



FACULTY OF BUSINESS AND ACCOUNTING

GRADUATE STUDIES DEPARTMENT OF BUSINESS AND ACCOUNTING (MBA)

TOPIC: AN EVALUATION OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) INITIATIVES AND THEIR EFFECTS ON CUSTOMER SATISFACTION - EMPLOYEE PERSPECTIVE.

THE CASE OF MASCOM WIRELESS, BOTSWANA

BY

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Statement of originality

I, the undersigned, certify that this study is my own job and that it was completed as part of my Masters of Business Administration (MBA) degree at Botho University. Any other person's ideas have been completely accepted using the Harvard referencing style, I affirm.

Signature: Taboka Tebogo Ngwako

Date: 10/05/2021

Dedication

First and foremost, I dedicate this work to my family, who have spent many sleepless nights with me while I worked on this research, and second, to my supervisor and colleagues, who have been extremely supportive and encouraging throughout my academic career.

Acknowledgement

I would like to thank my supervisor Prof. Ushé Makambe for the advice and guidance that he gave me throughout this journey. The constructive feedback that he always gave me made it easier for me to work on this dissertation. His words of encouragement, patience and tolerance contributed so much to the completion of my work.

I would also like to thank the employees that took part in the study who were my sample population; they gave me their time to answer my questions. Their participation resulted in the achievement of this work.

LIST OF ABBREVIATIONS

BTA Botswana Telecommunication Authority
BTC Botswana Telecommunications Corporation
CA Customer Acquisition
CC Committed Customers
CCS Customer Complaints Structure
CL Customer Loss
CR Customer Retention
CRM Customer Relationship Management
CS Customer Satisfaction
CRM Citizen Relationship Management
IT Information technology PCC Partially
Committed Customers
RM Relationship Marketing
RS Relationship Share
UCC Uncommitted Customers

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Definition of terms

Table 1 below is a list of terms that is used in this study and their definitions.

Table 1: Definition of terms

TERM	DEFINITION	SOURCE
Competitive advantage	The ability of an organization to outperform its competitors. Highly skilled labor, geographic location, low-cost power source, natural resources, and access to new technology are just a few of the characteristics.	Karanja and Were (2017)
Customer Relationship Management (CRM)	It is a type of tech that manages an organization's alliances and partnerships with current and future clients.	Wailgum, T (2017)
Knowledge management	It refers to leveraging knowledge assets to benefit the organisation.	Capelle, RG (2013)
Change management	It is a system of values, beliefs, and social behaviours that help to shape the behavior of employees and form the core identity of organizations.	Jacobs and Roodt (2008)
Organisational strategy	A guideline that frames a guideline which specifies how resources will be allocated and distributed in an organisation.	Gordon, I (2013)

ABSTRACT

CRM programs around the world have generally struggled to achieve the desired benefit, owing to organizations' failure to master this increasingly evolving market competency at a strategic level. Furthermore, in this information period, Customer Relationship Management (CRM) is a must-have for any company. Against this backdrop, the study assesses Mascom wireless CRM initiatives in order to enhance current trends and build future relationships in order to remain viable. Likewise, the organisation's ability to retain existing customers is rightly conceived to be more lucrative than acquiring new ones. In view of the above, it is also an open secret that organisations spend copious amounts of money on various CRM initiatives but the unfortunate being; they are not able to delimitate or suffice the reality of CRM. This premise led the researcher to investigate and attempt to comprehend the functional consequences and implementations of a successful CRM initiative for a specific organization, as well as how it can be implemented in its environment to gain a competitive advantage.

Specifically the study sought:

- To assess CRM initiatives and their effects on customer satisfaction at Mascom Wireless,
- Explicate technology's role in facilitating the functional component of customer relationship management at Mascom Wireless,
- Elucidate 'people' role in facilitating the functional component of customer relationship management at Mascom Wireless, and
- Examine the impact of the processes on Mascom Wireless's functional aspect of customer relationship management..

The frame literature that supported the research focused on studying and assessing the various CRM initiatives focusing specifically in the telecommunication industry. The concept of customer centricity was fully discussed, focusing on the benefits, requirements and possible impediments to building a customer centric organisation. The significance of CRM technology in assisting the organisation to attain customer satisfaction were also discussed.

Various CRM models were assessed and evaluated which lead to the selection of the proposed model for the current study. The proposed model was holistic and addressed the shortfalls of other models discussed in the study.

Since Mascom wireless' nine divisions were subjects of this study, for purposes of representivity, a stratified random sampling method was initially used to select respondents from the company's nine strata namely; Communications and Public Relations Marketing, Customer Management, Wholesale Business and analysis, Technical, Finance, Planning and Control, Commercial and Human Resources. From the sampled strata, the study further focused on 120 people who were sampled simple randomly from a target population of 243. The questionnaire was used as a data collection instrument and it was appropriate as it allowed the collection of large amounts of data, which later was generalised and applied to the overall study.

Major findings were that;

1. CRM programs at Mascom were mostly privilege programs based on frequency and value of usage. However, the reality was that the initiatives were not strategically honed and are falling short of living their intended purpose; enhancing customer satisfaction and retention.
2. Respondents believed Mascom had not reached fully the anticipated level of customer centricity and this was a result of ;
 - The high levels of customer churns as a result of dissatisfaction,
 - The unavailability of relevant programs to assess each customer individually, in determining whether to serve them directly or through third parties, and
 - The unavailability of reward programs to encourage customer centric behaviour as well as programs that determine whether to create an offering that customises the product/ service and other elements of the marketing mix.
3. Although efforts were put in place by the organisation for technology selections to consider customer needs, the organisation in whole had not reached a level where CRM

technologies were optimised for both the management and employees to observe and serve customers the same way.

To fully accomplish its goals of CRM, major recommendations were that Mascom Wireless should;

- Understand the drivers of loyalty from customers' viewpoint so as to deliver a better service,
- Through customer-centric business practices, to find new ways to merge gracefully ancient methods and eradicate secondary administrative overhead that no longer benefits the enterprise or its customers,
- Develop a CRM strategy that is focused on the right customers,
- Implement measurement and reward programs to encourage customer centric behaviour, and
- Understand the importance of customer relationships and strategically build processes around it to deliver exceptional customer value.

CHAPTER 1: BACKGROUND OF THE STUDY

Introduction

This chapter starts with a research background to give the reader a synopsis about the area of the thesis. The problem statement will follow, the overall purpose of the research from which the specific research objectives will be formulated, hypothesis and illustration for the significance of the study. The chapter will end with limitations and delimitations of the study along with chapter's summary.

Background to the study

Mascom Wireless' contribution to every organization's strategic objectives is critical. Competitive advantage, customer loyalty and retention, and profitability are among the objectives. Given proof that the company's CRM efforts are unsatisfactory, the researcher's decision to conduct this research can be attributed to a number of factors.

Competition;

Since the beginning of the cell phone industry in Botswana, a little less than 20 years ago, the service sector, which includes the telecommunications industry,. The Botswana government had tried in vain to enter the money spinning mobile phone industry including an attempt to buy a stake from Mascom. Moreover, Botswana Telecommunications Corporation (BTC) was granted a license by the Botswana Telecommunications Authority (BTA) in 2007, allowing the company to enter the lucrative cell phone sector. Via its sister business, Be-mobile, BTC entered the mobile industry market. Botswana Telecommunications Corporation (BTC) received a license from the Botswana Telecommunications Authority (BTA) in 2007, allowing it to enter the lucrative cell phone market through its sister company Be-mobile. As the telecommunications sector became more liberal, Mascom Wireless and Orange Botswana were also given these

neutral licenses, allowing them to enter the landline market as well.. As a result of the liberalization, competition increased, and the stakes between the three cell phone behemoths reached levels that surprised even industry insiders.

Narrow margins of product differentiation leading to increased market product varieties:

Mascom, like the rest of the telecommunications industry, has grown tremendously over the years. There are currently three mobile phone service providers in Botswana: Mascom, Orange Botswana, and BTC. Furthermore, achieving excellence in service has become increasingly important. While organizations have begun to recognize the value of superior service in terms of increasing customer satisfaction and loyalty, clients typically communicate their service experiences through word of mouth. According to Yin (2014), service income is increasing while product revenue growth rates are flattening. As a result, identifying service delivery has become critical for Mascom.

Conflicting customer expectations:

Every service provider should outline their service offerings and pass their offer to clients as a means of educating and managing their expectations. When a company fails to fulfill its customers' needs, disappointment problems are likely to arise, according to (Curry & Kkolou 2010). The cause of dissatisfaction may not always be the service provider's laziness, but rather the customer's unrealistic expectations for what they pay for. If this is the case, customers should be aware of the terms of service so they don't demand champagne on a lemonade budget! Furthermore, when it comes to consumer relationships,

Service differentiation and standardisation:

Sources of competitive advantage are disappearing rapidly and product attributes are rapidly being replicated by competing operators, not only in the Botswana telecommunications market but also in numerous countries globally. Additionally, price advantages are immediately being eroded because increasingly unlimited access to internet enabled shopping (Babakus & Boller 2012). Therefore, this means it has become more compelling for enterprises in every industry to recognise the significance to achieving excellence in service to support the organisation's

profitability goals because superior service can be a competitive advantage as competitive patterns change.

Cost justification:

According to (Daniel & Terrel 2012), CRM is a business strategy that necessitates the purchase of applications, software, hardware, telecommunications, training, and outside consulting services. Mascom wireless began implementing costly CRM initiatives with less emphasis on realizing the obstacles and costs anticipated over time, and as a result, some current CRM initiatives failed to meet desired benefits. The company's Board of Directors has recently raised pressure for increased transparency, with the CRM department now being held to the same expectations as their counterparts in other departments. As a result, they expected to build budget rationale to ensure the successful outcome. They also expected to create budget justification to ensure that their CRM programs in future obtain the requisite financial backup. As customer relationships leap further to the forefront of the competitive battleground, the question is: what is Mascom wireless doing to manage them? This research attempts to address this question! Mascom uses various CRM initiatives and processes that seem uneven. It uses a call centre as a platform to assist customers and solve problems in addition to loyalty programs. However, there does not appear to be any fully developed and integrated CRM strategy in place at the company. As a result, the aim of this study is to examine the obstacles and opportunities for effective CRM adoption within its internal functions, as well as how this impacts its comparative benefit in the telephone communications landscape. In addition, Mascom Wireless, a mobile network provider that began operations in February 1998, faces a number of challenges related to the aforementioned problem such as;

- With several CRM-related programs in the works and more on the way, Mascom Wireless is dealing with different integrators, varying quality, a lack of productivity and reuse of deliverables, and very poor resource management.
- Since sales are the driving force behind the organization's growth, the organization faces a challenge in enhancing its ability to develop, monitor, and pursue business opportunities in the wake of deregulation and - customer expectations.

