CUSTOMER RELATIONSHIP MANAGEMENT AND MARKET PERFORMANCE OF NATION MEDIA GROUP

BY

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DECLARATION

This research project is my original work and has not been submitted for the award of a degree in any other university.

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This research project has been submitted for examination with my approval as university supervisor

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DEDICATION

This piece of work is dedicated to my dear and loving husband Teddy Owino, my parents Mr. & Mrs. Wambugu, and my loving son Tedd jnr. It was your support and encouragement that made my study a success.

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The process of this master’s project writing has been a wonderful learning experience in my academic life. It was filled who with challenges and rewards. The completion of my present study leads to a new beginning and a step forward in my endeavors.

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ABSTRACT

The modern business world is highly competitive. Managers of successful companies are aware of this fact. They also recognise that customers are at the heart of any business – and should be treated like kings and queens. They therefore make every effort to effectively manage relationships with customers.

At the heart of this desire to handle customers well is the knowledge that these are– literally – the goose that lays the golden eggs for any firm. Top managers are also aware that a customer’s needs are not cast in stone. Customer needs and buying patterns change with time. To meet these dynamic needs, companies formulate various strategies. They may adopt differentiated and customer-oriented operations. The aim is to delight customers. They may also employ specific marketing strategies to confer them that competitive advantage.

It is therefore not surprising that more and more firms are investing in ways of cultivating long-term relationships with customers. Indeed, most firms desire to build solid loyalty. Thus, customer relationship management (CRM) is now in vogue. CRM has emerged as a strategy to oil ties with customers and solidify loyalty. It is this phenomenon that this study attempts to unravel. Specifically, this study is an examination of customer relationship management at Nation Media Group and its impact on the firm’s market performance.

Research was undertaken in the form of a case study. The population of employees interviewed for the study was drawn from various NMG departments. These departments were: advertising, marketing, business development, sales and distribution and broadcasting. Data was collected through a guided questionnaire. It was analyzed using content analysis. The study found out that CRM is serving NMG well. It has enabled the East and Central Africa media giant to tailor-make products and services to customers. The objective is to satisfy customers and win their loyalty. It has thus been possible for the firm to cross-sale and up-sale to customers who are loyal and committed to its offerings.

The study found that customer relationship management at NMG is influenced by modern technology, human resource, corporate culture and the leadership of top management. The firm’s information technology system resulted in easier collection and analysis of data. It was easy to analyse customer patterns and interpret customer behavior. This enables the firm to respond with timely and effective customized communications and deliver desired products. The human resource has enabled the firm to continue growing through smart customer sourcing that requires staff with adequate knowledge and skills. CRM was found to boost the company. It enabled the firm to increase efficiency in customer knowledge management. This enhanced the effectiveness of the organization’s ability to make decisions related to customers. The outcome has been the improvement of marketing performance in particular and organizational performance in general.

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ACRONYMS AND ABBREVIATIONS

CI:	Continuous Improvement
CRM:	Customer Relationship Management
LM:	Lean Manufacturing
MCL:	Mwananchi Communications Limited
NMG:	Nation Media Group
NTV:	Nation Television
TPM:	Total productive Management
TQM:	Total Quality Management

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The modern business world is highly competitive. Managers of successful companies are aware of this fact. They also recognize that customers are at the heart of any business – and should be treated like kings and queens. They therefore make every effort to effectively manage relationships with customers. At the heart of this desire to handle customers well is the knowledge that these are – literally – the goose that lays the golden eggs for any firm. Top managers are also aware that a customer's needs are not cast in stone. Customer needs and buying patterns change with time. To meet these dynamic needs, companies formulate various strategies. They may adopt differentiated and customer-oriented operations. The aim is to delight customers. They may also employ specific marketing strategies to confer them that competitive advantage. Furthermore, the spread of use of the internet and its related technologies has greatly increased opportunities for marketing. It has also transformed how relationships between firms and their customers are managed (Anderson, 2011).

Customer Relationship Management (CRM) has evolved over time. It emerged from business processes like Relationship Management. It then moved to where firms gave great attention to ways of improving customer retention by cultivation of good CRM (Light, 2007). This business strategy, it identifies and elevates the customer as the key focus of the organization. This is referred to as creating a "customer centric" orientation (Grant, 2012). Over time, the amount of interest in CRM has manifestly grown immensely. This can, to a great extent, be attributed to many factors. These include the rapid advances in the use of information technology and data warehouses. There is also the ongoing revolution in customer sophistication. Also key is the high level and amazing broadness of modern market dynamism and the mounting intense competition (Chen & Popovich, 2013).

This study is anchored on key three theories. One of this is the Identify – Differentiate – Interact – Customize model. This is the model developed by Peppers and Rodgers (2001). Another model is the Social Exchange Theory. The other is the goal setting theory that was proposed by Locke and Latham (2002).

The IDIC model suggests four actions companies should take. According to the model, firms should identify, differentiate, interact, and customize. The objective is to cultivate much closer one-to-one relationships with their customers. Firms are required to first of all, identify their customers. They should then proceed to build a deep understanding of who they really are.

Social Exchange Theory states that individuals work on relationships largely because they expecting to be rewarded. Therefore, they will voluntarily sacrifice their benefits to contribute them to others in anticipation of more future gains.

The Goal-setting Theory demonstrates clearly that without targets an organization would not know where it is headed to and how far it is from reaching its destination. This theory helps explain that where organizations have not set clear, measurable, realistic and attainable goals, they therefore need not evaluate employee productivity and performance.

Backed by technology, CRM's goal is to offer a 360-degree view of the customer. This helps an organization to meet customer's quality expectation and satisfaction and also increase the performance of an organization. This leads to a win/win for both the firm and its customers (Baran & Galka, 2013). Strategic management is thus strongly justified for its advantage in increasing an organization's performance (Wheelmen &

Hunger, 2010). According to Pearce and Robinson (2003) performance is guided by three economic goals. They include surviving in the market, growth, and profitability. A firm’s growth is related to its ability to survive and make profits. Survival is the organizations ability to remain stable in business and ability to do so means therefore that the company can meet the goals set. Various wide-ranging product impact market studies or PIMS indicates that, market share growth of a company is related to its profitability. However, more important types of growth are known to exist. Growth in numbers of the markets served, in the variety of the many products offered, in the various technologies used to provide goods or services has been shown to frequently lead to noticeable improvements in a firm’s competitiveness.

This is evident in Kenya’s media industry. The industry has grown tremendously over the last two decades and the growth mirrors the expansion in the country’s democratic space. This expansion of democratic space evokes the close connection between media and democratic tenets. Undoubtedly, broadcast and print media in Kenya were severely constrained for many years before the 1990s. In the same vein, broadcast outlets and the quality as well as the vibrancy of print media have witnessed stead growth since then. Take the Kenya Broadcasting Corporation. It was founded in 1928 and for ages remained the sole national operator of television and radio stations. This was until 1989 when Kenya Television Network (KTN) emerged. This opened floodgates for the establishment of new broadcast stations. The Kenyan print media scene has been for long dominated largely by the Nation Media Group and its main competitor he Standard. Other publications emerged and disappeared at different periods (Saurombe, 2006). Stiff competition reigns in the media industry both in content and pricing strategies. These media houses thus face the challenge of developing strategies to enable them compete and maintain their market share.

