings showed that increased revenues and profits were realized due to implementation of CRM. Madziwa (2016) studied the influence of CRM on customer retention in Kenya's Sacco industry. The results revealed that there was a direct relationship between CRM technology and firm performance. However, Alibhai's (2015) study which investigated the influence of CRM strategies on firm performance based on a survey of synthetic hair manufacturers

in Kenya found that a unit increase in customer orientation leads to a statistically significant decrease in organization performance. Thus, studies on the area of CRM are inconclusive. None of the previous studies examined e-CRM strategy in the automotive industry. This leads to the research question, Does e-CRM strategy influence the performance of business organizations, a case study of Associated Motors (K) Ltd?

1.3 Research Objectives

This research will seek to establish the influence of e-CRM strategy on organizational performance, a case study of Associated Motors.

1.4 Value of the Study

Electronic customer relationship management as a strategy for enhancing organization performance is a recent development in many industries not just in Kenya but across the globe. Therefore, little is known with respect to best practices that can be adopted especially in the automotive industry characterized by high involvement products. The following are the main ways in which the study is valuable. The automotive industry will benefit from the study in that industry players can extract various insights from the findings on adoption and implementation of e-CRM as a strategy. The report will be a knowledge base upon which automotive firms wishing to go the e-CRM route can tap. Findings of the study can help firms focus on the eCRM features that have significant impact on firm performance.

The study will be of direct value to Associated Motors Limited since it will provide empirical evidence concerning the contribution of e-CRM to organization performance. This can be used to make resource allocation decisions in tandem with the organization's

overarching corporate strategy. Budgeting decisions can be taken accordingly with respect to the contributory role of e-CRM in the firm's overall marketing mix.

This study contributes to theory development by providing empirical evidence of the significance of e-CRM strategy. The study will form a reference point for further scholars wishing to extend studies in the area of e-CRM and organization performance. The findings will be disseminated through publication in peer-reviewed journals to enhance knowledge in this area.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theoretical and empirical literature on e-CRM. It also covers CRM practice and its relationship with e-CRM; Database & customer development; E-CRM programme & measurement tools.

2.2 Theoretical Foundations of the Study

A theory is simply defined as a visual model or verbal statement of assumption that offers a tentative explanation of a phenomenon (Leedy & Ormrod, 2005). This research will be supported by two theories. These are: Transaction Cost Theory and Resource Based View.

2.2.1 Resource Based View

This study will be anchored on the Resource Based View (RBV) of the firm. This theoretical proposition was propounded more than three decades ago by Wernerfelt (1984) as a useful strategic management lens for explaining the nexus between a firm's strategic resources and its profitability. The basic assumption of this theory is that a firm with a valuable scarce resource has more chances of posting higher profits than a firm deficient in valuable resources (Liang et al., 2010). From an RBV perspective, a firm has an advantage over its competitors if it possesses a rare, valuable and non-imitable resource (Aghazadeh, 2015). According to Kozlenkova, Samaha and Palmatier (2013), a resource is valuable if it enables a firm to implement strategies that lowers the firm's net costs or increases the firm's profitability over and above what could otherwise have been the case if the resource was lacking.

The RBV is considered a suitable strategic management viewpoint that provides a multidimensional perspective to the implementation of CRM since it attempts to relate a firm's profitability to CRM as a resource (Mohamad, Othman, Jabar, Majid, & Kamarudin, 2014). Resource Based View has been applied in CRM studies such as the study by Wang and Feng (2012) which developed a measurement framework of CRM capabilities and explored the antecedents and profitability outcomes of the capabilities. In this study, RBV will be used to explain the influence that e-CRM as a resource has on organization performance.

2.2.2 Transaction Cost Theory

According to Htay and Salman (2013), the basic concern with this theory is the carrying out of business transactions using the most efficient systems and structures of operation. This theory defines transaction costs as explicit or implicit fees associated with undertaking a transaction or monitoring and controlling it. The theory emerged from the observation that organizations that organize their systems of operation in a certain way from the standpoint of a transaction cost economist seem to perform better (Bromiley, 2009). The focus therefore is in analysing business transactions between the organization and its customers and establishing the most efficient way of structuring and monitoring them (Mehdi, 2005). The aim of adopting e-CRM as a business strategy, from a transaction cost viewpoint therefore is to nurture profitable, long-term relationship with select customers in order enjoy a lifetime value from them through, among others, lower transaction costs, opportunities for cross-selling and up-selling, and positive word of mouth (Ahuja & Medury, 2010; Salmen & Muir, 2003).