- Current systems and manual service positioning methods result in excessive operational costs, which have a negative impact on the bottom line. Furthermore, inaccurate inventory data restricts the ability to automate and improve processes and systems across a wide range of service delivery and assurance functions.

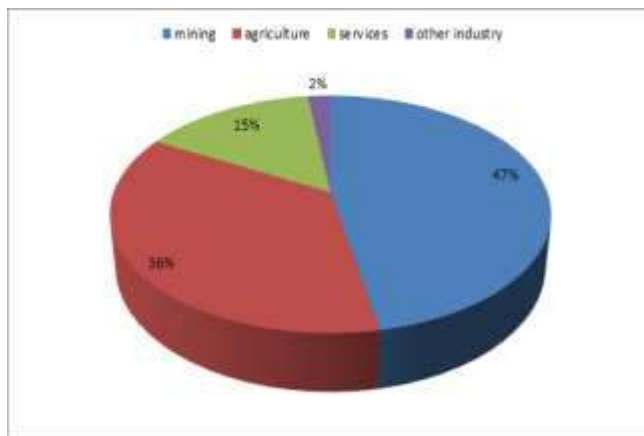
In a lesser populated country like Botswana, comprehensive and structured CRM initiatives can only be seen in large multinational corporations especially in the mobile phone industry. Generally, companies in Botswana range from small to medium business scale and put very little CRM is at the centre of their business plans. This may be due, at least in part, to CRM's novelty as a strategic competency. As a result, the purpose of this analysis is on a mobile network business in Botswana, with the aim of determining the opportunities and challenges for effective CRM adoption within its internal functions, as well as how this influences the company's competitiveness in the telecommunications landscape.

Need for service emphasis culture

Botswana has enjoyed a satisfactory economic growth rate since her independence in 1966, the country growth roughshod below 5% in 2007-2008 and bent acutely negative in 2009 with the diamond market dropping nearly below 30%. The country transformed itself through fiscal discipline from one of the economically poorer countries to a middle income nation with a per GDP capita of \$7000.00 in 2020 and an approximated population of over 2 million (Destination CRM.com 2020). However, for over 40years the country has heavily relied on mining as diamond revenue accounts for more than 1/3 of the nation's GDP and diamond sales make up about 70% of its total export earnings (CIA World Factbook, 2020).

Moreover, the Botswana government has for over a decade now, embarked on an economic diversification drive and part of the government's stated diversification strategy is to use revenues from the primary sector of the economy (mostly mining), to further develop the secondary (manufacturing) and service sector, which studies have shown, provides a context for the examination of the service culture in Botswana. The large service industries include Financial services, tourism and telecommunications sector.

FIGURE 1.1 BOTSWANA'S GDP COMPOSITION BY SECTOR



SOURCE: CIA World fact book

PROBLEM STATEMENT

Pushing down levels of defection and growing loyalty are crucial in improving business success in this era of intense global competition and homogeneous goods. Retaining a firm's current clients is often thought to be more cost-effective than acquiring new ones. Furthermore, technological advancements aid in managing and maintaining customers more efficiently and with greater ease by better Customer Relationship Management (CRM). Mascom Wireless has implemented a number of CRM programs. However, these programs are not delivering the desired results. Pushing down levels of defection and growing loyalty are crucial in improving business success in this era of intense global competition and homogeneous goods. Retaining a firm's current clients is often thought to be more cost-effective than acquiring new ones. Furthermore, technological advancements aid in handling and retaining customers more

efficiently and with greater ease by better Customer Relationship Management (CRM). Mascom Wireless has implemented a number of CRM programs. However, these programs are not delivering the desired results and subsequently create and enhance customer satisfaction and reduce the current high churn levels.

RESEARCH OBJECTIVES

The primary objective of the study is to evaluate CRM initiatives and their effects on CRM at Mascom Wireless. The secondary objectives of the study are to :

- Explicate the role of data and information in facilitating the functional component of Customer Relationship Management and customer satisfaction at Mascom Wireless.
- Elucidate the role played by people in facilitating CRM and customer satisfaction at Mascom Wireless.
- Establish the role of leadership and culture in facilitating CRM and customer satisfaction at Mascom Wireless.
- Determine the impact of the processes on Mascom Wireless's CRM and customer satisfaction.

RESEARCH QUESTIONS

Based on the above research objectives, the study seeks to answer the following research questions:

- What is the role of technology in facilitating CRM at Mascom Wireless?
- What role do 'people' play in facilitating CRM at Mascom Wireless?
- To what extent does leadership and culture affect CRM at Mascom Wireless?
- What are the effects of the processes in facilitating CRM at Mascom Wireless?

SIGNIFICANCE OF THE STUDY

This study seeks to evaluate the CRM initiatives and their effects on CRM at Mascom Wireless. Moreover, this study is of significance in the following areas;

- ❖ To the organisation
 - Rising sales by attracting new customers, retaining existing customers, and increasing market share by up-selling and cross-selling, and

- Cost-cutting—differentiating consumers based on their long-term viability helps the company prepare smarter, more cost-effective marketing campaigns in order to get adequate returns on marketing investments. Rising automation of facilities and the capacity to provide self-service capabilities in order to reduce costs.
- ❖ To customers (Internal and External)
 - Through the company's multiple touch points, CRM offers further ways for customers to express their needs and
 - Increased customer loyalty as a result of increased customisation and personalisation of products and services delivered, making customers feel specific and distinctive.

From Mascom Wireless Management viewpoint, The frequency at which sufficient data is collected and analysed by and regarding those whom the organization serves is a significant determinant of performance. The study would also enable Knowledge Managers to evaluate their CRM initiatives to see if they can help the business meet its overall satisfaction and loyalty goals. Thirdly, while the research builds on the theoretical framework presented on the concept of CRM, it is anticipated that the results will aid in reducing high customer churn, increasing company profitability, and contributing to the body of knowledge on CRM that other researchers can use for further research.

SCOPE OF THE STUDY

The aim of this study is to assess Mascom Wireless's CRM initiatives and their impact on CRM, as well as how the initiatives have aided in the achievement of the company's overall satisfaction and loyalty goals. Although the study builds on the theoretical framework presented on the definition of CRM, it is expected that it will aid in effectively reducing consumer churn, increasing the profit of the firm, and contributing to the CRM body of knowledge.

LIMITATIONS OF THE STUDY

This thesis, like all academic research, has possible limitations. The study's first restriction is time constraints. The time allotted to complete this research (6 months) is insufficient to cover all important aspects that would have improved the research's value.

Since they will be easily available, the study will be limited to Mascom Wireless respondents located in Gaborone Head Office. Budget limits are a second hindrance. Since there are no funds to sponsor the dissertation, the researcher does not have ample resources to reach other parts of the country where other Mascom Wireless offices are located.

DELIMITATIONS OF THE STUDY

The thesis would only look at Mascom Wireless's Gaborone head office since that is where the majority of the company's business is done. Mascom Wireless personnel are being targeted because they are key players in ensuring that the organization is customer-centric by implementing CRM processes.

CHAPTER LAYOUT

Chapter one – Introduction and background to the study

The study's context, problem statement, goals, and research questions are all covered in this chapter. The chapter also discusses the study's significance and outlines its scope. In furthermore, this section discusses key terms that will be used in this study.

Chapter two- Literature review

The definition of customer relationship management initiatives and their impact on customer loyalty and retention are introduced in this chapter. In this analysis, the concepts of technology, "people," policy, and processes are examined, as well as the role they play in facilitating the functional component of customer relationship management. This chapter also provides a general overview of theories relating to various Customer Relationship Management (CRM) programs, such as CRM drivers, loyalty, and consumer defections. The theoretical CRM management model will be used to underpin this analysis, and the model's constituents will aid in the production of the research objects. The impact of customer relationship management initiatives on customer loyalty and retention is discussed in this chapter. In this research, the principles of technology, "people," policy, and processes are examined, as well as their roles in promoting the functional aspect of customer relationship management. This chapter also provides a general overview of theories relating to various Customer Relationship Management (CRM) programs,

such as CRM drivers, loyalty, and consumer defections. The theoretical CRM management model will be used to underpin this analysis, and the model's constituents will aid in the production of the research objects.

Chapter three – Research methodology

This article explains the study's methodology as well as the techniques that will be used to present the results. It also describes the population and sampling methods that will be used in this research. There will also be a discussion of ethical issues.

Chapter four – Data analysis and interpretation

The chapter presents and discusses the findings of the study. Data is presented in the form of graphs, tables and charts and descriptive narrative.

Chapter five- Final summary, conclusion and recommendations

This chapter presents a summary of research findings, concludes the study and provides recommendations for improvement.

Conclusion

Successful organisations make relationships with customers, additionally, which is one vital factor which consumers value most from the competition. Mascom wireless will do so by looking at their customers' interactions, not only with transactions and demographics, but with any basic consumer contact, such as online visits, phone calls to the company's call centre, or reactions to outdoor advertising campaigns. Establishing data and information technology architects around clients creates a seamless and reinforced experience for the company when doing business with customers.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The thesis aims to have multiple values for the reader to understand and familiarise themselves with the technology and procedures of CRM. The more motivated value of this research was to assist the reader to comprehend the quintessence of CRM as an important and compulsory factor of running any successful organisation. Hence, Kim and Woo (2011) state that an enterprise's most vital quality is its customers and in order for the enterprise to thrive, the ever evolving technology created to recognise and manage customer relationships should be adopted. Therefore, any organisation can gain competitive advantage by utilising knowledge of patterns of customer behaviours and expectations, which include producing a constant discourse with clients and using the data obtained from each customer Smith (2016). In this chapter, the researcher presented a summarized evaluation of both theoretical and empirical literature. The areas reviewed included relevant theories, concepts and previous studies or researches. Moreover, the more ambitious goal of this study was to help the reader understand the essence of customer relationship management as necessary and an important element of managing every successful organisation. Service quality and customer satisfaction are key factors in the battle to obtain competitive advantage and customer retention. Connecting the working area of Mascom Wireless with the developing exercise of CRM, with the aim to measure the effectiveness of adopting the notion of customer satisfaction, will be the main goal of this research.

The study also aims to examine Mascom Wireless' CRM initiatives and their effect on customer satisfaction. As a result, in order to provide a conceptual structure for the analysis, this chapter appraises and evaluates the CRM definition, as well as its initiatives, as presented by various scholars. It focuses and assesses Mascom Wireless' CRM initiatives and their effects on customer satisfaction in order to enhance and build on future relationships in order to remain viable and attain competitive advantage. In addition, this chapter covers the effect of the role of technology based CRM on customer satisfaction at Mascom wireless, effect played by 'people' in facilitating the functional component of CRM on customer satisfaction at Mascom wireless, establishing the role of strategy in facilitating the functional component of CRM on customer

satisfaction at Mascom wireless and determining the effects of role of leadership and culture in facilitating the functional component of CRM on customer satisfaction at Mascom Wireless. It is worth mentioning that, building the right relation with customers is not a fleeting assignment of the marketing department rather than it's an ongoing process which required the involvement of the entire organisation. Lastly, conclusions to this chapter are drawn.