They also seek to maintain or increase sales revenues alongside viewership and readership at home and abroad. This research therefore aimed to find out the impact of customer relationship management on Nation Media Group's market performance.

1.1.1 The Concept of what constitutes Customer Relationship Management

Customer Relationship Management (CRM) swept the business world like bushfire in the 1990s. It emerged with the idea of changing how businesses related with their customer bases. However, it briefly proved to be theory than practice. This was because it was expensive and also quite difficult to not only track and keep increasingly high volume records but to also constantly as well as accurately update them. CRM has matured and reached its full potential. This has allowed businesses to maximize own potential while at the same time attaining superior customer service. According to (Peppers, 2004), this concept makes more advanced tools available while innovation permits the customization of software to make it ideal for specific businesses or industries. Various benefits that customers enjoy - including loyalty rewards and bonus points – offer an advantage to the awarding firms. This is because the firms can now easily track the spending history as well as the patterns and behavior of the customers.

CRM is defined by various organisations differently (Chopra et al., 2012). This study goes with the definition that this is the use of customer-related information or the knowhow needed to delivering of products or services that customer's need (Blery & Michalakopoulos, 2006). Others consider CRM a managerial philosophy whose objective is to build healthy, long-term relationships with their customers (Berndt et al., 2005). Another definition describes CRM as just a simple philosophy that places customers right at the heart of any firm's processes, activities, and culture. The purpose is to improve customer satisfaction of service and ultimately maximize the organization's profits (Agarwal, 2009).

Customer relationship management (CRM) is therefore a concept for the effective management of a firm's interactions on a daily basis with its customers, clients, as well as potential clients. It relies on technology to analyze, automate, as well as bring together business processes (Brown, 2010). The clear goals of CRM systems are to enhance a firm's profitability, revenue, as well as satisfying the customers. CRM enables officials to understand customer needs and behavior. This then allows the individual to identify the correct time that the firm should market its product and services to potential customers. Through CRM one is also able to tell profitable customer groups. This information helps one to target similar prospective groups – and at the right time. Firms thus optimize marketing resources efficiently. They will also not waste time on less the profitable customer groups. This engenders good market performance by a firm.

1.1.2 Concept of Market Performance

Performance is considered the result of activities. It entails the real results a strategic management process. Thus, strategic management is crucial to increase the performance of a company (Wheelmen & Hunger, 2010). An organization's performance entails final output that a company gets as calculated in related to the expected result. According to Richard, et al, (2009) actual company's performance covers three s areas of organizations outcomes: this includes financial performance (as exemplified by profits, return on assets, and return on investment). It also encompassed performance of a product in the market (this covers sales, market share).

It also focuses on shareholder return (this can be seen in total shareholder return as well as economic value added).

Worth mentioning here is marketing performance measurement (MPM). This is used by professionals in marketing to interpret how effective and efficient marketing is (Gerard, 2008). This objective is achieved by a very clear concentration on the process of a firm's marketing activities (Collins, 2007). The strategy involves the deliberate creation of a reliable metrics framework. The framework is used to monitor marketing performance. It then helps a firm develop and use marketing dashboards in managing a firm's marketing performance. Marketing performance measurement is expected to focus on measuring, managing, as well as analyzing marketing performance. The objective is to get the maximum effectiveness and also maximize the company's return. (Ament, 2008).

A CRM strategy increases company revenues immensely (Clark & Ambler, 2001). Data collected enables a firm to popularize its marketing campaigns effectively. It is also noteworthy that CRM software enables product promotions to reach a different or totally brand new set of valuable customers. This is over and above those customers who had already bought the product. This effectively increases customer revenues for the firm (Rao & Bharadwaj, 2008).

1.1.3 Impact of Customer Relationship Management on Performance

In a study, Dickie (2009) surveyed over 1,700 firms across the world. The study found that only 16.1% of all the company's exercising CRM recorded growth in revenues due to CRM. Most of the organizations or 83.9% were reported not to optimally use their CRM system. Additionally, the widespread application of CRM programmes was found not to result in growth in retaining the customers (Thomas &

Kumar, 2004). Worldwide, organizations have invested a lot of money on CRM systems, software, and structure. However, the returns have not been significant due to the fact that CRM theories are very diverse, a study of the global successes and failures of CRM dimensions is necessary. An integrated theory regarding CRM can then be constructed.

Krasnikov, Jayachandran, and Kumar (2010) studied CRM use in a large sample of Commercial Banks in the United States. Their study showed no concrete correlation that existed between implementing CRM and firm efficiency. This a clear measure of how effectively an organization allocates resources to produce outputs. Interestingly, industry analysts predict that at least 70% of spending on CRM in future will hinge on the potential to increase efficiency (Thomas & Maoz, 2005). A key requirement of competitiveness is for organizations to quickly adjust to customer needs. Increasingly, competition enables organizations to build more contacts and sustain relationships with customers.

Customer Relationship Management is now considered a key commercial process. This is especially son in today’s business to business (B2B) landscape. It streamlines the organizational structure so that it improves and survives in the market. Also, CRM is considered a structure that gives support to the disadvantage of the competition. This creates value organization and the customers, enabling them to gain excellent benefits (Mehrdad & Mohammadi, 2011). Managing relations with customers is considered an important strategy worth of serious satisfaction of the customers' needs. It is vital in practicing a customer-facing method in industry (Buttle, 2009). Industries seek to create long-term ties with their customers using communicative technology of information. This has been more common (Lambert, 2010).

Mwangi (2013) investigated how marketing influences the performance of the commercial banks operating in Kenya. This study found that relationship managers and allied staff in other departments understand well the value of CRM. They understood it as a type of marketing that was born straight from the feedback marketing promotions which emphasize on retaining customers and satisfying them. This is as opposed to a dominant focus on sales transactions. The study went on to also conclude that relationship marketing concerns winning each individual customer at every sales encounter. It also noted that the commercial banks sampled adopted various marketing practices. The study found that in some banks the management conduct regular polls as well as surveys of customer database. They do so to ensure they understand current market challenges and needs. They also aim to ensure that the bank substantially integrates customer feedback so as to help it improve products and services.

1.1.4 Media Industry in Kenya

In Kenya, the media industry comprises more than 90 FM stations, not less than 15 TV stations alongside unspecified numbers of an array of print newspapers and magazines. These publications are mainly in English. However, some media houses employ Swahili. The use of vernacular languages is common in broadcast media with radio dominating. The Media Council of Kenya is responsible for regulating the media industry in Kenya. It was founded by the Media Act, 2007 as a regulatory body for the media. Its other function is to regulate conduct of journalists and discipline them where necessary. It is tasked with the duty of registering and accrediting journalists. It is also responsible for registering media establishments. It handles public complaints and create and publishes an annual media audit of Media Freedom in Kenya (Muganda, 2007).