2.3 Customer Relationship Management Strategy and its relationship to Electronic Customer Relationship Management

In the electronic business world, the idea of CRM emerged in the wake of realization that technology alone is not sufficient to realize superior organizational performance (Chen, Ruikar, & Carillo, 2013). According to Padmanabhan and Tizhilin (2003), e-CRM tailors the principles of CRM strategy towards electronic commerce and other online mediums of customer engagement such as website as the main interface through which the company interacts with customers. Salmen and Muir (2003) argue that the use of e-CRM system substitutes traditional physical CRM strategy by digital channels through the employment of ICTs to attract and retain customers. Electronic CRM thus consolidates traditional CRM with web-based applications to enhance efficiency of CRM activities (Kennedy, 2006). The main premise of e-CRM is that customers are encouraged to transact with the firm electronically thereby enjoying the benefits of service delivery unhindered by time, space or language (Rad, Ghorabi, & Rafiee, 2015). Thus, CRM relates to e-CRM in the sense that customer relationships are managed through the deployment of electronic technology.

Writing on strategy and the internet, Porter (2001) maintains that the key to optimizing e-CRM potential is to integrate it into the organization's overall business strategy and operations in order to complement instead of making redundant, established approaches to competing and also create systemic uniqueness that cannot be imitated by the competitors. In his view, superior organization performance emanates from doing better what competitors are doing and doing them differently than the competitors. He argues that internet technology offers new opportunities for business organizations to position themselves more strategically than any other technology of the past.

Porter (2001) argues that strategic positioning is necessary for organizations that want to remain relevant in the market but the benefits that accrue from the same is not easy to capture as profits. He cites the example of the automotive industry where web-based technologies allow customers to gather extensive information about products and choose among many alternatives to buy. The implication of this on e-CRM practice is that e-CRM resources must be harnessed to complement other initiatives such as showrooms and service centres.

2.4 Database and Customer Development

Firms have become extremely proficient in data generation; data generation has created unlimited opportunities for building relationships with customers, the internet has accelerated data generation. Firms need to leverage on this data in an effort to sustain and grow their relationship with customers, sometimes the data has created opportunities which hinder growth of relationship (Strunk et al 2008). Kandapully (2007) outlines that the changing business environment and increasing demand for customers have forced firms to extend their business vision beyond short-term revenue generating goals to accommodate long-term sustainable objectives; marketing has to focus on activities of the entire firm, integrate its competencies and resources to meet competitive pressures of today's business environment. Faced with this severe trends business has to prioritize customer retention for long-term survival, focus has shifted from transactional approach to relationship marketing.

Shaw and Stone (1990) the strengths of database marketing are measurability which encourages market refinement and targeting; Testable, easy to test and customization, customization is key to focus and successful transactions. Database management is a key to the development of an effective direct marketing programme through effective

communications and customer services; customer service of modern firms involve speed and accuracy of order fulfilment; immediate customer complaint resolution, toll free calling, money back guarantees, multiple modes of payments facilitating customer flexibility.

2.5 Electronic Customer Relationship Management Strategy and Organizational Performance

Organization performance is a subject of strategic importance because it is only through performance that an organization is able to survive and progress (Garvrea, Ilies, & Stegorean, 2011). The concept of organizational performance has thus been approached from many angles, resulting in a number of frameworks used in its measurement and management. One of the most notable frameworks proposed from a strategic management perspective is the Balanced Scorecard developed by Kaplan and Norton (1996). According to these scholars, the Balanced Scorecard translates an organization's mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system (Kaplan & Norton, 1996). Through this framework, a multidimensional view of organizational performance that encompass four perspectives namely, financial, customer, internal business process and learning and growth, are measured (Kaplan & Norton, 1996). According to Croteau and Bergeron (2001), assessing organizational performance can either be subjective (based on the perception of the respondent) or objective (based on financial data extracted from the organization's books of accounts). Based on findings from their review of literature, Croteau and Bergeron (2001) argue that neither approach is preferable to the other since each approach yields similar results.

Studies undertaken on e-CRM depict e-CRM as a range of ICTs used to support a firm's CRM strategy to enhance firm performance (Kennedy, 2006). When studying e-CRM, the idea of a database that is accessible to authorized internal users, business partners and customers through the web is frequently talked of (Rad et al., 2015). One such study was undertaken by Salmen and Muir (2003) who attempted to illustrate how e-CRM strategy as a firm capability can help create customer loyalty in the banking industry. Their study was based on a survey of 45 bankers who had deployed e-CRM as a business strategy in Austria, Germany, Switzerland and the USA. The findings demonstrated the potential for customer loyalty through e-CRM strategy. Their study showed that customer loyalty was built by making use of networked ICTs. However, whether or not this loyalty translated into profitability was not demonstrated by the study.

Ahuja and Medury (2010) analysed the ability of a firm to deploy corporate blog as an e-CRM tool. Their findings showed that relational content found on the firm's corporate blog had the ability to induce greater consumer participation than any other content typology. This potentially enhanced consumer involvement with the corporate brand and by extension, consumer goodwill towards the firm's product and service offerings. Kennedy (2006) identified the example of a company called Hertz Rent a Car which engaged with customers through personalised websites where customers are free to customise the site to suit their preferences and facilitate their navigation. Such personalized engagement a customer has with the firm provide competitive advantage for the adopters. However, whether this deployment of technological capability translated into organization performance was still open to debate.