2.2 CUSTOMER RELATIONSHIP MANAGEMENT

We should first develop CRM perspective for the purposes of this research before positioning and investigating the components and business philosophy of CRM. As a result, several studies have attempted to define CRM. The description of CRM adopted from different sources ranges from constricting Information technology assisting solutions to a vast and strategically approach to managing customer relationships. The fundamental and essential purpose of CRM is that the basis of all marketing and management activities should be the founding of equally beneficial partnership relations with customers and other stakeholders in order to become successful and profitable Ghavami et al., (2016). Peelen (2017) describes CRM as a development of marketing from brand management to customer management. According to Zineldin (2016) CRM is a customer-focused business strategy that animatedly integrates sales, marketing and customer care service in order to create and add value for the company and its consumers. This change towards a customer-focused strategy is leading to a strong demand for CRM solutions by companies. However, in spite of companies' interest in this new management model, many CRM implementations fail Dedrick, Gurbaxani and Kraemer (2016). On the other hand, Kim and Woo (2011) express that CRM is the premeditated use of data, people, technology and process to manage the client relationship with the organisation throughout the whole client life cycle. In studying the definitions outlined above, we can argue that most definitions are based on the term customer satisfaction and lucrativeness. Therefore, the following can be detailed in this regard:

- CRM is an instrument used to ensure that the organisation becomes more customer orientated.
- Customer relationship is a responsibility of all departments in an organisation.

- CRM is an all-inclusive instrument that assists build beneficial relationships with its clients.
- CRM can be used as a tool that can support an organisation's leadership for accurate targeting and segmentation for the most commercial clients.

CRM is a primary business initiative for many enterprises, as per Curry and Kkolou (2014), and Mascom Wireless should be no different. Srivastava, Shervani, and Fahey argue that the concurrent growth of data management capabilities such as data warehousing and data mining creates an environment conducive to making CRM efforts more coordinated than they have been in the past (2014). CRM is a differentiating factor that gives a company's goods and services a sustainable competitive advantage Smith (2016) that contributes to customer loyalty because its ideology, execution, and management are non-substitutable and difficult to imitate. Moreover, Vella and Caruana (2016) defined CRM as the integration of technology, people, systems, and processes to achieve customer satisfaction throughout the product life cycle. Hence, it is believed the failure of many corporations to adopt this more holistic view of CRM may be a key reason that so many CRM implementations have failed to meet expectations Maklan, Knox and Peppard (2015). In reviewing the illustrated definitions, we can find that most definitions concentrate on the terms related to customer's satisfaction.

This research deals with CRM as a business viewpoint instead of just 'technology'. Thomson (2016) states that CRM is not just a call centre solution but rather an internal process that encompasses establishing and enhancing mutual relationships with its customers. Therefore, in this research, technology is viewed as a supportive instrument that enables activities needed to achieve customer relationship management successfully.

2.2.1 CUSTOMER RELATION MANAGEMENT PROBLEMS

According to Myron (2016), there are several problems associated with CRM identified in most organisations. These hindrances include lack of employee confidence in the system, no long term strategy, lack of senior management support, inaccurate data, lack of guidance and responsibility. The most important factor of CRM is its failure to achieve customer satisfaction and for this reason, why most enterprises that adopt CRM, experience a lot of misunderstanding about its components and what it can actually do. The following are some of the CRM problems;

- *Unsatisfactory focus on objectives and disregarding overall business strategy:* According to Sheth et al., (2015) often times when an organisation goes through a tough phase, goals get swapped and ultimately drive away from CRM implementation.
- *Excessive costs:* one of the negative factors of adopting CRM is the enormous investment needed to sustain a client database. The costs involved include computer hardware and software and more often there is no return on investment from the CRM implementation process. This can lead to a negative impression within the company about the importance and relevance of adopting CRM and will ultimately lead to the collapse of CRM.
- *Lack of customer focus and misunderstanding customer needs:* negative CRM issues arise when employees are not willing to be customer focused. The result is an expensive CRM system being adopted by the enterprise in an effort to satisfy and retain customers with unwilling and unfocused employees who do not see the need for such a strategy Sims (2015).

2.3 CUSTOMER SATISFACTION

To gain loyalty and to outweigh other competitors, telecom service providers must be able to attain high levels of customer satisfaction for the service supplied Zineldin (2016). Satisfaction is derived from the Latin word that means enough and *facere* which means to do or make. Thus, satisfying products and services have the capacity to provide what is being sought to the point of being 'enough'. Masrujeh (2011) explains further that the above mentioned related words are satiation, which loosely means enough up to the point of excess, and satiety, which can mean a surfeit or too much of enough, as if to say that too much is necessarily undesirable. These terms illustrate the point that satisfaction implies a fulfilment Masrujeh (2011). Hence, customer satisfaction to some can be defined as a business viewpoint which addresses to the creation of significance for customers, foreseeing and managing their expectations as well as establishing capability and accountability to satisfy their needs Winer (2017). Evidently defining and understanding customer satisfaction can help any commercial identify opportunities for product and service innovation and also serve as a basis for performance appraisal and reward systems Thomson (2016). It can also serve as the foundation for a customer satisfaction measuring program that can guarantee that quality improvement efforts are suitably fixated on issues that are most important to the customer Sheth et al., (2015). As Dyche (2011) points out;

organisations exist because they have a customer to service. The crucial element of achieving competitive edge is based on delivering superior service that results in customer satisfaction Smith (2017). Curry and Kkolou (2010) define customer satisfaction as the result of customer opinion of the value received on a service or product as compared to the awareness of the value of the same or similar service/product from a competing vendor. Referring to the above definitions, the concept of customer satisfaction is referring to a pleasurable fulfilment response, while dissatisfaction is an unpleasurable fulfilment response. The experience of some part of it component of the definitions allows the satisfaction evaluation to be directed at any or all elements of the customers experiences. This can include product, service, process and any other component of the experiences. Kotler (2010) pointed out that it is imperative to measure customer's satisfaction regularly through surveys to determine customer's level of satisfaction. He said this is because firms may assume that they are getting a sense of customer satisfaction through customer's complaints. However, in reality, 95 percent of dissatisfied customers do not make any complaints, they just leave. It is worth mentioning that in the case of applying Kotler definition for the case of Mascom wireless, it leads us to the fact that Mascom wireless needs to investigate the customer's expectation and measure whether its performance fulfils these expectations or not. Therefore, reaching customer's satisfaction can be considered to be the cornerstone of any implementation means of CRM Dyche (2011).

2.4 CUSTOMER RELATIONSHIP MANAGEMENT INITIATIVES

There are a number of CRM initiatives that have a bearing in customer satisfaction such as people, leadership and culture, data and information and processes. The CRM initiative is a strategic strategy focused on the idea of customer centricity that seeks to improve and organize business relationships with clients. Sims are a game in which you can play (2010). It is a holistic method that encompasses a variety of organizational activities. CRM enables businesses to incorporate relationship marketing at an organizational level, according to Winer (2017). Since CRM is directly dependent on the bulk of basic business operations, it is difficult to establish a long-term and profitable customer relationship with a large customer base. Furthermore, many businesses consider CRM to be their most important business initiative. Mascom Wireless

should not be an exception, according to Curry and Kkolou (2010). CRM initiative is a systematic strategy aimed at optimizing and coordinating market relationships with clients based on the principle of customer centricity Sims (2010). (2010). It is a holistic method that encompasses a variety of organizational activities. CRM enables businesses to incorporate relationship marketing at an organizational level, according to Winer (2017). Since CRM is directly dependent on the majority of essential business operations, it is difficult to establish a long-term and profitable customer relationship with a large customer base. Moreover, many organisations identify CRM as the primary business initiative Curry and Kkolou (2010) hence Mascom Wireless should become no exception in this regard. Furthermore, the objectives of Mascom Wireless CRM programmes are to balance the following desires:

- Grow revenue by offering services and products that are unique.
- Reduce sales, marketing, and service costs by improving execution, and
- Boost customer satisfaction by improving the customer experience.

According to Smith (2012), the philosophy, implementation and management of a CRM initiative is hard to imitate and non-substitutable, thus making CRM a differentiating factor that gives an organisation's services and products a sustainable competitive edge. For Mascom Wireless, CRM can fulfil its potential of maximising profit and value only when the foundational components- technology and data quality, leadership and culture, people and process are integrated and leveraged fully Sims (2018). In addition CRM is an approach that is faster and more effective in organising any business interactions with customers based on a customer-centric foundation. According to Winer (2017), CRM is an entire discipline and not a single activity or project. Furthermore, CRM allows businesses to execute relationship marketing at an enterprise. The building of sustainable and successful customer relationships with a large customer base is not an easy task because CRM has a direct impact on numerous business operations especially on the process therein.

2.4.1 CUSTOMER SERVICE

Customer support is one of the most common problems for businesses in both the public and private sectors, and Mascom is no different as a network service provider. Customer support is the sole aim of any organization, should be at the core of every mission statement, and should be the primary objective of all strategies adopted Zineldin (2016). However, as Mascom Wireless has grown as a service channel, it has extended beyond just being the "initial producer" to include distribution partners, outsourced call centers, and/or a mixture of these. The capacity of any organization to provide a satisfactory service experience is the most important consideration. on a centralised model for making decisions (one customer view, one set of rules) that determine the customer experience Zineldin (2016). To deliver a differentiated customer experience, Mascom Wireless has to move swiftly with an attempt to become more customer focused, integrating the customer's perspective, value and actions into its business strategy and therefore build capacity development and execution.

FIGURE 2.1 A CUSTOMER CENTRIC DECISIONING

Differentiation	Loyalty	Profitable growth
A combination of product and experience that stands out for target customers is characterized as Product + Experience.	Competitiveness created around customers, who become less sensitive to price and focus on total value and experience	Minimise impact for promotions. Entry to new markets/ segments profitability.

Source: Sisodia, (2010).

2.4.2 THE ROLE PLAYED BY ‘PEOPLE’ IN FACILITATING CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER SATISFACTION AT MASCOM WIRELESS.