Leading media houses like the Standard Media Group, Nation Media Group, and Royal Media Services and are locked in stiff competition based on content and pricing strategies. These media houses face the challenge of developing operations strategies that give them a competitive edge that enables them to maintain market share, ramp up sales revenues as well as viewership and readership – both at home and abroad. For example, Media Max gives away its *People Daily* for free to readers in a bid to promote its other services. The target us increased sales and viewership. The effect of now popular new media such as the ubiquitous internet and mobile technology offer traditional media houses serious competition. Most mobile subscribers now use their internet-enabled devices to readily access news and diverse entertainment. Social media has also negatively affected the growth and expansion of traditional media houses. Consequently, traditional media houses need to develop and effectively implement new operations strategies so as to improve their competitiveness in the wake of these new market dimensions (Deloitte, 2013).

New media in Kenya has witnessed rapid growth. It is offering a real challenge to traditional media (largely radio, television, and print) as the platform of choice for accessing news and information. Substantially, the information society is now clearly inseparable from communications media which is known to enable interactive communication. This is especially done through the internet as well as the growing mobile telephony. An estimated 22.3 million mobile subscribers now own handsets in Kenya. Also, an estimated 8.69 million people use the internet. Fixed broadband subscriptions have grown and increased from just 18,626 subscribers to a massive 84,726 – all this growth between 2010 and 2011 alone. However, a whopping 99% of all the internet traffic in the country is through mobile operators. Internet is accessed mainly through 3G and Edge or GPRS. This ostensibly suggests that the popular mobile phones comprise the major platform that provides access to information in Kenya. The platform enables users to access not only voice but also text and the internet on a single platform. Traditional media houses face the challenge of crafting new operations strategies to make them competitive in a volatile market. Otherwise, new media will overtake them and race ahead as the prominent media in Kenya. This will lead to loss of the media houses' market share and revenue (Nyabuga, 2011).

1.1.5 Nation Media Group

Nation Media Group (NMG) is a major media house with operations in East and Central Africa. Its operations cover print, broadcast, as well as digital platforms. It has controlling shareholding in Tanzania's Mwananchi Communications Limited (MCL). This NMG subsidiary publishes *Mwananchi Daily* and *Mwana Spoti,* a weekly all-sports newspaper – all in Swahili. NMG's broadcasting division comprises NTV in Kenya and Uganda. The firm brands in Kenya include *Daily Nation*, *Business Daily, The East African, Taifa Leo,* NTV, *Mwana Spoti* and Nation Hela. Its brands in Uganda include *Daily Monitor,* 90.4 Dembe FM, *The East African,* 93.3 K FM and NTV. Its brands in Tanzania are all newspaper brands that include *Mwananchi, The Citizen, The East African,* and *Mwana Spoti*. Its brands in Rwanda include *The East African* and the Kigali-based radio station 98.7 K FM. NMG runs its own transport subsidiary, the Nation Carriers Limited. Nation Carriers Ltd runs a fleet that distributes its products across Kenya.

According to Muganda, (2007) delighting customers, retaining business and creating loyalty for its products will determine the media firm's ability to remain the region's market leaders. This is a tough battle that only firms that inculcate amazing customer experience in their overall corporate culture will win. This concerns gaining an understanding of customer needs and at the same time delivering this experience even before customers become aware that they need it. Caring is recognized as a quality that emanates from the heart. Customers do not therefore care any bit how much the service provider or manufacturer of a product knows. They are more concerned about how much the firm really cares – for them. Firms therefore have no choice but to strive to identify the true meaning of what is caring and nurture its growth.

1.2 Research Problem

With companies facing immense and growing competition today, only those firms that discern what customers really need will be rewarded. This they can achieve by continuously scanning the market environment so as to gain insights into ways of delivering utmost value to their customers. On this reality, Anderson (2011) opines that in the wake of changes in the operating environment, the business landscape is bound to change dramatically in future. Hence, businesses face increased competition that leads to low profits for firms and even outright losses in some cases. This could be the outcome of absence of needed customers relationship management practices (Abdalla, 2001). On their part, Jin Zhao and Fing (2009) see competition in the global media industry intensifying. They predict that the service in media is likely to be offered while product customization will become a huge challenge.

Consumers needs and expectations have become unpredictable and complicated. A drive to satisfy these complicated needs and expectations will drive up company costs. The various studies cited here and the numerous challenges that faced the media industry in Kenya indicate that Customer Relation Management is gaining prominence. As a new marketing activity, it has become popular among the learners and practitioners. In spite of this reality, most media houses have yet to fully adopt customer relations management. Neither have the attendant benefits – increased market share and profitability been realized. This is largely because no guidelines on adoption, implementation, and practices exist.

Previously, studies have been conducted on the media and effects of competition on different departments of media. A good example is that focusing on the competitive intelligence practices exhibited by FM stations in Kenya, Sang (2001). Another was a study that surveyed advertising agencies operating in Kenya (Mbuthia, 2003). Yet another study sought to understand competitive strategies that were adopted by the Standard Group KTN (Karoney, 2008). There has also been a study of competitive strategies that have been adopted by the mainstream newspaper media companies operating in the country (Mbugua, 2006). Yet another study specifically sought to examine competitive strategies absorbed by NMG (Muganda, 2007). Studies by Krasnikov, Jayachandran, and Kumar (2010) as well as Mwangi (2013), Kandie (2001) and Kiptugen (2003) demonstrate the effects of environmental changes on firms operating in specific industries.

Different media houses in Kenya are shown to view and practice customer relationship management their own way. Yet studies show that effective and efficient customer relationship management practice influences a firm's market performance. This study sought to answer one key question: what is the impact of structured customer relationship management on a firm's market performance in the highly competitive media industry in Kenya?

1.3 Research Objectives

1. To determine the impact of customer relationship management on the Nation Media Group's market performance.
2. To identify challenges by Nation Media Group in its attempt to implement customer relationship management programmes.

1.4 Value of the Study

The research is valuable to stakeholders and management within Kenya's media industry. It will help them understand common customer relationship management practices and ways in which they can be effectively adopted and implemented with the objective of improving a firm's customer services, retention, and satisfaction.

The findings will benefit the academicians and researchers too. It would contribute to expand existing professional knowledge on CRM practices. The study would also serve as a useful basis for further research on CRM.

The study's findings and recommendations offer empirical information to policy makers and the management of Nation Media Group to

Streamline their formulation of CRM policy.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, an in-depth review of important literature on the specific topic under study according to several researchers, scholars, analysts as well as authors. Literature is reviewed in this chapter that relates to the research objectives outlined regarding customer relationship management practices in Kenya's media industry.

2.2 Theoretical Review

The theories at the core of the study are the Identify – Differentiate – Interact – Customize model espoused by Peppers and Rodgers (2001); the Social Exchange Theory whose focus is on the cost-benefit perspective that exists between the customer and the business and; the Goal Setting Theory formulated by Locke & Latham (2002), which considers setting goals and working towards set targets as well as objectives as the real drivers of market performance.

2.2.1 The Identify, Differentiate, Interact and Customise (IDIC) Theory

Peppers and Rogers (2001) developed this model. The IDIC model suggests four actions companies should take. According to the model, firms should identify, differentiate, interact, and customize. The objective is to cultivate much closer one-to-one relationships with their customers. Firms are required to first of all, identify their customers. They should then proceed to build a deep understanding of who they really are. Across the company, key customer information that includes name, address, and buying information must be collected. This should be done at all points of contact. It may well appear simple or even obvious for an organization to get information. However, most of the times information is distributed across departments. It may not be arranged systematically as to be quickly linked to the individual customer (Siddiqi, 2002).