According to Kennedy (2006), e-CRM has also enabled Nestle Company to personalise its engagement with individual consumers, reduce the number of phone calls into customer care centres and provide staff with a unified system to extract information across multiple sales channels. The author also highlight web-based CRM platforms that promotes customer loyalty and retention such as Nestle's Netspresso which rewards fans of the Nescafe brand. Kennedy demonstrated through a study of these initiatives, that e-CRM technologies can create customer e-loyalty. By proxy, these are linked to higher revenues and profitability. Dolly and Pruthi (2014) identifies e-mail and automated response as other examples of e-CRM components. They argue that these are basic tools for maintaining customer relationships since they enhance prompt feedback which customers expect. Therefore, automating email replies by activating key words provides one way to speed up a firm's communication with its customers.

Rad et al. (2015) relate e-CRM to a firm's profitability by arguing that e-CRM technology allows firms to uniquely interact with customers at lower costs. In their view, e-CRM software also facilitates the efficient access to customer database that can be tapped into for information in real-time. Such data empowers the firm to focus time and resources on the most profitable customers by identifying latent needs and fulfilling them through upselling and cross-selling. Through e-CRM technologies, the firm is able to recognize the customer whenever the customer pays a visit to the firm's website, thereby delighting customers through real-time online engagement. Bettis-Outland and Johnston (2003) noted that at Ford Motor Company, General Motors and Daimler Chrysler, the average cost of creating a purchase order before the advent of e-CRM was \$150. However, upon implementation of e-CRM technologies, the average cost reduced by

more than 80 percent to below \$30. This translated into significant revenue savings for the firms.

The greatest implication of e-CRM systems is to enhance productivity across a range of key marketing functions; identification of prospects, acquiring customers, developing customers, cross selling, upselling, managing migration, servicing, retaining customers, increasing loyalty, winning back defectors. Peppers and Rogers (1999) indicate that there are four basic steps in e-CRM; First, identification of customers in terms of demographics, psychographics habits, and preferences; Secondly, differentiation amongst clients, (more, least profitable); Thirdly, interaction with customers (cost effective interaction through automation); Finally, customization of offerings to suit different client's needs, mass or individual tailoring.

Baran et al (2008) outlines various areas requiring measurement. The four areas are subdivided as follows; The e-CRM customer cycle measures which includes customer acquisition, development of closer bonds by increasing satisfaction loyalty, trust and confidence, effecting behaviour change by cross selling and upselling, retention of customers, prevention, winback; Company measures encompass efficiency, effectiveness and employee behaviour; Customer and company worth measures which reflects customer equity, lifetime and finally Customer knowledge measures. The benefits of understanding and measuring service quality is a critical factor in success of any firm (Heskehh Sasser and Schesinger 1997). One of the major causes of poor performance by firms is failure to understand their customers (Klose & Finkle 1995) organizations are eager to provide good service but they fall short because they fail to understand their customer needs and expectations (Palmer & Cole 1995).

It's critical to understand the customer categories; the external customers (firms and consumers), the internal customers (employees and managers), the competitors customers (those whom the firm wants to attract and own), and ex-customers (who chose to leave and now use a competing firm's services). Reichheld and Sasser (1990) indicates various methods of customer perception research this includes complaint research, mystery shoppers, critical incident studies, transaction analysis, focus group interviews with selected group of customers, in-depth interviews with individual customers and statistical customer surveys.

2.6 Empirical Literature Review

Azila and Noor (2011) studied the influence of e-CRM strategy on customer loyalty in the telecommunication sector in Jordan. Their findings showed that e-CRM had significant explanatory power on the variance in customer loyalty. Specifically, the amount of e-CRM on a firm's website was positively related to the level of satisfaction and loyalty that customers had with the firm's website. The findings contribute to the empirical support for the adoption of e-CRM strategy, especially web-based strategies. However, how this loyalty translated into profitability was not tested.

Greeshma (2016) explored the application of e-CRM strategy in one of India's largest banks as a tool for enhancing relationships with customers and maintaining profitability. The study established that the bank used e-CRM tool to mass-customize, profile customers, encourage customer self-service, promote one-on-one marketing and save time. Some of the e-CRM strategies adopted by the banks included iLoans, mVisa, eftCheques, Eazypay and Touch & Pay. The bank benefited through cost reductions in business operation and greater loyalty of the bank's customers.

Bezhovski and Hussain (2016) evaluated the benefits that accrue from deployment of e-CRM strategies in the banking sector. The findings showed that deployment of e-CRM contributed positively to the reduction in work load on bank branches, reduced administrative costs, increased cross-selling and higher bank revenues. The authors also reported further benefits in terms of faster analysis of customer's needs due to real time access to customer database, improved information dissemination internally and externally, and faster introduction of new products to market. Further, customers enjoyed convenience, security, time and cost savings, and developed a stronger attachment to the banks. However, since the findings cannot be generalized to other industries such as the automotive industry, there is need to provide empirical evidence specific to motor vehicle dealers.