People in this case refer to Mascom Wireless’s internal and external customers. The mechanism and technologies that aid in the implementation of CRM strategies and the achievement of CRM goals are just as good as the people who conduct them Chakravorty and Spivak (2016). The process and technology that help implement CRM strategies and achieve CRM goals will only be as effective as the people performing them Chakravorti (2016). Alliance between people is the key to successful customer relationship management. People’s knowledge, skills and attitudes are vital elements for CRM performance concerning customer satisfaction. People are bound to reject any proposed change if they are not made to see what is in their self-interest therefore; management should consider it as useful information that informs them what works and/or does not work in the change process. A successful CRM initiative requires change in organisational culture Al-Mashari and Zairi (2015). CRM initiatives need vision and all staff members should understand what changes CRM brings and to re-engineer a customer centric business model calls for a cultural shift and the involvement of every company personnel within the organisation. An organisation must ascertain that reward systems Customers' input on the product, facilities, expectations, and competitors' abilities are used to determine the need for change, which is then used to measure the company's progress toward change Day (2016). Since the majority of major change initiatives, objections and disagreements within various functional departments that occur during the process of business reengineering and CRM implementation can only be resolved by personal involvement by senior management, the outcome is normally a change in corporate culture are qualified in a way that facilitates and rewards customer orientation Chen et al., (2018) Understanding for the need for the change comes from getting feedback from customers about the product, services, their expectation and competitors abilities and then doing the assessment of the company's progress toward the change Day (2016). Considering that the most major change efforts, objection and disagreement among various functional departments that arise in the process of business reengineering and CRM implementation can only be solved through personal intervention by senior management, usually resulting in change to corporate culture. Chen and Popovich (2016) conclude that capitalizing in CRM technology without a customer oriented cultural mind set is like throwing money into a black hole. CRM initiative requires vision and

each employee must understand the purpose and changes that CRM will bring. Furthermore, management must ensure that job evaluations, compensation programs, and reward systems are altered on a basis that facilitate and reward customer satisfaction. After all, how people are measured will determine their behaviour. Chen and Popovich (2016). Mascom Wireless must step quickly to become customer-centric, integrating the customer's viewpoint, value, and behaviour into its business plan, capacity growth, and execution in order to have a differentiated customer experience.

2.4.3 EFFECTS OF PROCESSES IN FACILITATING CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER SATISFACTION.

Processes have been identified as an indispensable element in any organizational structure of a commercial enterprise and they are engaged to understand, coordinate and manage the activities of the company as well as to guide issues concerning the creation of value Smaliukienė et al. (2017). CRM is an enterprise focused customer-centric business model that must be built around the customer. It is a continuous effort that requires redesigning core business processes starting from the client perspective and involving customer feedback Korres (2018). According to Sheth et al. (2015) process is the construction that liberates an organisation to grow and evolve, and each process is unique to every organisation. Despite the technological perspectives, the philosophical bases of CRM are relationship marketing, customer profitability, lifetime value and satisfaction created through business process management Curry and Kkolou (2014). Moreover, customer-centric organizations seamlessly integrate marketing and other business processes to serve customers (gain customer satisfaction) and respond to market pressures. Firms that evolve to this stage will benefit from a marketing-manufacturing interface, resulting in the flexibility to meet changing customer needs efficiently and effectively Couldwell (2018) further depicts CRM as a combination of business process and technology that seeks to understand a company's customer from the perspective of who they are, what they do, and what they are like. CRM is a customer centric business model that requires redesigning core business processes starting from the customer viewpoint and involving customer feedback Renner (2017). Most importantly, enhancing customer relationships requires a comprehensive understanding of all customers; profitable as well as non-profitable, and then to organize business processes to treat customers individually based on their needs and their values Couldwell (2018).

2.4.4 THE ROLE OF DATA AND INFORMATION TECHNOLOGY IN FACILITATING CUSTOMER RELATIONSHIP MANAGEMENT.

Through the use of technology processes are automated to allow efficient transformation of information in the whole business structure. Dedrick, Gurbaxani and Kraemer (2016). Their capability includes both hardware and software as well as technical and strategic expertise to offer dependable tangible operations and broad connection both within and out of the organization. Broadbent and Weil (2017). Up-to-date data on consumers is vital to develop and maintain relationships with consumers but while a smaller organization with fewer customers may discover it relatively comfortable to amass and to utilize pertinent information in establishing customer relationships, a larger organization may find Srivastava (2012). The key is finding a balance of technological investments appropriate for particular objectives set out in the customer management strategy. They must tie together multiple communication channels, each using different technologies (web, telephone, e-mail) and they must be flexible to accommodate changing customer needs and demands Ghobadian (2015). Thus the essence of CRM is that a company should integrate information with business action Dyche (2011).

2.4.5 THE ROLE OF LEADERSHIP AND CULTURE IN FACILITATING CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER SATISFACTION.

The reinforcement from company management is vital for the accomplishment of any CRM program but the support must go beyond just verbal support of approval of expenditure for consultants or training. Support from the company leadership must be dynamic and viable because CRM is about shifting employee attitudes and the culture of an organisation, and senior management has a prominent influence on attitudes in an organisation Ghobadian et al. (2014). Implementers need to recognize what changes are needed, what barriers there are to change, and how the change program will benefit the organization. Chakravorti (2016). Essentially, senior management commitment is an essential element for bringing a supplication online and ensuring delivery of promised benefits. Customer centric management requires top management support and commitment to CRM throughout the entire CRM implementation. Without it momentum quickly dies out. Furthermore, Senior Management should set the stage in CRM initiatives for

leadership, strategic direction and alignment of vision and business goals Ghobadian (2014). Mascom wireless's Management must show its commitment to an ongoing companywide education and training program. In addition to enhancing employee's skills and knowledge, education boosts motivation and commitment of employees and reduces employee resistance Renner (2015).

2.5 THEORETICAL FRAMEWORK/MODEL

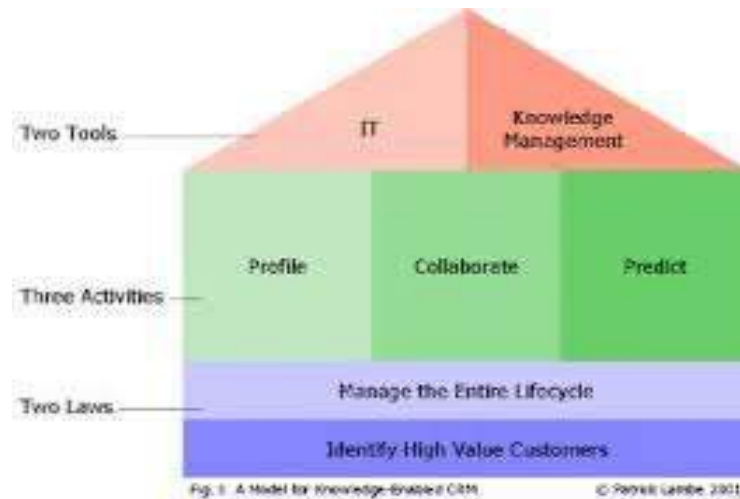
Customer Relationship Management Models

Describing high value customers is a highly perverted knowledge task, as is to determine a range of profiles among the existing consumers Berry (2015). A review of CRM literature shows that there are a variety of different representations of CRM. The aim of this study was to see whether respondents thought Mascom Wireless took customer satisfaction into account when choosing CRM technologies. As a result, this model helps Mascom's management and employees realize that, while technology plays a supporting role, knowledge management ultimately puts technology's information power to work. A solid understanding of tacit information sharing is needed for a business to successfully communicate with customers, and technological capabilities are used to anticipate new customer requirements. This study among other things determined if respondents believed Mascom Wireless considered customer satisfaction when selecting its CRM technologies. This model therefore guides both the management and employees at Mascom to understand that while technology provides a supporting role, knowledge management positions the information power of technology effectively into use. For a company to effectively collaborate with customers a solid understanding of tacit knowledge exchange is required and predicting new customer requirements is derived using technological capabilities. Wang (2014) developed a structured model for customer value and CRM performance founded on identifying the key attributes of customer value, the disintegrated effects of customer value on CRM performance in terms of relationship quality and customer behaviours and that being the case, they developed a structural equation model. Describing high value customers is a highly perverted knowledge task, as is to determine a range of profiles among the existing consumers, Berry (2015). This study among other things determined if respondents believed Mascom Wireless considered customer needs when selecting its CRM

technologies. This model, therefore, guides both the management and employees at Mascom to understand that while technology provides a supporting role, knowledge management positions the information power of technology effectively into use. For a company to effectively collaborate with customers a solid understanding of tacit knowledge exchange is required and predicting new customer requirements is derived ably using technological capabilities. (Bush et al. 2013) state that a widely preached theorem in the customer retention arena is that it usually costs between five to seven times to acquire a new customer than to retain an existing one. The reason is that the organisation has a resolute advantage from loyalty from its current customers, and what it requires for successful retention is only to fulfil its customer expectations. Practically in a mobile cellular environment, organisations are always engaged in spinning their wheels with the attempt to aim at the same band of profitable customers and in the process, paying inadequate attention to realising the demands of the 'not so good customers' of today and trying to convert them into profitable customers. There is strong evidence of cannibalism of customers in Botswana's mobile phone industry, where each network provider constantly tries to outperform the other. According to an Accenture survey, poor service is the primary reason why consumers switch providers (conducted in May 2019). Consumers gain access to information about other service providers' product/service offerings via media and the internet, and any experience, good or bad, is quickly spread Cresswell (2010). Furthermore, one key condition for service excellence is for front line staff to provide a unified view of the customer, which is possible if the company's custom software is used. Furthermore, one key condition necessary for service excellence is for front line staff to have a unified view of the customer and this is possible if the company's customer management processes are closely integrated and customer data is shared seamlessly across different systems.

There are a variety of CRM models that deal with information management. Lambe's model of knowledge-based CRM is intriguing (2011). As shown in Figure 2.3, the model focuses on constructive CRM and has two rules, three main operations, and relies on two primary resources. Technology and information management are essential to CRM's two laws and three operations.

FIGURE 2.3: KNOWLEDGE ENABLED CRM MODEL.