Each individual customer brings value to a firm – but of varying levels. It is thus critical to identify each customer's unique needs. Firms should, further, estimate each customer's value and importance before proceeding to tailor a business offer to each (Peppers & Rogers, 2001). Every interaction with the customer through the "touch-points" offers the firm massive opportunities to continue gathering knowledge of the individual customer's preferences. This data is vital in customizing and continuing to give much quantified value to the specific customer. For instance, the most valued customers of a firm should not be kept waiting for service in queues (Peppers & Rogers, 2001). This theory explains why firms should use technology infrastructure to not only identify but also differentiate, interact and customize the types of services they provide to customers. This will enhance a firm's customer loyalty and retention ability.

2.2.2 Social Exchange Theory

It makes an attempt to explain the kind of relationships that exist in quality of service and the expected value, customer satisfaction and loyalty. This study used a model of the Social Exchange Theory (Homans, 1958). The theory posits that cost-benefit analysis and comparisons of alternatives is the basis of the formation of all human relationships. According to Homans, human beings will quit a relationship when they perceive that the relationship cost significantly outweighs the benefit perceived. The theory posits further that individuals who give a lot to others expect more in return.

Likewise, those who receive much from others are under heavy pressure to return the favour in equal measure. Accordingly, the social exchange, relationships built between parties are said to have been built through several mutual exchanges. Thus, a pattern forms where individuals recognize the reciprocal responsibility to each other. The social exchange theory shows that people show their willingness to maintain relationships since they look forward to being rewarded as a consequence. Individuals will voluntarily sacrifice the benefits due to them and transfer these to others in the hope that they will gain in future.

This theory is particularly appropriate for this study. This is because service encounters between the provider and the customer can be viewed as social exchanges. This interaction between is a crucial component of satisfaction. This, therefore, provides a strong reason for both parties to sustain the relationship (Barnes, 2007). This theory attempts to explain social or business relationships' development, growth as well as the dissolution. It means that people as well as business firms tend to assess and weigh between the level of reward they anticipate and the cost before deciding whether to maintain or end a relationship. Rewards and costs have been defined in terms of interpersonal (for instance liking, familiarity, influence), personal (gratification linked to self-esteem, ego, personality) and situational factors (aspects of the psychological environment such as a relationship formed to accomplish some task). In a services context, considering the level of interpersonal contact needed to produce services, there is a range of psychological, relational, and financial considerations that might act as a disincentive for a hypothetic change of service providers.

2.2.3 Goal Setting Theory

Goal Setting Theory illuminates performance in organisation. It is considered to be perhaps the most effective of all motivational theories. Locke and Latham Redmond (2010) undertook the empirical research that formed the basis of its formulation nearly half a century ago. Over the last decade, Goal-Setting theory has turned out to be the most popular theory on motivation and performance. It has been the most highly researched, used and established theory of all those that focus on work motivation in industrial and organizational psychology. It begun with the early work by Kurt Lewis focusing on levels of aspiration developed. It has then was primarily developed by Edwin Locke. He began his goals setting research nearly 50 years ago – in the 1960s. His work revealed clearly that there was an inductive relationship between the aspects of goals-setting and improvement.

O'Neil and Drilling (1994) in their work cite Locke and Latham's explanation on the premise behind the theory. Locke & Latham contend that human action is largely purposeful. Human action, according to the researchers, is directed by conscious goals. Simply, conscious goals have been thought to affect action (Locke & Latham, 2002). Levels of performance are consciously set under goal setting. The goal is to obtain desired outcomes. Setting a goal goes a long way in providing a clear structure to direct the actions and behaviour of individuals so as to improve unsatisfactory performance. Humans have purpose for pursuit when they set goals because they will persistently strive to attain them (Latham, 2004). When pursuing a goal, individuals will strategize how best to meet their desired goals.

Locke and Latham (2006) contend, though, that the goal must be important to the individual and he/she should believe it is achievable. Supervisors and their subordinate must then be involved in setting a firm's goals. Some conditions must be met for the goal setting to be effective in eliciting motivation. These conditions are: i) goal specificity ii) goal acceptance/goal commitment iii) feedback on progress towards the goal and iv) goal difficulty. Hendry, Bradley and Perkins (1997) consider absence of very clear indices of measuring goals will often cause the set images of performance in an organisation to be exploited. Encapsulated in this idea is the clear vision and robust structure that the act of goal setting provides. This helps to motivate individuals and their teams to step up the plate, perform better and do much more.

This theory illustrated that what cannot be measured by an individual or organisation cannot be done. An organisations' management must therefore set out measurable targets. They must do this while involving the people included in the particular contract. Without clear targets no organization would know where it is headed and how far the target or destination is. Performance can only be managed if there are proper indicators. These indicators should be measurable and of importance to the organization's mission. This theory explains why organizations that have not set agreed goals have no basis for evaluating performance. The goals should be measurable, realistic and attainable. Thus, employee productivity and performance can be evaluated and easily measured.

2.3 Performance

Operating in dynamic markets, managers strive to improve their performance. Customer inertia, fierce competition, and market uncertainty move them to act. They seek to effect marketing initiatives likely to offer long-term benefits to their firms.

CEO statements more often than not, reflect this rationale irrespective of whether they operate in manufacturing, fast-moving consumer goods or service industries. Long-term marketing productivity features in recent debates on the profitability or otherwise of Internet-based services. They also feature in discussions on downturn spending cuts; they are mention in discussions on building and maintaining brand equity; they also feature in discussions on market entry strategies. The Marketing Science Institute has prioritized research on the measurement as well as improvement of a firm's long-term financial returns to investments in marketing. To address this priority requires a typically dynamic understanding of those very conditions that affect performance growth as well as of the role that marketing actions play in the entire process. Various theories of market dynamics try to explain this phenomenon. Theories such as the diffusion of innovation theory and the life cycle theory argue that deterministic changes throughout time are unrealistic. This is especially so in today's uncertain and dynamic market environments.

A firm's performance represents the measure of standard or the prescribed indicators of effectiveness as well as efficiency and environmental responsibility. These metrics include cycle time, regulatory compliance, worker productivity, and a firm's waste reduction. Performance can also refer to the various metrics that relate to ways in which a particular customer request is handled. It also refers to the act performing: that is, doing something successfully or using one's knowledge well as distinguished from the status of merely possessing it. Performance is the ultimate outcome of all a firm's operations and strategies. It is also the level to which a worker meets expectations regarding how she or he should function or behave within a certain context, situation, a specific job or particular circumstance.

2.4 Empirical Review

Gabriel (2013) made an examination of how service quality affects customers' satisfaction in Tanzania's mobile phone industry. The survey used an assessment by customers as well as service providers. The study sought to find out up to what extent various service quality factors may be used as predictors of customers satisfaction levels as opposed to service providers. The population of this study was 10,990 university students who were drawn from two selected universities. A sample of 468 students from the university was drawn to represent customers. Of the 468 questionnaires distributed, those collected were 420. This represented a response rate of 90%. The study found that three key quality service factors (that is reliability, responsiveness and empathy) were valuable in determining overall customer satisfaction in the industry. It was perceived that quality is thus important in predicting customer satisfaction. Customer satisfaction results in trust, ability of customer to tolerate prices and customer loyalty.