Mogharabi, Akbarabadi, Mirnezhad and Kariznoee (2014) studied the components of e-CRM and explored their impact on customer attraction and satisfaction through online customer reviews. They found a significant positive correlation between attraction of new customers and e-CRM, suggesting that e-CRM can boost customer attraction. From their findings, it is implied that a potential relationship between e-CRM and profitability subsisted via customer attraction.

Saini and Kumar (2015) examined the effect of e-CRM strategies on the level of satisfaction of customers in the context of online shopping. They found that e-CRM did have implications for customer satisfaction and concluded that firms that need to get the most from e-CRM should reconsider the general principles of user-friendliness of e-CRM and resistance to technology. A similar study was undertaken by Jamali, Mehrabadi and Pouri (2017) who looked at the effect of e-CRM implementation on consumer satisfaction with a bank's website. Their study entailed a survey of customers

and users of the bank's website. Their findings concurred with the results of the study by Saini and Kumar (2015) since a positive and significant impact was found on customer satisfaction and loyalty which potentially translated into profitable outcomes for the banks.

Malik (2015) undertook a study of CRM impact on profitability of the automobile sector through customer loyalty and retention. The results revealed that automobile customers were more concerned with the bottom-line impact of CRM technologies on the timely delivery of services, prompt after-sales services and fulfilment of obligations owed to the customers. These results depict CRM technologies as a means to an end and not an end in themselves. In Africa, most studies investigating e-CRM strategies have also agreed with most of empirical findings that report positive outcomes. Among them is the study by Sunny and Abolaji (2016) that investigated e-CRM adoption in the management of customers and subscribers of telecommunication providers in Nigeria. Their study showed a positive relationship between e-CRM deployment and marketing performance as facilitated by electronic service quality and web-based CRM.

Adekura (2009) investigated CRM impact on customer satisfaction in selected automobile firms in Ghana. The findings showed that firms adopting CRM were better places to provide customer support services that led to customer retention and increased market share. By implication, the study suggests that increase in market share can be said to be a profitable outcome of CRM strategy. Since there is a positive relationship between market share and profitability, it can be inferred from the study that CRM strategies did impact on the automobile firms in the study. However, the question about how much a part of the market share was attributable to e-CRM was not addressed.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that was used to undertake the study. This includes the research design, data collection and data analysis procedures.

3.2 Research Design

A case study research design was used. In a case study, the scope of the research is focused on a single institution and the researcher's intention is to study it in its real life context (Tight, 2017). In the current study, this research design was chosen because of the researcher's interest in describing the e-CRM strategy at Associated Motors Limited, analyzed the impact on the organizations performance and considered the challenges faced in the attempt to deploy e-CRM as a strategic management tool.

3.3 Data Collection

The study involved the collection of primary data. This was achieved by use of an interview guide as the data collection instrument. The respondents comprised of 3 customer service management staff and 4 Heads of Departmental staff at Associated Motors Limited. The interview guide comprised of three sections. The first section contained organizational demographics such & individual demographics. The second section contained questions that measure e-CRM strategy and its impact on profitability. The last section composed of open-ended questions exploring the challenges to e-CRM implementation in the company.

3.4 Data Analysis

Content analysis technique was applied to analyse data. This is whereby respondents' views were coded and summarized and emerging themes were established and reported.

These were interpreted in order to draw patterns and trends from the interviewees' responses.

CHAPTER FOUR: DATA ANALYSIS RESULTS AND INTERPRETATION

4.1 Introduction

This chapter provides the analysis findings and discussions of the information and data generated from interview sessions at associated Motors Limited; the objective of the study was to investigate the electronic customer relationship management strategy and organizational performance of associated motors Ltd.

4.2 Response rate

The study targeted seven senior managers at associated motors from marketing customer care dept and general management, the response rate was 71% which was quite good. Five (5) out of seven (7) respondents were able to participate. Table 4.4 below indicates

Table 4.1 response rate

Statement	Frequency	Percentage
Responded	5	71%
Non response	2	29%
Total	7	100%

Source Researcher (2017)

The high and impressive response rate can be attributed to good level of preparedness and respondent cooperation.

4.3 Respondents Demographics

The study sought to understand the respondent's demographic information to be able to determine their capacities; experience towards electronic customer relationship management strategy and organizational performance.

4.3.1 Position in the Organization

The interviewer sought to know the respondent's position in the organization since such information could easily indicate the level of participation and involvement in electronic customer relationship practices in the organization. The study findings indicated that majority of respondents had senior position in the firm. These positions included head of customer service, manager/ HOD after sales; head of department sales, manager customer service and workshop superintendent. These positions are very strategic much as customer relationship practices are; respondents clearly indicated that these management level initiates and implements strategic decisions in customer service relationship practices.