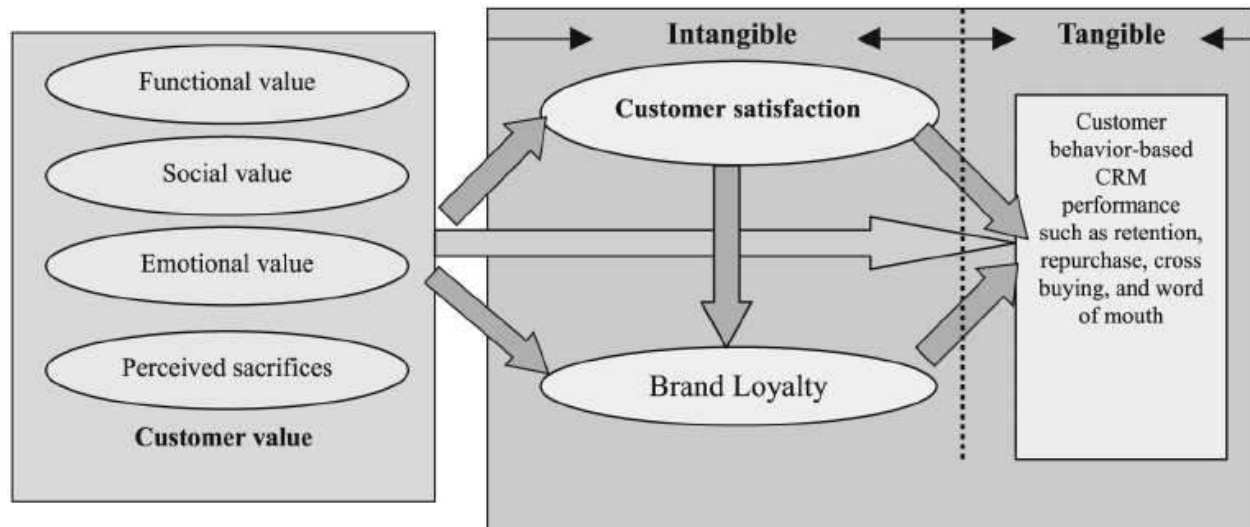
Source: Lambe (2011: 11)

(Wang et al. 2014) developed a structured model for customer value and CRM performance based on defining the key attributes of customer value, the disintegrated effects of customer value on CRM performance in terms of relationship quality and customer behavior, and using this information, they developed the structural equation model shown in Figure 2.4.

Identifying a variety of profiles among established customers, as well as describing high-value customers, is a highly perverted intelligence challenge Berry (2015). This study among other things determined if respondents believed Mascom Wireless considered customer needs when selecting its CRM technologies. This model, therefore, guides both the management and employees at

Mascom to understand that while technology provides a supporting role, knowledge management position the information power of technology effectively into use. For a company to effectively collaborate with customers a solid understanding of tacit knowledge exchange is required and predicting new customer requirements is derived ably using technological capabilities.

FIGURE 2.4: THE STRUCTURED FRAMEWORK FOR CUSTOMER VALUE AND CRM PERFORMANCE.



Source: (Wang et al. 2014)

Customer Relationship Leadership is another concept that researchers are still concerned about. As per Handen (2010), it is a model that leaders should use to realign their leadership styles in order to enhance a positive aura in their organizations, which is needed to believe and adhere to CRM principles. Although CRM boosts a company's overall performance, initiatives implemented in this new discipline necessitate strong leadership.

The organization will revisit the common loyalty drivers from time to time by paying close attention to the tangible and intangible elements of this model. Having the right customer segment portfolio and providing high levels of satisfaction are important.

2.5.1 CRM Value Chain Model

The value chain model identifies a number of supporting conditions that facilitate successful CRM implementation. According to Buttle (2010), the CRM value chain (Figure 2.5) is a proven model which any organisation can follow when developing and implementing its CRM initiatives. Furthermore, Buttle argues that the model is founded on solid theoretical precepts and the pragmatic demands of business.

In relation to the current study, it is important that the organisation should not assume that the right customers are always big spenders. Often, the company's right customers could come from a prominent group of people that no other provider is doing a good job of serving Reichheld

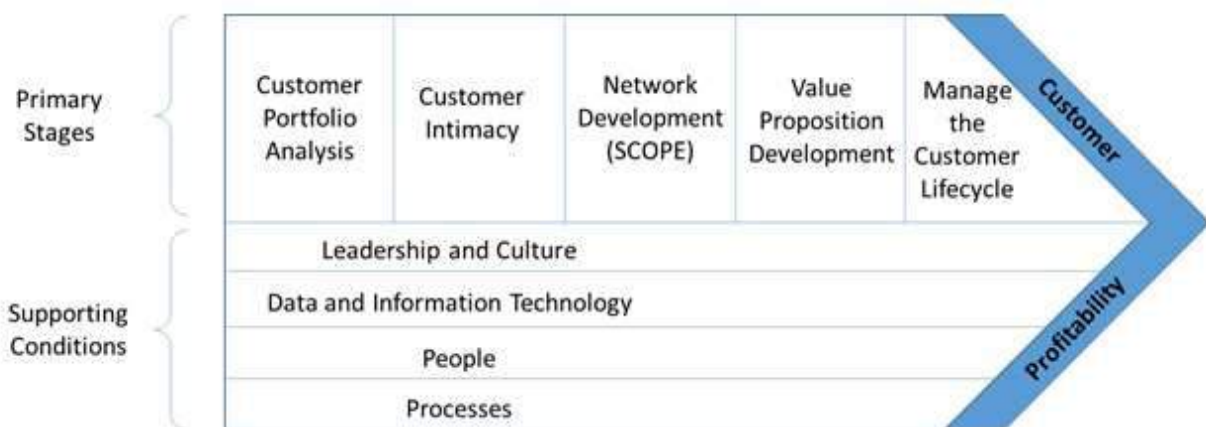
(2016). Figure 2.5 guides us at ways in which the organisation can acquire the right customers in order to sustainably receive profitability in the long run, extended growth from referrals, and even improved satisfaction from company personnel whose responsibilities are improved.

In addition, the model was applied in this research to identify how Mascom Wireless was able to effectively manage its customer lifecycles. In a nutshell, by adopting this model, the company stood to fully accomplish the implementation of its CRM programs to acquire and retain customers, and fully develop the value they required.

The four supporting conditions as identified by the value chain model are;

- Processes
- Support from high level management and leadership (leadership and culture)
- Information technology (data and information technology)
- People

FIGURE 2.5: CRM VALUE CHAIN MODEL



Source: Buttle (2012)

- **Service Quality**

Service Quality is the first supporting condition for the implementation of successful CRM initiative-it is being defined in this context in terms of customer satisfaction: the level of alignment between customer needs and their perceptions of the service experienced (Babakus & Boller 2012). Customers should play a crucial role in determining what facets of the service offer are virtually the most significant to them instead of the service provider prescribing these aspects. Poor service remains a prevailing cause for losing business, so core product attributes solely are no longer enough, and quality of service provided is emphasised as fundamental for success of the business. Moreover, it has become necessary to discover what customers' requirements are and focus on competitiveness and helps an organisation to distinguish itself from other organisations and to obtain a competing edge. Superior service quality is a key to improved profitability (Ghobadian et al. 2014). This study sought to determine if CRM processes at Mascom are customer centric hence the literature as discussed 2.5.2 guided the researcher in examining the various activities within the organisation, and how they contributed to the achievement of CRM objectives.

- **Management support and leadership**

The reinforcement from company management is vital for the accomplishment of any CRM program but the support must go beyond just verbal support of approval of expenditure for consultants or training. Support from the company leadership must be dynamic and viable because CRM is about shifting employee attitudes and the culture of an organisation, and senior management has a prominent influence on attitudes and overall culture of an organisation (Ghobadian et al. 2014).

- **Management support**

Management's actions and attitudes toward customers and other facets of the company have a significant effect on how other employees think and act. To persuade company management to adopt a new way of doing things and thinking, you must first understand what motivates them to behave the way they do. One of the reasons why management does not always accept change is

that they do not always understand the critical nature of their position in the change process, or what they must do visibly to endorse the change (Ghobadian et al. 2014).

❑ **Leadership**

As highlighted, leadership is an indispensable element of any CRM initiative; (Curry & Kkolou 2014) explains that it is the ability of creating a conducive work environment. Departmental managers ought to work with senior management to see to it that an organisational ambience is created, an atmosphere conducive to their teams' needs and furthermore middle management can influence these organisational change processes via their power to produce a team environment through their own leadership activities.

❑ **Information Technology**

The third major supporting condition for CRM initiative is information technology and as indicated, technology is not only a fundamental facilitator, but is only a means to an end. It enables the company to identify and serve customers in a similar way through accessible data, and effective and coherent processes (Al-Mashari & Zairi,2010). They must tie together multiple communication channels, each using different technologies (web, telephone, e-mail) and they must be flexible to accommodate changing customer needs and demands Ghobadian (2010).

❑ **People**

The fourth supporting condition for a successful initiative is people. People's knowledge, skills and attitudes are vital elements for CRM performance. People are bound to reject any proposed change if they are not made to see what is in their self-interest therefore, management should consider it as useful information that informs them what works and/or does not work in the change process. A successful CRM initiative requires change in organisational culture (Al-Mashari & Zairi 2010).

CRM initiatives need vision and all staff members should understand what changes CRM brings and to re-engineer a customer centric business model calls for a cultural shift and the involvement of every company personnel within the organisation. An organisation must ascertain that reward systems are qualified in a way that facilitates and rewards customer orientation (

Chen et al. 2013). In summary of the discussed models, it is evident that data, segmentation schemes and managing customer portfolios are primarily analytical activities. Data segmentation schemes involve using customer and market data to determine which customers to serve, managing customer portfolios postulates having to understand customers and their requirements Shiah (2015).

2.6 Proposed CRM Model for the current research

The intention of every CRM initiative is to adopt more profitable customer relationships and satisfaction. Merino and Ganguly (2016). The value chain model describes a range of supporting factors that make CRM implementation more efficient. According to Buttle (2016), the CRM value chain is a tried-and-true model that every business can use to build and execute CRM initiatives. Furthermore, the author claims that the model is based on sound theoretical precepts as well as market realities. In view of the discoveries of this report, it is critical that the company not believe that the right customers are always big spenders. Widely, the company is right. Reichheld (2016). CRM value chain model guides us at ways in which the organisation can acquire the right customers in order to sustainably receive profitability in the long run, extended growth from referrals, and even improved satisfaction from company personnel whose responsibilities are improved. The model was applied in this research to identify how Mascom Wireless was able to effectively manage its customer lifecycles. In a nutshell, by adopting this model, the company stood to fully accomplish the implementation of its CRM initiatives to acquire the successful implementation of CRM and fully develop the value required, being customer satisfaction.