Olivier (2007) presented South Africa's experience in implementing CRM. According to him, the Southern Africa nation was strongly predicted that it will develop into a "loyalty marketing gem." His research found that South Africa's black middle class population, historically ignored, stood the chance of doubling consumer spending power within a short time. This would drive South Africa's economic growth. This African nation boasts various loyalty programmes. Leisurelink (1996) is one. Another is SAA voyager or South African frequent flyer (1994), yet another is Clicks Club Card (1996). Discovery Health's Vitality (1997) is another programme. MTN call Awards (MTN-1999) is also another programme as is eBucks (First Rand -2000). According to Olivier (2007), these loyalty programmes were historically targeted to advantaged communities. These programs have had a huge impact by strongly influencing the people’s buying behavior and their retention as customers.

In The Netherlands, Bugel, Buunk and Verhoef (2010) used the psychological investment model to examine commitment to companies. They looked at customer-company relationships in 5 key economic sectors. Health insurance, supermarkets, banking, mobile telecommunication, and the automotive industry were the subjects of the study. The researchers recruited 300 respondents drawn from each sector. The study suggests that satisfaction is important in determining how much customers are committed to service providers. It also notes that a positive correlation exists between customer service improvement and gaining customer loyalty.

2.4.1 The Relationship between Brand Visibility and Customer Relationship Management

A brand is represented by a name, term, design, or symbol. It can also be any other feature that distinctly identifies one seller's good or service. It distinguishes them from those goods or services that belong to other sellers (Kotler, 2003). A brand represents a firm's most valuable asset. It adds not only economic but also strategic value to proprietors. Brand awareness, on its part, refers to the ability if customers to recall and easily recognize a brand irrespective of whether they encounter it under different conditions. This is the ability to link to the brand and its name, logo and jingles as well as other identifying features to certain associations in memory. It also explains the extent to which any particular brand is easily recognized by any potential customers who are able to correctly associate it with a particular product (Kotler & Keller, 2006). Brand awareness, represented as a percentage of the target market, is often the primary goal of any advertising.

2.4.2 The Relationship between Promotion Tools and Customer Relationship Management

Consumers are at the Centre of all marketing activities. Marketing's main objective is to establish a robust as well as profitable customer base with the aim of accelerating a firm's sales. To attain this mission, firms craft marketing strategies that segment the market into certain groups. A firm then targets its services to a specific group and then focuses on ways to effectively satisfy the target customers. Hence, a marketing strategy features three elements: one is segmentation, two is targeting, and three is positioning. Going by this market strategy, a firm will develop a marketing mix comprising 4Ps. These are product, price, place, as well as promotion. Kotler and Armstrong (2006) consider promotion to be activities that communicate a product's merits so as to persuade target customers to decide to buy it.

2.4.3 The Relationship between Technology and Customer Relationship Management

Technology is referred to simply as computing capabilities that enable firms to collect customer data, organize it, save, and use it. Technology enables CRM systems to achieve desired objectives. These are: the act of collecting then classifying and ultimately saving valuable customer data. Integration of modern technologies permits firms to enhance relationships with their customers. This is by offering the firm a wider view of entire customer behavior (Thompson, 2006). Thus, organizations should integrate IT as a way of improving the capability to understand customer behavior and proceed to develop predictive models as well as building effective communications.

Key CRM-oriented activities, for example knowledge management, will only be optimized by leveraging the very latest technology. According to Zeblah and Johnston (2004), CRM technology is a key organizational resource for use in the CRM process. It is intended to enhance the ability of firms to productively build and go ahead to maintain a portfolio of customer relationships that optimise profit maximizing. The specific CRM tools individual firms select and deploy may vary significantly. However, it is possible to categorise CRM technology based on the function the organizational intends it to support or by its functionality.

2.4.4 The Relationship between Quality of services and Customer Relationship Management

Service quality comprises the services consumers do receive and their response on the quality of service the customers perceived (Gronroos, 1990). Several authors consider service quality a complex process and one that is difficult to refine. Undoubtedly, actual quality of care is not easy to define. Take the interpersonal aspects of any service delivery. Empathy to employees is probably hardest aspect to improve and measure (Donabedian, 2005). It goes then that service quality is one complicated process to attempt to measure. For this reason, service quality improvement is critical.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology used is given in this chapter. This chapter explained the design of the research used, the population of the study, sample, the data collection methods used and the methods used in data analysis.

3.2 Research Design

Kombo and Tromp, (2006) states that research design is the backbone of research that brings all of the factors in a research project together. In order to research the research questions, a research design is used showing how all the elements of the research work. A case study was used as the research design in this project. A case study design was used in order to facilitate the collection of information from Nation media group employees who handle clients directly. This was preferred because, the nature of information to be collected was only done at an instance of time (Kothari, 2004. Similarly, case study research is better when used to obtain information concerning the current status of phenomenon. The case study design was important in gathering data that can represent the actual position of a population.

3.3 Study Population

A population can be defined as a group of individuals, objects, or items which a sample is taken from. These items, objects, or people must have something in common (Kombo & Tromp, 2006). In this research, the population targeted comprised various stakeholders who directly work with the customers in Nation

Media Group. These include employees in advertising, marketing, sales and distribution and broadcasting departments.

3.4 Data Collection

Primary qualitative data was used in this study specifically through interview guide. It was collected from all the four departments in Nation Media Group. This instrument was considered appropriate for this study because all they were literate and the number was fairly large. The choice to use of the interview guide was informed by the fact that this method of data collection ensured that objective and accurate results were obtained. Interview guides are perfect in ganging perception, attitude, values and behavior and thus the scale helped in changing the qualitative feedback into quantitative values (Mugenda & Mugenda, 2003)

Interviews were conducted from 4 selected departments in Nation Media Group where in each department two employees were selected the manager or supervisor and a general employee. Interviews assisted the researcher to clarify issues from people with expert or deep knowledge on specific aspects of the study. An interview guide (Appendix II) was used to ensure that uniform set of issues were discussed across the various sampled interviewees.

3.5 Data Analysis and Presentation

This chapter entails conversion of data collected to information which has meaning (Sounders, Lewis & Thornhill, 2009**).** Burns and Grove (2003) states that data analysis the process of organizing the data collected in order to come up with results that can be interpreted by the researcher. De Vos (2002) is of the view that data analysis as a challenging and creative affair comprising relationship of the researcher with the participants and data collected. This was important most people don’t get the meaning from raw data. Data collected was purely qualitative in nature. Content analysis was used for data analysis since it involved discussion.

CHAPTER FOUR: DATA ANALYSIS, RESULTS, AND DISCUSSION

4.1 Introduction

The objective of this research was to establish how customer relationship management influences the market performance of Nation Media Group. This chapter is a presentation of the analysis as well as the findings related to the study objective and, finally, a discussion of the same.