Table 4.2 Position level in the Organization

Job Position	Frequency	Percentage
Head of customer service	01	20%
Manager (after sales service)	01	20%
Head of sales	01	20%
Workshop superintendent	01	20%
Manager (customer service)	01	20%
Total	05	100%

Source Researcher (2017)

4.3.2 Duration of Service

The interview sought to find out the length of period the respondents had worked in their respective positions; in order to analyse their level of knowledge & participation in the electronic customer relationship management strategy and firms performance. From the findings the longest serving manager/ head of department had been in that position for twelve years, others like manager customer service 2 years, workshop superintendent one year, manager (after sales) department one year, table below 4.3 indicates

Table 4.3 Duration of service (position)

No.of years in current position	Frequency	Percentage
1 year	2	40%
2 years	01	20%
3 years	1	20%
4 – 12 years	01	20%
Total	5	100%

Source Researcher (2017)

The figures from table 4.3 indicates that 40% of the respondents have been in the same position for up to two years and three years 20% respectively, this means they have the knowhow of the operations of the firm and have been participative in the decisions relating to the practice, they are also better placed to advice consult and develop away forward if the practices have been below expectations. One manager in charge of sales had been in the same position for 12 years which comprises of 20% percent. This clearly

indicates that the manager/ respondent had the right and quality input in terms of processes and procedures of electronic customer relationship strategy and organizational performance issues.

4.3.3 Academic Qualifications

The study sought to understand the level of education respondents processed. It was established that majority of respondents (80%) had university education while 20% had technical and other qualification of tertiary level institutions especially the workshop department where automobiles are diagnosed for various malfunctions. These level of qualifications were quite critical in the success of the firm through quality service and after sales service. The implication of the level of education is that the management of the firm have the knowledge, capacity and goodwill to develop the relevant strategies relating to electronic customer relationship practices within the organization.

Table 4.4 Academic Qualifications

Statement	Frequency	Percentage
University & post university education	04	80%
Tertiary technical level	01	20%
Total	05	100%

4.4 Electronic Customer Relationship Management Practices

The interview sought to understand the nature and implications of an electronic customer relationship strategy in the organization. The respondent manager explained various dimensional issues on e-CRM; first, that e-CRM (electronic relationship management) is a software package, system or technology, which contains parameters adjustable software's that integrate and manage all aspects of customer interactions within the firm, through this approach it considerably enhances the firm's ability to handle customer service, sales, marketing, online transactions and orders. The respondent further explained that e-CRM is a process that compiles information which increases understanding on how to manage a firm's relationship with customers. He continued to indicate that it's a business strategy which uses IT to provide an enterprise with comprehensive, reliable and integrated view of its customer base to enable processing and customer interactions, help maintain and expand mutually beneficial relationships. E-CRM is thus a technique or set of processes designed to collect data and provide information that enables the firm to evaluate strategic options.

The study findings further indicated that e-CRM could also be analysed or viewed as a data storage and analysis, as a management practice that focus on relationships as opposed to transactions as a practice that manages demand and finally as a strategy that focuses on current customers. The interviewer sought to be explained e-CRM as a system within the firms systems and operations. The respondent quickly pointed out for e-CRM to be viewed as a system, it must have/ contain four major technological components as follows; First it's a data warehouse containing customer contacts, contracts, transactions and channels. The aim of the data warehouse is to create contact and relationships through various strategies devised by relevant departments; secondly,

the component of analytical tools used to identify customer behaviour patterns; thirdly, as a campaign management tool that develops and evaluates the results of marketing communications such as sales promotion & advertising and finally, as an interface to manage and maintain database. The respondent finally explained the benefits of e-CRM which include, better understanding of our customers, better classification and categorization to better mould over to their specific needs.

4.4.1 Organizational Measures in Management of Customer Transactions.

The study sought to understand the various measures the firm had put in place to manage the e-CRM practices to customers' expectations. The respondents indicated that e-CRM was not highly practiced although manual customer data base is being utilized currently. There was also an online catalogue with products/ services offered especially on ISUZU as a brand the respondent however explained that there was minimal feedback which was productive to clients and the systems were not automated. The interviewer further tried to inquire on the nature and depth of feedback relative to the firms operations especially the means or avenues of feedback practised or how it can be enhanced through e-CRM practices. The respondent stressed the importance of customer feedback, that it highlighted the changing needs of clients; it also bridged the perceptual gap between customer's needs and management views; it's a practice that customers rarely outline their views openly. The respondent further indicated that traditional avenues of feedback forms, observations, conversations, meetings, surveys and third party feedback, E-feedback processes needed to be enhanced to realize full potential of feedback as a management practice of understanding firms clients better. E-customer feedback if enhanced, will be able to reveal weaknesses such as inordinate delays during pre-sale,

negotiation and order processing; poor order tracking, poor packaging, poor product quality, delay in delivery, inaccurate documentation and invoicing, poor after sales service, poor complaint handling the respondent concluded.