2.7 Chapter summary

According to the available literature, Mascom has made an unwavering effort to boost its output and retain its market share, but it faces enormous challenges in targeting the right customers with the right bid. As it seeks to broaden its footprints while focusing on unique consumer segments, it faces a range of challenges, including an exponential rise in the number of campaign configurations needed. Customers have become more informed, demanding, inspired, and diverse as a result of the availability of options, and a more holistic approach to establishing and maintaining relationships is inevitable, hence the proposed CRM value chain model.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

According to Fellows (2018) methodology is the core of every research. Therefore the integrity of any research paper is dependent on the research methodology adopted when it is undertaken (Urratia, 2015). As such, choosing a suitable methodology for a research project requires careful consideration if the research is to be conducted in an effective and efficient way. This chapter focuses on the overall approach undertaken by this research process from the theoretical foundation to the strategies that was utilised and investigation of data. The chapter discusses the research procedures that directed this thesis. It chapter also looks at the research methodology that was adopted for this study and validated the overall approach including the theoretical foundation to the strategies that were used in the collection and analysis of the data. It covers the research design, sampling, data collection and data analysis. The difference between quantitative and qualitative research was made and the researcher further describes the sampling option used. This was followed by an in depth description of the research instrument, its administration and piloting, and the research process taken. Ethical considerations were also outlined in this chapter. Lastly, the discussion is concluded with a chapter summary.

3.2 Research design

To fulfil this study, a survey was used as a research design. In addition, this method describes the study truthfully, concisely and procedurally as it addressed the what, where, when and how questions (Creswell, 2014). It aims to define the situation under consideration. A quantitative descriptive research design was used to collect primary data from the research participants identified from Mascom wireless employees. This study attempted to evaluate the various CRM initiatives at Mascom Wireless and their effects on customer satisfaction, from Mascom's employees' perspective in Gaborone, Botswana. The significance of this research was to evaluate the various CRM initiatives at Mascom wireless and sought to investigate if according to employee's perceptions felt Mascom wireless was customer centric. Also, this study attempted to investigate if Mascom wireless had been effective in managing to increase revenue by

acquiring new customers, keeping the existing ones and increasing revenue through up-selling and cross-selling initiatives. Quantitative descriptions were engaged to have an enhanced understanding of the matter of inquiry. Structured questionnaires were used to gather data. The researcher deemed the survey method as suitable as it allowed the gathering together of a reasonably large amount of data from a sizable population or sample in a less costly manner (Kim, Sefcik and Bradway, 2017).

3.3 Research Methodology

This study followed a quantitative research method. According to Malhotra (2005), quantitative research is based on numerical character and is directed at administrating the data through statistical examination. The researcher used the survey design in administering the research. This research is categorized under applied research that is based mostly on data collection from primary sources through distributing designed questionnaires for research purposes (Allen 2019). The author also added that quantitative research gathers data that are in arithmetical form or data which can be coded numerically. According to Almeida, Faria and Queirós (2017) highlighted that quantitative research collects huge samples of data which can be enumerated or measured, objectivity and accuracy in addition the data can be analysed statistically. The advantages of employing Quantitative research include being easy to structure and carry out, cheap to execute, allowing statistical analysis to confirm findings and several others (Almeida, Faria and Queirós, 2017). The authors also highlight that Quantitative research uses numerical data and statistical techniques to address questions on “who, how much, what, where, when, how many, and how”. This makes this method appropriate to this research as it sought to evaluate Customer Relationship Management (CRM) initiatives and their effects on customer satisfaction - employee perspective at Mascom Wireless, in Gaborone, Botswana.

3.4 Population of the Study

According to Broadbent and Weill (2011) a research is conducted on the study population which is the total group of interest to the researcher. It is the complete group of people to which the researcher desires to generalise the study findings. The population used was 241 individuals who dealt directly with customers. As such, the employees were in a position to give correct or valid

information by expressing their perceptions which were necessary to respond to the research objectives.

3.5 Sampling procedure

According to Broadbent and Weill (2011) sampling in research terms describes a group of people, objects or items that are drawn from a larger population for measurement. They further point out that the sample should be representative of the population to guarantee that the findings can be generalized from the research sample to the whole population. Sampling methods are divided into two categories which are probability and non-probability sampling methods. In probability sampling methods the possibility of choosing a research partaker is known and the selection is unforeseen or irregular and in non-probability sampling methods the identification of the research participants is planned and the likelihood of identifying a specific participant will be unknown. This study used convenience sampling as a sampling method. Convenience sampling is a method where the research populace is selected out of convenience from a population for observation William (2017). In addition, Sarstedt, Bengart, Shaltoni & Lehmann (2018) explained that in this type of sampling method there is no specific direction that is followed to select the research participants as anyone is independently selected based on the convenience of the researcher. This research used simple random sampling which is a probability sampling method. This quantitative approach is (Acharya, Prakash, Saxena & Nigam, 2013). In addition, Sarstedt, Bengart, Shaltoni & Lehmann (2018) elaborated that in this sampling method there is no particular order that is followed to select the research participants as anyone is independently selected based on the convenience of the researcher. The authors revealed that like in this research, convenience sampling can be used where there are many people in the target population but not much is known and not all can be reached by the researcher. Furthermore, Baabdullah, Alalwan, Rana, Kizgin & Patil (2019) explained that convenience sampling has some advantages which include being cheap, easy and it does not require one to have a complete list of the study population. Nevertheless, there are disadvantages to this method of sampling as well. The disadvantages include limitations on regulating for sampling bias and generalizability of the data (Acharya, Prakash, Saxena & Nigam, 2013). For this study, a sample was selected from the population of Mascom employees based at the Head office in Gaborone who were easily accessible and available. This in turn, assisted the researcher to liaise with people who

were having accurate information and relevant experiences that were needed to address the research objectives.

3.6 Sample size

A sample was selected from the population of Mascom employees based at the Head office in Gaborone and studied to draw inferences about the population. These people were targeted because they were the people who could answer the questions which were addressing the research objectives (Asiama, Mensa and Oteng-Abayie, 2017). William (2018) describes a sample as collection individuals who will truly participate in the study. The sample of this research came from the population of Mascom employees based at the Head office in Gaborone. Leiner (2017) expressed that samples of thirty participants or more are used in quantitative research. In the same thinking frame, Bengart, Shaltoni & Lehmann (2018) indicated that if one wants to produce results that are a true reflection of the whole population, then sampling will be most appropriate for the study. Based on these arguments, this study used a sample of 50 participants. The research is of a quantitative nature thus when calculating the required sample size, the variance or proportion in the population and a determination as to the maximum desirable error was found to have a margin error of 2.5%. The researcher wanted to solicit the level of understanding and awareness on the various CRM initiatives mainly from the front line employee perspective, senior management staff at Mascom wireless was excluded. The assumption was business leaders had a clear grasp of the CRM concept and moreover, it was the staff members at lower levels that interacted with customers on a daily basis and were aware of contradictions, inconsistencies and errors of an organisation to its customers. In summary, they were the first ones to hear what bothers customers. This was consistent with Taasoobshirazi & Wang (2016) as the sample characterised most of the features of the study population making it an accurate reflection of the study population.

3.7 Data collection procedures

Primary data collection methods were used to collect primary data straight from the field. According to Leiner (2017), data is described as the unrefined information that is gathered in a study. Rahman (2020) explained that structured questionnaires with closed ended questions are mostly used in quantitative research. The author stated that structured questionnaires have

several benefits such as they require a lower cognitive load from the participant which generally leads to accurate data and a higher response rate. Another advantage is they are easier for the researcher to code and analyse. This study used structured questionnaires which were self-administered to gather data about the CRM initiatives and their effects on customer satisfaction from employees' perspective at Mascom Wireless, in Gaborone, Botswana. Permission was sought from Human Resources management for the researcher to communicate with the respondents via Mascom email informing them about the survey and reasons for the survey were specified as purely for academic purposes. Data was collected through the questionnaire as outlined in the sub section below Structured questionnaires are easy to work with as respondents can easily complete them without the researcher being present (Yang, Ishtiaq & Anwar, 2018).

3.7.1 The questionnaire

Taasoobshirazi & Wang (2016) define a research instrument as any tool that may be used for data collection. The study used a structured questionnaire which was partitioned into five sections. Four sections had Likert scale questions with open ended follow up questions. The questions were structured according to the research objectives (Chapter 1). The questions that were put in the questionnaire were derived from the literature review, except the section on biographic data, as indicated below;

Section A- This section collected biographic data which looked at age, gender, position in the organization, type of employment, years of existence of the organization. Section B- This section collected data on CRM initiatives and their effects on customer satisfaction at Mascom Wireless (primary research objective). The questions in this section were derived from Chapter 2, Section 2.1. Section C: The effect of technology in facilitating the functional component of Customer Relationship Management and customer satisfaction to determine if Mascom selects technology based on understanding of customer needs. The questions in this section were derived from Chapter 2, Section 2.2. Section D: The effect of 'people' in facilitating Customer Relationship Management and customer satisfaction at Mascom Wireless. The questions in this section were derived from Chapter 2, Section 2.4.2. Section E: The effects of culture and leadership in facilitating the functional component of Customer Relationship Management and customer

satisfaction at Mascom Wireless. The questions in this section were derived from Chapter 2, Section 2.4.

3.8 Validity and reliability

Validity and reliability in qualitative research according to Saunders (2010) is defined as concepts that are used to assess the quality of the study. Validity is used to evaluate on the degree to which a conception is measured accurately in a quantitative study (Heale & Twycross, 2015). Therefore, in order to verify for content validity, the researcher gave the prepared instrument to a statistician who was consulted for guidance and who understood the research to assess the contents of the instrument. Data screening was performed through frequency to assure check for any error. Corrections were suggested and the researcher made some alterations to ensure that the instrument captured all the essential content that it should with respect to the research objectives and the variables in question. Face validity which looked at whether an instrument measured what it is envisioned to measure was also considered. The instrument was also evaluated for reliability. Reliability in this case refers to the degree to which the results can be reproduced when the research is reiterated under the same conditions (Sürücü & Maslakci, 2020). In this study, the questionnaire was evaluated for the extent to which it regularly produced similar outcomes given that it was used in the same situation on recurring occasions. This was conducted by checking the value of Cronbach's alpha which gauged the internal consistency of an instrument (Oteir, Kanaan, Alwidyan, Almhdawi & Williams, 2021). The authors explained that a Cronbach's alpha is measured from 0 to 1 and an instrument with a Cronbach's alpha value between 0.7 and 1 is a reliable instrument. The Cronbach's alpha was assessed after capturing the data in SPSS and a scale reliability test was done for all the scale items in the instrument

3.9 Data analysis

According to Saunders (2010) research data analysis is a process utilized by researchers for shrinking data to a section and interpreting it to spring insights. He expressed that the data analysis process assists in reducing a huge amount of data into smaller sections. Marshall and Rossman (2018) on the other hand, described data analysis as a 'messy, ambiguous, and time-consuming, but a creative and fascinating process' through which data collected is being brought

to order in a meaningful and structured form. Quantitative data analysis methods were engaged in this study to analyse the data that was recorded by the questionnaire. Data were first coded numerically according to the question responses and the data were captured in IBM SPSS version 25. Captured data was cleaned for errors and any distorting information. Data management and preparation led to data analysis. To accomplish the research objectives, descriptive analysis including frequency analysis were conducted and data was presented in tables, frequency tables, bar charts and pie charts (Bergin, 2018). Any anticipated relationships were confirmed using Chi-square tests since much of the data was ordinal. Open ended questions generated text information which was analysed through reading and authenticating to establish the emerging data patterns. Rossman (2018) elaborated that analysis of text information tends to require reading and re-reading of scripts comparing scripts for similarities and differences that helps to see emerging themes and patterns. For this research, data from open ended questions were arranged following the research objectives. (Regression analysis, analysis of variants, correlation analysis)