4.2 General Information

The interviewee sought to establish the targeted interviewee's position in the media house, the duration working they have held the current position and the duration working in the media firm. The respondents comprised of senior managers in Nation Media Group. In total, the researcher interviewed all the four targeted respondents who were managers in charge of advertising, marketing, business development, sales and distribution, and broadcasting departments. The senior management champion strategy customer relationship management as they drive the shared vision of the organization and the organization marshals all resources towards achievement of a common goal. The managerial position held by the interviewees in the organization is important as they are the ones who come up with policy direction in which the company should pursue in order to be competitive in the medial industry.

The duration in which the interviewees have held the current position in the firm varied from 3 years to 6 years and therefore they have enough knowledge of the departments and the importance of the customer relationship management. The media industry has undergone tremendous change in the last few years and therefore adopting to the market changes by the company is important while at the same time employees working in the industry also need to change thus the duration in which the interviewees have worked in the industry being between three years to ten years gives them an understanding of the changes in the industry and the need to adopt new business models that includes customer relationship management.

4.3 Customer Relationship Management

The present business environment is dynamic. It is characterized by aggressive competition as firms are locked in the battle to win customers. Competition is stronger every day and therefore companies needs to implement strategies that ensure they are always in close touch with their customers. Customer relationship management as a concept is one such strategy used by media industry companies.

4.3.1 Effectiveness of Customer Relationship Management

The customers' needs and expectations have been changing over time and this can be attributed to the change in technology that has seen the growth of social media and other technological changes and therefore the customers are not ready to compromise on the quality of work they get from the company. Therefore, by building collaborative relationship enables the company to keep track of the changing expectations of customers and understand their needs better and deliver to them. The interviewees also said that customer relationship management has enabled the company to tailor make product/service to satisfy them while at the same time creating customer loyalty which enables the company to cross-sale and up-sale to customers who are not only loyal but also firmly committed to the organization and all its offerings.

Customer satisfaction is important for any organization to succeed in the competitive business environment. The satisfaction is achieved through meeting customers' needs and deriving value from their experience with the company. The key customers are important to the company for they ensure the organization is in business throughout the year and therefore providing customized services to them whenever they request enables the firm to retain the customer. More satisfaction from customers creates security for the firm and decreases the loss of clients. It also creates positive word-of-mouth advertising. It attracts more customers. It also creates customer loyalty. Today, with more competiveness in the market, and working atmosphere in productive and service organizations, what is very important for maintaining clients present, for attracting new clients and as a result increasing growth of success in organizations is having a suitable relation with clients. By creating communication channels that the key customers communicate together the company ensure that the rates charged are almost similar so that whenever they communicate they find there is no favoritism thus encouraging the customers to continue doing business transactions with the company. The interviewees further said, "the aim of the company is to up-sell and cross-sell their products/services with customized offers which results in process-based management of key relationships that enables smooth two-way communications between the company and its customers at various levels. This, in turn, fosters a solution-based sales approach, leading to company value on an ongoing basis."

Effectiveness and sustained customer relations is a mission that is critical for business growth and organizational success. Customer relationship management brings together a wide variety of information about customers and trends in the market. Customer relationship management is however influenced by several factors that need to be taken into consideration by the company in order to be competitive. The interviewees said that technology was the key factor that influences customer relationship management although process, knowledge, and human resource also influenced relationship management. The implementation of CRM therefore requires that firms use various components of the standard CRM process across different stages of the typical customer life-cycle. Interviewees said that during prospecting, or relationship initiation stage, the company should concentrate on processes which facilitate customer acquisition while when it comes to relationship maintenance stage, the company concentrates on retention, cross selling and referral management. Finally, at the relationship termination stage the company ought to work extra hard to cease relationships with unprofitable customers.

4.3.2 Customer Relationship Management Strategies

The highly competitive market in the media industry is difficult for the media houses to differentiate themselves from competition due to similarity in products and service being offered which leaves customer relationship as the only way to distinguish the Nation Media Group from competitors. Customers usually choose the media house based on the country coverage, cost of product/service and other factors, thus the need for strategies that ensure a win-win situation not only for the company but also for its customers. The interviewees said that customer relationship management strategies used by the company was product, technology and process. They said that the company analyzes the processes which at some point involve interacting with the firm's client. The firm then starts the CRM implementation right from operational CRM all the way to analytical CRM before proceeding to cooperative CRM. Before implementing a CRM, the firm reorganizes itself towards the achievement of organizational goals they pursue. The human resource strategy was said to play a major role in CRM projects. Using customer information analytics capabilities, the company begins to enjoy the value emanating from CRM implementation.

Organizations, whether big or small, have realized that customers offer different economic value to any firm. They therefore strive to adapt their specific customer offerings as well as communications strategy in accordance with that. Thus, organizations are essentially racing away from the common product or brand-centric type of marketing and moving towards a clear customer-centric approach. This growing movement towards customers' concerns is not only by the company but rather all stakeholders especially those in the front line who deal with the customer directly represent the company and therefore by conducting a good relationship with the clients result to customer loyalty.

Today's business world is highly competitive and technological. Therefore, an organization's success or failure of will depend heavily on how it manages to effectively streamline the uninterrupted flow of information between its departments and the outside world. Firms use technology in their information system to remarkably automate the endless flow of information. The customers of the company are an important resource that ensures the company achieves its objectives, thus they need prior communication on any activity that the organization intends to do as this helps them to plan themselves and avoid inconveniences caused by the company abrupt changes. The company informs their customers in real-time on any changes within the organization. This is done through txt message, email phone calls, newspapers television, and online media. By informing the customers in advance would enable also the company to add the input and suggestions from the customers to the changes being undertaken in order to ensure that the process is an all-inclusive one thus increasing the success rate of the process.

4.3.3 Effect of Customer Relationship Management on Performance

Modern companies face their toughest competition – ever. To win over today's discerning customers and to successfully encourage them to remain loyal or buy the same service again, most companies now resort to not only meeting but also satisfying customer needs. They do this by not being only reactive but proactive. They also actively seek new ways and means through which they can satisfy their customers. The interviewees said that the company aims to sustain good customer relationship. This, to the firm, means providing better service to customers and locking them in. The company attracts customers and also works towards building valuable long-term relationships with its customers. It aims to build strong relationships with its local and foreign customers, its suppliers, its employees, its diverse distributors and the general public. The company works had to satisfy the high expectations of each individual stakeholder group. It was stated that the satisfaction of all the stakeholders needs to have resulted in increased competitiveness of the company through increased number of customers, market share, and sales growth. Managing intricate customer relationships in an effective and efficient manner boosts not just customer satisfaction but also the retention rates.

The challenges facing the media industry as a result of increased competition, globalization, economic and cultural openings which has resulted in multiple products in one hand and diversity of categories in the other hand has seen NMG increase its focus on attraction and maintaining customers. Therefore, as the company is keen in maintaining its presence, the interviewees said that the company has resorted to building customer relationship management with its customers as it results in accomplishment of organizational goals, increased market share, increased profits, sales through better market segmentation, increased return on investment, reduced operational costs. Other benefits cited include easy access to information and increased employee satisfaction. Above all, the company will succeed in ensuring it retains the customers for long and retains their loyalty.