In a bid to understand how customer transactions were being handled, the respondent indicated that the success of a business customer relationship was determined by the quality of interactions. It's through these transactions that the customer takes measure of the business and determines the level and type of relationship one can develop with the firm the transaction can be online via, mail, web, and telephone. This is the period when firms create loyalty and surpasses the competition. However the respondent added that the digital age has introduced a more discerning customer who expects much from their interaction with the business. More often these expectations are not met because the business lacks a complete and up-to date view of the customer's information. The respondent concluded by indicating that the goal of customer data integration (CDI) is meeting customer expectations through enabling relevant information to flow freely throughout the firm to the point of interaction.

The study findings indicated that the firm needed to develop a system to ensure their customer data is integrated into a cohesive information flow so that data can be available during any customer transaction. The study also noted that the firm had not developed customer centric views of their data for years. Using marketing data base development and data warehousing. Finally, the respondent indicated that an integration of development of interfaces which allows applications that manage customer data to interact, can also increase the chances of customer interaction through e-CRM practices.

4.4.2 Modern Communication Networks

The interviewer sought to investigate the kind of modern communication channels the firm has adopted in enhancing its E-strategy in customer relationship management. The respondents indicated that the firm currently uses the e-mail channels and sometimes the website is utilized and occasionally whatsapp channel. The research findings indicate that online chat facilities are rarely utilized. Further findings indicated that mediums such as, twitter handle, LinkedIn, Instagram google plus, google hangouts, interactive blog posts, product review website, interactive home page are rarely or not used at all.

The study established that most of these employees had very strong skills in modern technology and its applications. The strong skills were noted in areas of internet user operating skills, downloading files from the internet, uploading files on the internet, opening and saving downloaded files, opening a new tab on the browser, bookmarking a website, installing apps on a mobile device, downloading apps on mobile, device serving for information online, understanding of security precautions while sharing information online and finally making changes on content others have produced online.

The study indicated that the firm has a good feedback system which has enhanced understanding of customer issues and transactions. The respondent further explained that to make feedback useful, there's need for regular analysis; where the firm can improve its service delivery and increase customer satisfaction, areas of concern might be after sales service operations where customers might not be satisfied with the operations. Second method of making feedback useful was noted as use of reverse feedback; reverse feedback is facilitated through use of notice boards, staff meetings, informal meetings, via newsletters, through memos. The significance of reverse feedback is to convey the

needs wants and expectations of the customer. The customer feedback needs to be communicated back to the staff; finally, the respondent indicated that for feedback to be useful, it needed action. This means prompt action taken on client problems to avoid customer discontent.

The study noted new marketing challenges which marketing need to be confronted while serving customers. These include, multiple customer touch points and over lapping department responsibilities focused on customer success. It noted that today's customer relationship involve interaction among many departments beyond marketing and sales, including customer service manufacturing logistics and finance.

4.5 Customer Database Management

The study sought to understand the management of customer database from the interview. It was revealed that customer database management is comprehensive in the organization and is always upgrading it. The study sought to inquire on the customer data integration steps as part of effective data management, the response was as follows, the respondents indicated that there are at least thirteen steps towards an effective customer data integration process. This begins with identification of touch points, which refers to the areas where there's continuous customer interaction process like point of sale; customer service; scheduled and unscheduled technical support even postal mail, web & internet sources; The definition and procedures on how data will be collected, the establishment of business rules for data collection, creation of methodology for managing the data input process after collection, placing of data into common format like names, address organization name address the separation of customer linkage data from all other data; standardization of all customer linkage data; correction of linkage

data components and addition of customer contact; undertaking customer linkage identification process, the enhancement of customer data with sourced data, suppression of data, consolidation of customer linkage and related customer data. From the above interview revelations it was concluded that the customer data base is key and critical in the establishment of electronic customer relationship management practices.

4.6 E-CRM Technology Benefits & Challenges

The study sought to understand the e-CRM & technology platforms in the organization in terms of what it embraced; from the interview process, all respondents seemed to have a universal view and understanding of what e-CRM and technology input was respondents indicated that e-CRM was a software, package system or technology which aim compile information that increases understanding of how to manage customer relationships in the organizations, it was also noted that it was a strategy which utilized IT to provide an enterprise with comprehensive, reliable and integrated view of its customer base so that customer interactions can be beneficial to both parties.

The respondents indicated various benefits arising out of the practice of e-CRM the critical benefit outlined by all respondents was that the system enhanced productivity across the range of key. Marketing functions like, prospect identification, acquisition of customers, increasing loyalty, cross selling, upselling, managing migration, retaining of clients, developing customers, servicing and winning back defectors: Another notable benefit highlighted by respondents indicated that the practice can increase the strength of relationship from acquaintance to friendship to partnership; the respondents further indicated that the practice has encouraged one to one marketing practices through dialogue using various electronic media; further benefits include, reduction of costs of

acquisition and customer development through increase of company products & services; e-CRM systems also reduce costs involved in marketing to low profit customers since they are easily identifiable; similarly e-CRM can easily focus on high profit customers since they are also easily identifiable on the database. Finally the e-CRM reduces waste in organization communication and marketing efforts through effective segmentation practices.