3.10 Ethical Consideration

According to McDaniel (2016) ethics refers to the moral values usually governing the conduct of a person or group. These values are often defined as good or bad, right or wrong. This study adhered to ethical consideration of all stakeholder groups. The researcher had to include ethical considerations in order to avoid endangering the credibility of the research. This includes respect for privacy and non-disclosure meaning the issue of privacy and non-disclosure. The study complied with conventional morality which bases on the expectations of the society by embracing loyalty, duty and obedience virtues. Lastly, the researcher made sure that the respondents are not exposed to any physical, psychological or any other form of harm including any harm because of the information they released. This was also guaranteed by signing the consent form. All the research respondents were briefed about the research and they were answered on any questions they had before they took part in the research. Upon agreeing with the terms of the research, the respondents together with the researcher signed a consent form to seal the agreement. The consent form was also informing the respondents that the researcher will protect as much as possible the identity or anything that identifies the respondents to any other person who is not part of the research. The information released by the respondents was kept as

confidential as possible. All these were observed by keeping the completed questionnaires at the researcher's office where only the researcher had access to. The questionnaires were also kept as soft copy files in the researcher's laptop and the file is protected with a number of passwords to protect the information. The anonymity of participants was maintained throughout and after the study period. This belief looks at issues of value, liberty and time for decision making (Artal & Rubenfeld, 2017).

3.11 Chapter summary

The chapter gave more insight on the research methodology which gave direction that was followed by this research. The quantitative research approach was used and a quantitative descriptive research design was followed to conduct the research sought to evaluate Customer Relationship Management (CRM) initiatives and their effects on customer satisfaction - employee perspective at Mascom Wireless, in Gaborone, Botswana. Data collection methods and data analysis procedures were guided by the research approach. Structured questionnaires were used to gather data and IBM SPSS version 25 was used to analyse data. The tool was verified for validity and reliability to guarantee quality data were gathered. Lastly, the ethical principles that guided the researcher were also deliberated.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The researcher presents data analysis on the study's findings in this chapter. The sample's descriptive data analysis (biographical data) will be presented, followed by the data analysis applicable to each, as well as a connection between the findings and previous studies. Moreover, the researcher will comment on the findings based on her experience and knowledge of the study field. Out of a total of 50 questionnaires distributed 48 were responded to giving a response rate of 98% which undoubtedly in the researcher's view was adequate for purposes of this study. One of the problems experienced during the study was the initial reluctance shown by some of the local respondents who expressed reservations to participate in the survey because of fear of being victimised as a result of the responses they would come up with. However, this hurdle was overcome and the situation improved immensely when the researcher started to attach copies of the research disclaimer which highlighted to them that the research was purely an academic work and that the company management was connected to the process.

4.2 Descriptive data analysis

Respondents' Biographic Information

This section of the questionnaire covered the respondent's age, gender and length of stay at Mascom.

4.2.1 Age of respondents

As the pie chart depicts, 44% of the respondents in the age range between 26-29 years participated in the survey. This was followed by the respondents in the 30-39 year age range by 26.2% and then respondents in the 20-25 years age range by 18.6% and 11% of the respondents were over the age of 40. In total 88.8% of the respondents who took part in the survey were of the age 39 and below.

FIGURE 4.20: AGE OF RESPONDENTS

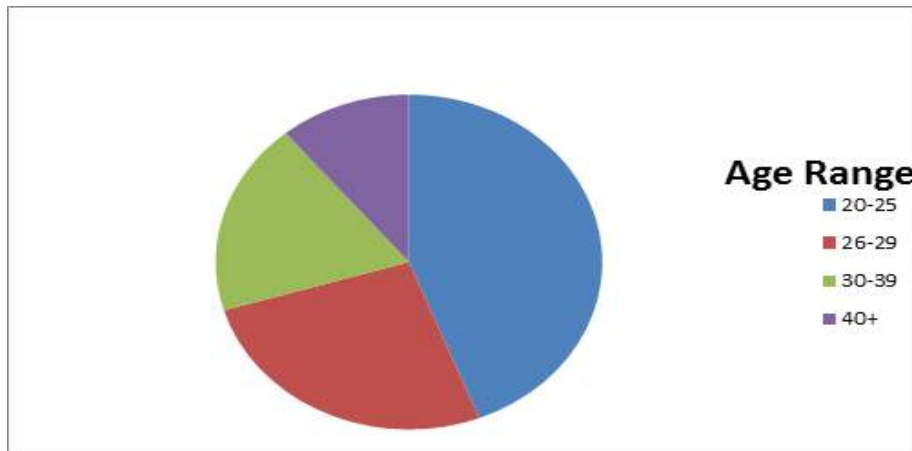
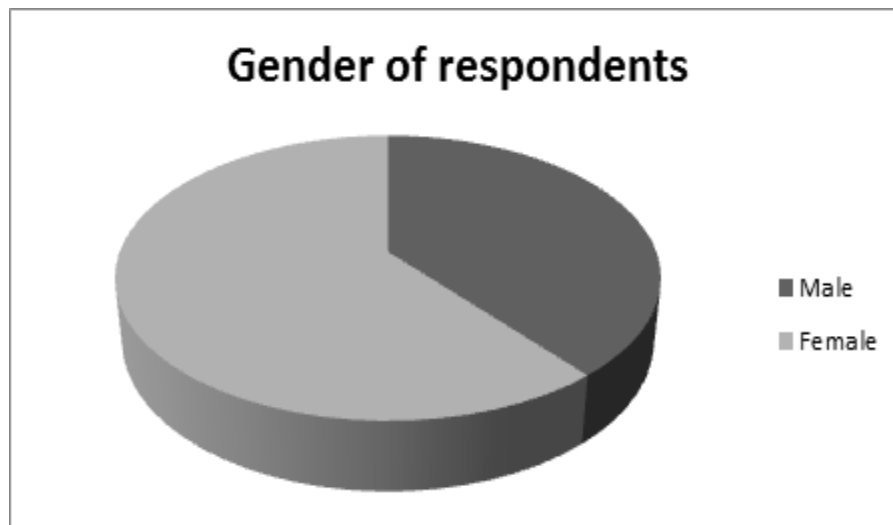
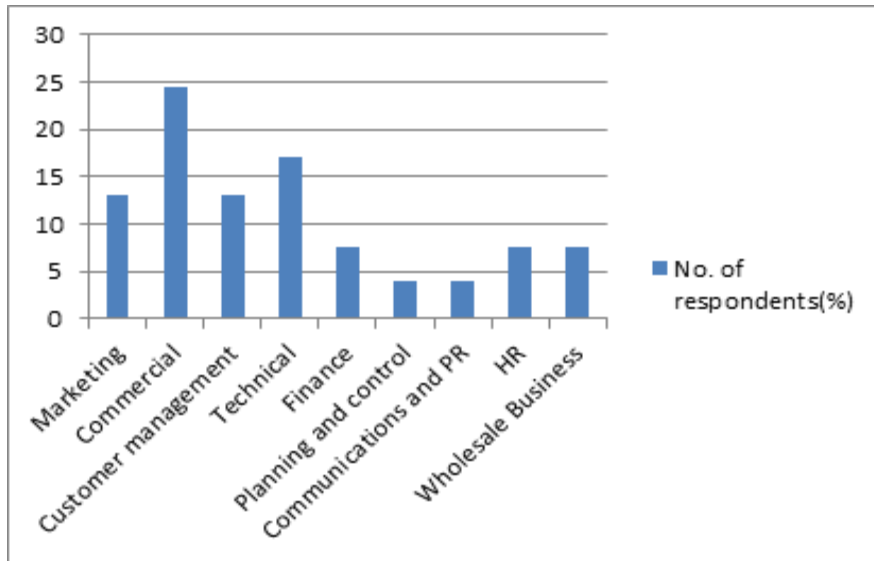


FIGURE 4.21: GENDER OF RESPONDENTS



61% of the population were female and the remaining 39% were men. Most of the females participated in the study as compared to the males.

FIGURE 4.22: RESPONDENTS BY DEPARTMENTS



The graph above indicated 24.5% of the respondents were coming from Commercial division, 17% from Technical, 13% from Marketing and Customer Management respectively, 7.6% from HR, Finance and Wholesale and Business Analysis respectively and 4% from Planning and Control and Communications and PR departments respectively.

FIGURE 4.23: RESPONDENTS' LENGTH OF STAY AT MASCOM WIRELESS

	Percent	Valid Percent
Less Than or equal to 3 Years	67	67
4-5 Years	91.1	91.1
6-10 Years	98.6	98.6

The Table showed 67% of the respondents had been employed by Mascom for a period less than or equal to 3 years, 91% of the respondents for a period less than or equal to 5 years and the remaining 98.6% of the respondents had been in the employ of Mascom for a period less than or equals to 10 years. None of the respondents had stayed for a period over 10 years.

However, there was no clear evidence from the interpretation of findings that indicated whether older respondents had a better understanding of CRM or vice versa. In addition, to some extent, respondents from one department have better CRM insights than those from other departments.