4.4 Challenges in Implementation of Customer Relationship Management

Implementing customer relationship management in the company is affected by several factors that affect smooth implementation of the practice. These challenges include;

4.4.1 Information Technology

Information technology is important for the success of CRM in Nation Media Group. The interviewees said that information technology enables the company to redesign CRM processes. CRM facilitates work practices changes and establishes innovative methods that link a company not just with customers, but also suppliers and the many internal stakeholders. The company, however, needs to invest in the latest technology to ease collection and analysis of data on customer patterns. Technology helps interpret customer behavior. It helps a firm respond with customized communications that s timely and effective, and also deliver product. The interviewees said that information technology has enabled the company to do tasks that would have taken more time faster and accurately thus enabling the company to better serve its customers. The availability of technology has seen the company customers access products and services whenever they are in the world thus ensuring that they are up to speed with all developments in the country and the world.

4.4.2 Human Resource

The human resource is the greatest asset that a company has and can use to achieve competitive edge over its competitors. At Nation Media Group, the interviewees said that the human resource element has enabled the company continue grow but should invest in continuous sourcing of staff with adequate knowledge and skill on the market. The salespeople and processes remain key to effective firm performance. However, in a market place that is changing at a rapid pace fast-paced, access to timely and accurate information matters. It can be the difference between a converted sale on one hand and a missed opportunity on the other. Credible information that is insightful, specific and has details of customers comprises one of the best supports for a firm's sustained performance. This is especially considering that processes that appear unique can easily be replicated whereas known competent salespersons can easily be poached by the competition.

4.4.3 Top Management

The top management support towards implementation of CRM in the company is important as they provide the resources needed and direction. The interviewees said that the top management of the company were partially cooperative and at the forefront in the implementation of CRM. The management ensured that the employees in the company were trained on customer loyalty and management and this enabled the employees to have adequate knowledge. Apart from that, the effective interactions between top management and customers improve organizational performance through clients' satisfaction and employees' satisfaction. Furthermore, top management was stated to have prepared CRM initiatives for leadership as well as corporate strategic direction and alignment of the firm's vision and business goals.

Figure 4.1: Summary Matrix

Sub-topic	Findings
Customer relationship management	
Customer relationship management effectiveness	- Customer relationship management has enabled the company to tailor make product/service to satisfy them while at the same time creating customer loyalty - Key customers are important to the company for they ensure the organization is in business throughout the year and therefore providing customized services to them whenever they request enables the firm to retain the customer
Customer relationship management strategies	- Customer relationship management strategies used by the company was product, technology and process - Company informs their customers in real-time on any changes within the organization
Effect of customer relationship management on performance	- Customer satisfaction enabled the company to be competitive through increased number of customers, market share and sales growth
	- Building customer relationship management with its customers as it results in accomplishment of organizational goals, increased market share, increased profits, sales through better market segmentation, increased return on investment, reduced operational costs, gaining access to information and employee satisfaction, and above all, ensuring long-lasting customer-retention and loyalty
Customer Relationship Management Challenges	
Information technology	- The company needs to invest in the latest technology to ease collection and analysis of data on customer buying patterns, interpret the recorded

	customer behavior, respond with customized communications that are timely and effective and deliver products
Human resource	- Human resource has enabled the company continue grow but should invest in continuous sourcing of staff with adequate knowledge and skill on the market
Top management	- Top management of the company were partially cooperative and at the forefront in the implementation of CRM

4.5 Discussion

New ways of conceiving and doing business as well as constantly changing technologies are intensifying companies' fights for the customer's heart and pocket. Maintaining long-term relationships with every customer is now a growing need among firms. This business environment has allowed CRM to thrive and evolve systematically as a valuable strategy to increase customer loyalty as well as sustain long-term relationships with customers. The modern business environment forces companies to run customer-oriented organizations. Firms then have to allocate resources as well as knowledge and tools efficiently and effectively so as to offer suitable products and services that meet or exceed customer expectations. This has been replicated at the Nation Media Group where the company has adopted the use of CRM which has enabled the company to achieve competitiveness and better understanding of customer needs. The results was found to be consistent with Zabla (2004) findings that CRM enables the company to increase efficiency in a firm's customer knowledge management, the aim being to enhance the effectiveness of the organization's decisions regarding customers. This, therefore, leads to the improved marketing performance and, ultimately, organizational performance.

To succeed in customer relationship management, firms need to use, at varied stages of the customer life-cycle, the different known components of the CRM process. The study results were that customer relationship management was influenced by several factors that include technology, process, human resource, and top management. The results were consistent with Abdullatif *et al.,* (2010) who noted how a strategic approach to CRM has been seen to enable organizations use internal resources to manage the relationship with customers. These resources include technology, people, and process. The relationship is managed throughout customers' life cycles with the objective of creating a competitive advantage and improving organizational performance.

Any company's customers are important as they enable the firm to be competitive in the market. Thus the company has to adjust itself at times in order to serve the interests of customers and this was the case in Nation Media Group where it tailor made some products/programs or services to the customer's needs. Harris (2003) said that each time a customer interacts with an organization, the organization collects information. With this knowledge of the individual customer, an organization can proceed to customize its market offerings, its services, its programmes, its messages, and even choice of media.

Today, with more competiveness of industries, markets, and working atmosphere in productive and service organizations what is very important for maintaining clients present, for attracting new clients and as a result increasing growth of success in organizations is having a suitable relation with clients. The usage of customer relationship management by the company was found to have resulted in increased market share, increased profits, sales through better market segmentation, increased return on investment and reduced operational costs. The firm also gained access to information and raised employee satisfaction. Over and above these, it ensured long-lasting customer-retention and loyalty. The results of the study were found to be consistent with Long, Khalanezhad, Ismail, and Rasid (2013) findings on CRM. The study by the trio found that Customer relationship management sustains relationships with customers and goes on to increase the market share that an organization has. This is by integrating the elements of technology, procedures, and people. CRM serves the purpose of maintaining existing customers and increasing their satisfaction, ultimately boosting the organization's profit. The main element in a successful implementation of a CRM programme meant to retain customers is customer satisfaction. Meroz (2012) noted the value of CRM in helping companies to improve not only the profitability of interacting with customers but at the same time making the interactions to appear friendlier through customization or individualization. The main purpose of CRM is to enhance the satisfaction of customers and retaining them by aligning customer business processes with the company's technology integration.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter represents a summary and discussion of the study findings as they relate to the research problem as well as the research objectives. The chapter thus outlines the summary of the findings, the conclusions drawn, the recommendations arrived at, the evident limitations of the study, and the suggestions made for further research.

5.2 Summary of Findings

Customer relationship management as a concept is considered as being a crucial capability of organization that enhances the competitive advantage and thus, the performance of the company. In globalization era, CRM plays a significant role in media industry because in industry, organization needs a strategy to retain and provide the best for customer. In NMG customer relationship management has enabled the company to tailor make product/service to satisfy them while at the same time creating customer loyalty which enables the company to cross-sale and up-sale to customers who have become loyal and are committed to the firm as well as its offerings. At the same time, the study established that the company treat different customer with various ways so that both of party involved can get the benefits, the company gets the profit and customer satisfied. A strategic approach proposes that with enough resources and able to maintain a good relationship with customer, organization can emphasize their excellent performance.