The study findings indicated that there's an increase on sales and even market share out of the established relationship practices. The following challenges was identified during the interview process & findings, the first challenge was the time period it is required to implement a particular software processes; conducting business as its usual while learning travelling and migrating to a new system, inconsistent or inadequate training; time consuming data entry, lack of support beyond implementation phase, to avoid this scenario there's need for continuous ongoing training industry-specific discussions and customer networking opportunities.

4.7 Customer Retention Practices and Performance Evaluation

The interviewer sought to understand the kind of retention strategies the firm was using to increase its relationship with customers. The respondents indicated quite a number bonding practices which the firm has adopted or intends to adopt to enhance the bonding strategies to higher levels. Popular strategies include financial bonds in terms of volume and frequency stable pricing, building and cross selling, these bonds are financial in nature lower prices for greater volume purchases or lower prices for the customers who have been with the firm for long periods; The second level of bonding practice is customization bonds, in firms of anticipation innovation, mass customization ; and

customer intimacy; Third level bonding practices include social bonds, which incorporates continuous relationships, and social bonds among customers; Fourth level of bonding practice is structural bonds, which involves integrated information systems joint investments, and shared processes and equipment the respondents finally indicated that there is a positive relationship between bonding & retention strategies and firms performance as this practice has enhanced growth of business and increased customer satisfaction. The results could be traced across all the firms outlets in terms of sales volume market share, and level of customer satisfaction through regular internal surveys undertaken.

The study noted that performance of firms operations, sales and marketing efforts improved due to the adoption of these practices areas of evaluation and measures of success as per the study findings indicated issues related to customer acquisition, customer retention; efficiency, effectiveness and employee behaviour, cost reduction measures.

CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENNDATIONS

5.1 Introduction

This chapter summarizes the findings and makes conclusions and recommendations of the study. It also outlines various limitation and suggestions for further study.

5.2 Summary of Findings

The objective of the study was to establish the electronic customer relationship management strategy and organizational performance of associated motors Ltd. The study findings found out that different factors encouraged customer loyalty retention practices, the study findings outlined that various electronic customer relationship management had various dimensions, first its viewed as a software package, system or technology which contains parameters, adjustable software's which integrate and manage all aspects of customer interactions within the firm.

The study findings indicated that the electronic customer relationship management and strategy is an I/T (technology) aspects of managing customer interaction through its various touch points which were highlighted as channels or medium of communication or areas where there was customer contact, these included, the website, e-mail, customer service centres; the study findings indicated the core technological ingredients of an efficient and effective E-CRM strategy approach. These encompass a data warehouse which contains customers profile information;

he system should also have analytical tools used to identify customer behaviour patterns, thirdly campaign management tool which develops and evaluates results of marketing communications and finally an interface to manage and maintain databases.

The study findings also indicated various benefits which arose from the practice of electronic customer relationship management and strategy; these included the aspects of understanding the customer's needs; better classification and categorization of clients and businesses to design customized approaches to their needs. The study findings on issues of organizational measures in managing customer transactions, it was noted that currently the firm is using a manual system on customer relationship management practices plus an online customer and product services especially on Isuzu brand. The study further indicated that feedback channels need be enhanced through electronic channels and participation. Further revelations indicated that there's need to modernize various communication channels and adopt the current practices especially on social media through use of online chat room, twitter handle, whatsapp, linkedin, instagram, google plus, google hangouts interactive blog posts, productive review website, and interactive homepage.

The study findings indicated that most of the staff and management had relevant skills required for operations and ease implementation of electronic customer relationship management strategy within the firm, some of the notable skills noted were internet user operation skills, downloading of files uploading of files, bookmarking a website, online management and practices. The respondents indicated various challenges associated with electronic customer relationship practices, these challenges were indicated as multiplicity of touch points which complicates the service delivery and customer interactions; lack of support beyond implementation phase; time period required to implement new systems.

The study finally noted various retention strategies which enhances the productivity of electronic customer relationship practices the bonding practices were noted as financial bonds; customization bonds; structural bonds and social bonds. The study concluded by positively highlighting a strong relationship between effective and productive electronic customer relationship management practices and the firm's performance.

5.3 Conclusion

The study concludes that effective e-CRM practices are critical for firm's success in terms of customer acquisition, maintenance and on line management. More emphasis need be undertaken in terms of revising existing practices of bonding clients with the organization that's the element of retention. The social bonds, financial bonds and customization need be strengthened to add value and enhance customer satisfaction. The study also concludes that there's a positive relationship between e-CRM and firms performance especially in areas of marketing and sales functions. E-CRM practices enables the firm to access customer information internally very easily, reduce control and operational costs, access to world class capabilities, taking advantage of technological innovations and firm's resources. These practice will and the firm to achieve operational efficiency superior performance which in turn will enable the firm competitive edge.