Achieving customer satisfaction can be viewed as one of the company's performance target. If customers satisfy with the service offer by the company, it will bring customer's loyalty to use the service or product again in future. The study found out that the company aims to entrench excellent customer relationship, meaning it succeeds in offering much better service to the customer and succeeds in preventing the well-served customer from abandoning the company. The satisfaction of all the stakeholders needs was stated to have resulted in increased competitiveness of the company through increased number of customers, market share, and sales growth. Managing customer relationships in an effective and efficient manner boosts not just customer satisfaction but also customer retention rates.

Customer relationship management is considered a key tool essential in fighting today's cut-throat competition. It will thus enable NMG to effectively stand out in the crowded marketplace as a remarkably superior brand. Customer relationship management assembles myriad information about a firm's customers and the prevailing market trends. The study found out that CRM in the company was influenced by human resource, technology, top management, and culture. The leadership of the company was found to have laid a foundation for the effective implementation of CRM initiatives to strengthen leadership, the firm's strategic direction, as well as the alignment of its vision and the set business goals.

5.3 Conclusion

These days, firms across various economic sectors need a proper understanding of current and potential clients. Provision of efficient services to customers will enable organizations to retain those customers. Greater knowledge of customers enables organizations to better respond to their needs and go beyond that to predict customers' future needs. Operators in all economic sectors need to implement customer relationship management in company operations. CRM for such industries may include quite a wide range of smart software products to help media organizations cultivate and maintain effective and truly fruitful relationships with their customers. CRM this does by enabling organizations to obtain critical information and data about their individual customers and proceed to use it as efficiently as they can.

Practitioners and scholars are increasingly interested in learning more about Customer Relationship Management (CRM). A growing number of companies are now adopting innovative strategies, relevant programmes, useful tools, and technologies that are customer-centric to drive customer relationship management that is efficient and effective. They appreciate that in-depth, integrated customer knowledge is needed to build close, increasingly cooperative, and true partnering relationships with their valued customers. CRM has a key role in Kenya's media industry. The combination of top management, innovative technology, and desired organizational culture should lead the Nation Media Group to improve its performance in the highly competitive media industry. Commonly, CRM has been established to enables the company grow its customer numbers, market share, as well as sales growth. This boosts customer satisfaction and customer retention rates. Moreover, it can be suggested that managing customer relationships effectively stands to build customer trust in the company. Modern organizations have no choice but to deliver maximum value to their customers through better and effective communication, faster delivery of goods and services, and offering personalized products and services. Because the bulk of customer interactions occur on the internet as opposed to employees, a company's technology must rush to adapt to the rapidly changing and unpredictable market.

5.4 Limitations of the Study

The results of this study may have been affected by some limitations in the study that includes the biasness of the respondents who were managers in the company in terms of willingness to respond on the true position of the company in the usage of CRM and its effect on overall company performance.

The study relied on key informants from within the company. This put a major constraint on the generalization of these very results to other media firms as well as other country contexts. The size of the sample selected may also limit the generalization of the finding and results to the overall population.

5.5 Recommendations

The study established that the human resource factors was important for the success of CRM in the company. It is recommended that the company ensures that employees are trained on CRM. This especially applies to its salespeople who, by the nature of their work, regularly interact with customers. Salespeople should be trained to understand and appreciate the importance and nature of CRM. This way, they will acquire the requisite skills they need to develop relationships and enhance their sensitivity to changing customer needs. Such training is crucial largely because customer expectations always change.

The company's management needs to attend to any communication to employees that touches on CRM strategies and objectives. Also, the company should identify every individual's CRM responsibilities. It should then assign these responsibilities accordingly. Next is to ensure that the responsibilities are understood well by delivering unequivocal communication. To build customer relationship management that is effective and efficient, the company's management requires accurate and timely information.

The understanding of the tapestry of relationships that exist between customer response or feedback, a company's information technology, its knowledge management application, the profit interaction, and the company's overall performance may give an indication on how media firms can adjust their processes of creating customer relationship to sustain their business performance. Media company managers can identify dimensions that are critical for the success of CRM. Because media companies may find it difficult to manage the various customer relationship creation modes, they may require to institute robust strategies that require tradeoffs.

The research showed that firms need to promote a healthier relationship at all times between them and their customers. Technology use is desirable and should be encouraged. Also needed is an increased focus on recognizing and appreciating customers as well as enhancing the relationship similar to what traditional customer engagement used to evoke among customers. A proactive public relations drive should be promoted by the company to enhance public awareness of the challenging environment it operates in.

5.6 Suggestions for Further Research

This particular study focused on Nation Media Group alone. A key recommendation is that future studies be conducted on customer relationship management and market performance Kenya's media industry. Also the same study should be undertaken on other sectors like health, hospitality and agriculture and a comparison of the study findings be undertaken.

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APPENDICES

Appendix I: Introduction Letter

Date…………………..

Dear participant

P.O Box ----------------

Nairobi – Kenya

Dear Sir,

RE: REQUEST FOR PERMISSION FOR DATA COLLECTION

Dear Respondent,

I am a Masters student at University of Nairobi, carrying out research on the "Impact of customer relationship management on market performance at the Nation Media Group in Kenya" This is in partial fulfillment of the requirement of the Master of Business Administration degree program.

You have been randomly selected among many to participate in this study. It is estimated that it will take less than twenty (20) minutes of your time to complete the questionnaire. Please respond as honestly and objectively as possible. Your participation is very essential for the accomplishment of this study and it will be highly appreciated. I guarantee that the information that you will provide will be treated with the utmost confidentiality and will be used only for academic purposes.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached. Thank you.

Yours faithfully,

Jeniffer Wambugu

Appendix II: Interview Guide

Introduction

This interview has been designed for academic use only, with the sole purpose of collecting data to establish the impact of customer relationship management on the market performance of media industry with specific reference to Nation Media Group Ltd. Please note that the information you provide will be treated with utmost confidentiality.

Your response is highly appreciated.

SECTION A: GENERAL INFORMATION

Section A: Participants details

1. Name (optional)………………………………………………………………
2. Position in the organization…………………………………………………...
3. Period in Position…………………………………………………………….
4. Period in the firm…………………………………………………………….

SECTION B: FACTORS THAT INFLUENCE CUSTOMER RELATIONSHIP MANAGEMENT IN THE NATION MEDIA GROUP

5. In your opinion has customer relationship management contributed to overall competitiveness and better understanding of customers' needs? Explain
6. Do you think that, your organization gives more emphasizes on key customers and provides customized services for them?
7. Do you think that, in your opinion your organization provides channels to enable ongoing two-way communication between key customers?

8. In your opinion what are the factors that influence customer relationship management implementation in your organization?
9. Explain each of the factors mentioned in number (3) above.
10. Do you think that, customer relationship management practices has helped your organization in Business performance in terms of increasing number of customers, increasing customer satisfaction, market share, viewership and sales growth than before?
11. What are the customer relationship management strategies that your organization uses to make customers satisfied and loyal?
12. According to your opinion, to what extent does good relationship with the customer is important for market performance?
13. How much do you think that the acts of all stakeholders of the organization, especially those on the front line, affect the level of customer satisfaction and intent to remain loyal?
14. To what extent does the management inform customers' in advance about any change that takes place in the organization? Explain

Appendix III: List of Media Companies in Kenya

1) Nation Media Group
2) Standard Media Group
3) Royal Media Services
4) Media Max
5) Radio Africa Limited