5.4 Recommendations

The study recommends that similar studies be undertaken in the motor industry using a cross sectional survey approach so that similar findings can be compared with different business firms in terms of their customer acquisition, retention and management. The study further recommends that more research be undertaken in the field of retention bonds and strategies to find out which bonding is relevant in the motor industry as

compared to consumer goods bonding practices. The study also recommends that similar studies be undertaken on individual motor vehicle firms like General motors, DT. Dobie; and other motor vehicle dealerships and franchises in the country & region as a whole.

5.5 Limitations of the study

The study had some limitations, the element of confidentiality drive to sensitivity of information made some of the respondents to be reserved in terms of indulging in giving deep information and figures related to the operations of the firm.

Due to the nature of own duties and busy schedules and constant interruptions, much time was invested in information search. The findings of this study were only limited to associated motors Limited and therefore the findings cannot be a reflection of the entire motor industry in terms of the practices under investigation and research.

5.6 Suggestions for further studies

Firms are likely to achieve remarkable performance if their marketing relationship practices are well managed in terms of customer acquisition and retention. A study needs be undertaken on the industry basis to ascertain the relevance of these strategy towards firm performance alternatively separate studies need be done on individual firms within the industry to ascertain the impact and relevancy of the electronic relationship strategy on the firms performance. This approaches once analysed in their respective themes com clearly outline the core issues which need be addressed while embarking or engaging electronic relationship strategy and management.

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APPENDIX I: INTERVIEW GUIDE

TOPIC: ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY AND ORGANIZATIONAL PERFORMANCE OF ASSOCIATED MOTORS LIMITED.

SECTION A: GENERAL INFORMATION

What is your cadre at the company?

1. In which department do you serve?
2. How many years have you worked for this company?
3. What are your academic qualifications?
4. On a 5-point scale where 1=least confident and 5=very confident, please rate your level of confidence with your internet skills on the following operational areas:

	Rating
Internet user operation skills	
Downloading files on the internet	
Uploading files on the internet	
Opening and saving downloaded files	
Opening a new tab on the browser	
Bookmarking a website	
Installing apps on a mobile device	
Downloading apps on a mobile device	
Using key words to search online	
Looking for information online	

Taking security precautions while sharing information online	
Making changes on content others have produced online	

5. How often are the following web-based strategies used in the company to foster closer relations with customers?

Email

Website

Online chat-room

Twitter handle

Whatsapp

LinkedIn

Instagram

Google Plus

Google Hangouts

Interactive blog posts

Product review website

Interactive homepage

6. How user-friendly is the interface the company uses to interact with customers?

7. Does the company maintain a customer database that helps you personalize the services offered to clients?

8. Is there an online catalogue with details of all the products and services provided by the company?
9. Are you able to use the company system to track all customer transactions with the firm to have a unified view of the customer?
10. How comprehensive is the back-office database system containing information that is helpful for meeting needs of the customer?
11. Is feedback from customers analysed in real time? Is the correspondence automated?
12. Does the company enjoy any savings from electronic systems it uses to relate with customers?
13. Have customer care costs reduced in any way due to use of electronic systems of interactions with customers?
14. What opportunities are there with the use of electronic customer relationship management systems?
15. Are customers more satisfied with web-based interaction than other mediums of engagement?

16. Is there a relationship between the company's market share and use of electronic customer relationship management systems in the company?

17. Would you say the general overhead cost of the company is reduced as a result of promoting web-based transactions with customers?

Thank you for your time and cooperation

APPENDIX II: LETTER OF INTRODUCTION

Margaret Wanjiru Ng'ang'a

University of Nairobi

Nairobi, Kenya

September 16, 2017

Dear Respondent,

Re: RESEARCH ON ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY AND ORGANIZATIONAL PERFORMANCE OF ASSOCIATED MOTORS LIMITED.

My name is Margaret Wanjiru Ng'ang'a. I am undertaking a research titled "Electronic Customer Relationship Management Strategy and Organizational Performance of Associated Motors (K) Limited". This is in partial fulfilment of the requirement for award of the Degree of Master of Business Administration at the University of Nairobi.

I write to request your participation through an interview. Your participation will be kept strictly confidential and the findings will be used for academic purposes only. For any further information concerning this research, please feel free to contact me or the university.

Yours faithfully,

Margaret Wanjiru Ng'ang'a

Student Reg. D61/80116/2012

Phone: 0720 332 953

**APPENDIX III: LIST OF NEW MOTOR VEHICLE FRANCHISE
DEALERSHIPS**

1. Cooper Motors Corporation
2. D T Dobie & Company Kenya Limited
3. Isuzu East Africa
4. Simba Corporation Limited
5. Toyota East Africa