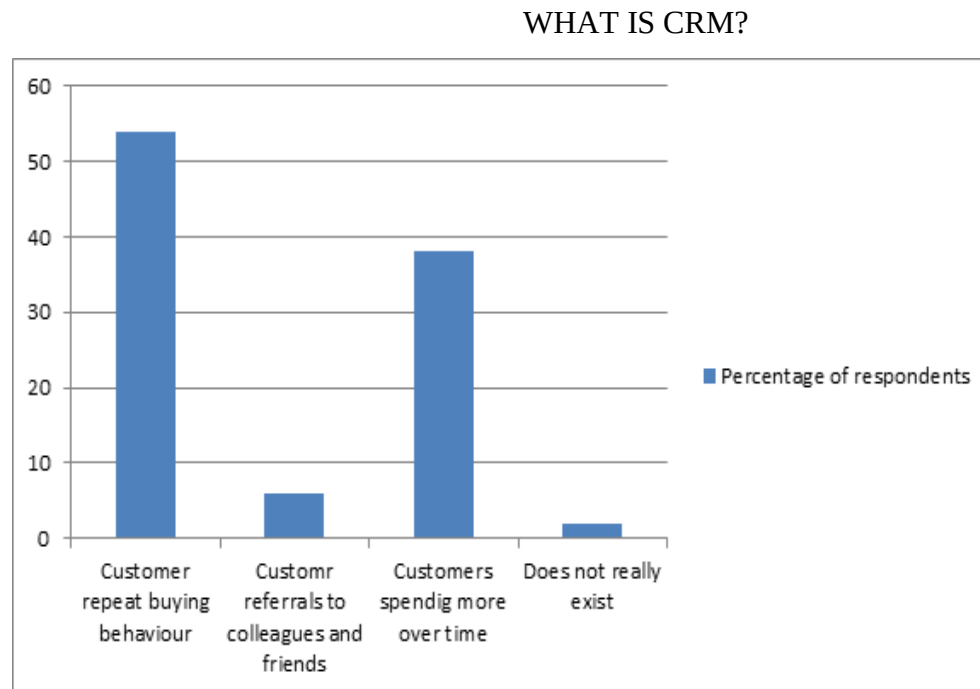
4.3 Main Findings

Understanding OF CRM Initiatives

- **Definition of CRM**

The study found out that 54% of the respondents defined CRM as repeat buying behaviour, 38% as customers' emotional attachment to the relationship while 6% as customers who make referrals to friends and colleagues and yet only 2% of the respondents understood loyalty as a concept that involves customers spending more over time as summarised in figure 4.1. This reveals that respondents viewed CRM to be different things. This could be due to the different backgrounds and orientations of the respondents who participated in the study, and the varied uses to which their departments' respective CRM programs were being put. The survey sampled a good mix of respondents with some from a purely technical environment, others from financial and commercial domains. It emerged that the majority of respondents view CRM in line with Churchill (2014) who explains it as a business strategy to acquire, grow and retain profitable customer relationships with an attempt to create a sustainable competitive advantage.

FIGURE 4.1: UNDERSTANDING OF CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT.



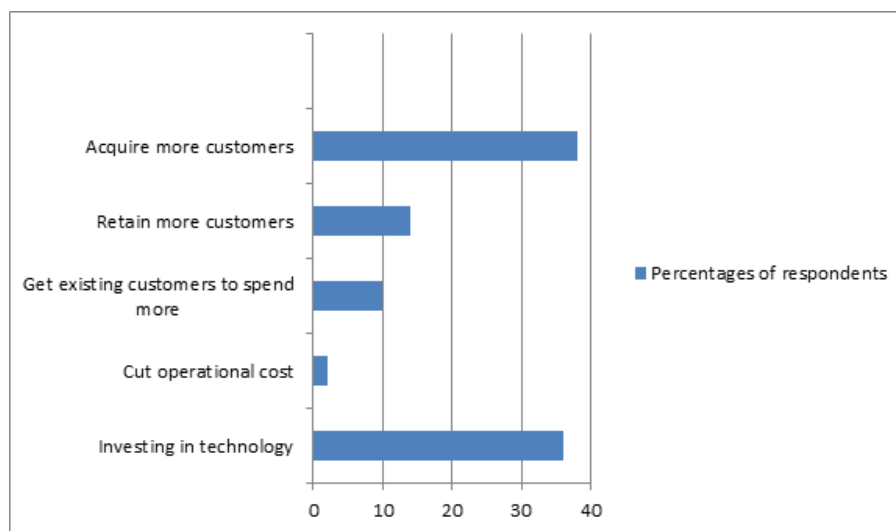
The loyalty effect as delineated by loyalty specialists Reichheld and Sasser (2008) is a powerful tool since satisfied customers often spend more incrementally. CRM provides a perfect platform for obtaining new customers in addition to benefiting from their satisfactions. The organisation with loyal and satisfied customers financially outperforms its competitors with higher customer turnover in addition to sustained customer relationships may be utilised to push sales through up or cross-selling campaigns, and therefore company's valuable customers need to be rediscovered, appealed to and retained Gordon (2013).

- **Which of the following do you think is core in helping Mascom achieve its CRM objectives?**

The study found out that 38% of the respondents said the organisation should acquire more customers to achieve its CRM objectives, 36% said more investments should be made in CRM technology and related software while 17% of the respondents indicated customer retention should be central to the achievement of the organisation CRM objectives yet only 10% of the

respondents indicated the company should either cut operational costs or get existing customers to spend more. Scott (2002) indicates that customer retention and customer acquisition efforts often compete for resources all the time. Although the conceptual underpinnings of the company's CRM approach can hardly ever be questioned, the implementation challenges by the organisation appeared to be huge and this partly emanated from the organisation's different contextual understanding of what CRM should be about.

FIGURE 4.2: Essence Of CRM Objectives



Contrary to the results in Figure 4.2, Abbott (2012) said while interventions to achieving the organisation CRM differ slightly from one case to another, the main purpose behind each CRM initiative is to enable the organisation to serve its customers efficiently. CRM experts Griffin and Lowenstein further established that retaining existing customers should be the core objective of any CRM program. They indicated that it costs considerably less to an organisation than to acquire new ones. In summary, they indicate that it is more cost efficient to keep customers satisfied than to gain new ones, however, the fact that customer retention came third succeeding the variable; acquire more customers and 'investing in technology' was appalling in the researcher's view and needed to be addressed since in essence the company's position on which CRM objectives, provide both the foundation and the guidelines for the organisation's CRM efforts.

- Does Mascom wireless have a clearly defined and well communicated Customer Relationship Management (CRM) strategy in place?

TABLE 4.1: PRESENCE (OR LACK) OF AN EFFECTIVE CRM STRATEGY AT MASCOM WIRELESS

	<i>No. of Respondents</i>
Yes	5
No	45

The study found out that 90% of the respondents indicated there is lack or the unavailability of an effective CRM strategy at Mascom Wireless, while 6% of the respondents said the organisation had an efficient CRM strategy in place. 14% of the respondents chose to skip the question. The non-response reflected to some extent the low level of confidence amongst employees in dealing with this question. The assumption was perhaps the non-response came from the new employees not being certain of the CRM strategy variable in question however, analysis of respondents' biographic data indicated that of 14% respondents, 9% had worked for Mascom for more than 5 years.

Asked to comment further with regard to the unavailability of a CRM strategy, the organisation's Customer relationship manager revealed that the organisation does not have a documented CRM strategy although there are clearly documented objectives and processes in place. It was further expressed that the organisation's CRM platform was still in the building stage and consultants had been brought in to oversee the synthesis up to the implementation of the project, and at the time of this study, the organisation had inadequate tools to do what needed to be done for CRM. The unavailability of well articulated documented strategy imparted adversely on the daily operations of the organisation. At the time of the study, the organisation faced a situation where they had to serve the market consisting of consumers who were at least using two sim cards, one

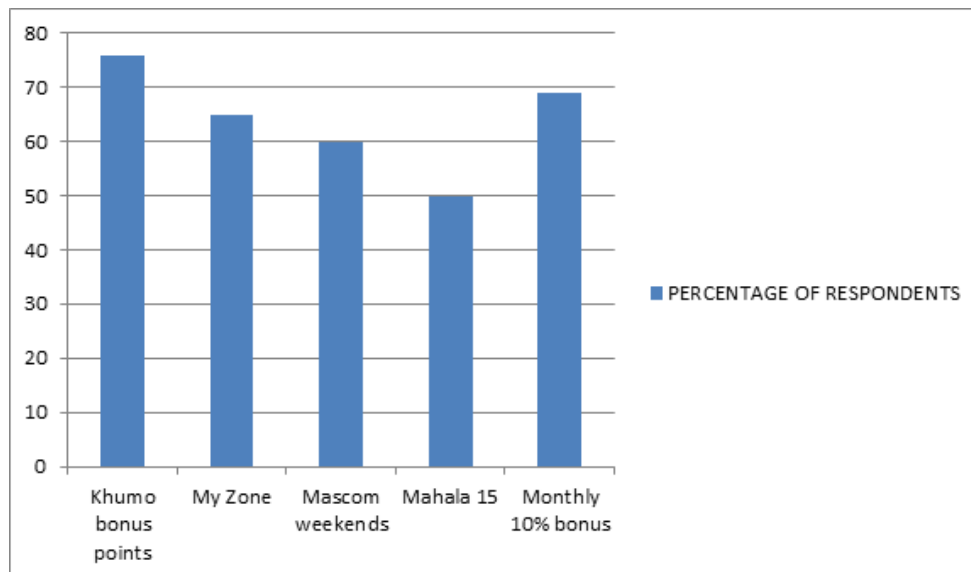
for Mascom wireless and the other for either competing companies-Be Mobile or Orange. This fostered a situation where each of the three competing operators placed significance on increasing their share of the pie and in a nutshell explained the behaviour of Mascom wireless of continuously offering short term price promotions and activations (discussed in 4.2). The objective on the interim therefore had been to solicit customers to spend more on Mascom recharges.

An effective CRM strategy assists the organisation capitalise on sales potential with prospective customers and increase business from existing customers. Besides sales opportunities, the organisation's CRM strategy assists the company to identify opportunities that the company periodically can exploit to strengthen the relationships it has with its customers Anderson (2016) According to Allen (2019) it is vastly proven that in customer marketing on average customers feeling more closer to the company (customer satisfaction) are more lucrative than those who feel less close(low satisfaction).

- **Please give at least three (3) of the CRM initiatives if your answer is 'yes'**

Inherently and as illustrated in Figure 4.3, when it came to identifying the various CRM initiatives the respondents, even those who answered 'no' in part (A) of this question demonstrated an understanding of the various initiatives the organisation had. As illustrated in Figure 4.3, the top listed CRM initiatives are as follows;

FIGURE 4.3: CRM INITIATIVES AT MASCOM



The collection of CRM initiatives above highlighted the narrative of CRM at Mascom and the main purpose behind each CRM initiative was to enable the organisation to serve its customers better and examine the CRM initiatives indicated that they were mostly privilege programs based on purchase frequency and rate of product usage.

In the researcher's opinion, it is feasible for the company to consider CRM as a variety of loyalty programs, as long as these considerations are expected to achieve organisational goals of CRM. The various CRM initiatives as in Figure 4.3 above and the most notable Khumo points; a loyalty program where clients used their points earned from airtime recharges over a period of time to redeem them for any merchandise on offer, provided they reach the specified number of points to redeem. My Zone is another program which enabled customers to make calls at discounted rates from 5% up to 99% depending on the locations of the customer. Areas with less traffic calls enjoyed higher discounted rates and the higher the traffic calls in a particular area, the lesser the discounted rates offered.

- **Has Mascom wireless experienced any dissatisfaction or customers defecting to competing companies or products in the past few months?**

TABLE 4.2: IDENTIFYING LEVEL OF DISSATISFACTION AT MASCOM

	No. of responses
Yes	46
No	0
Non response	4

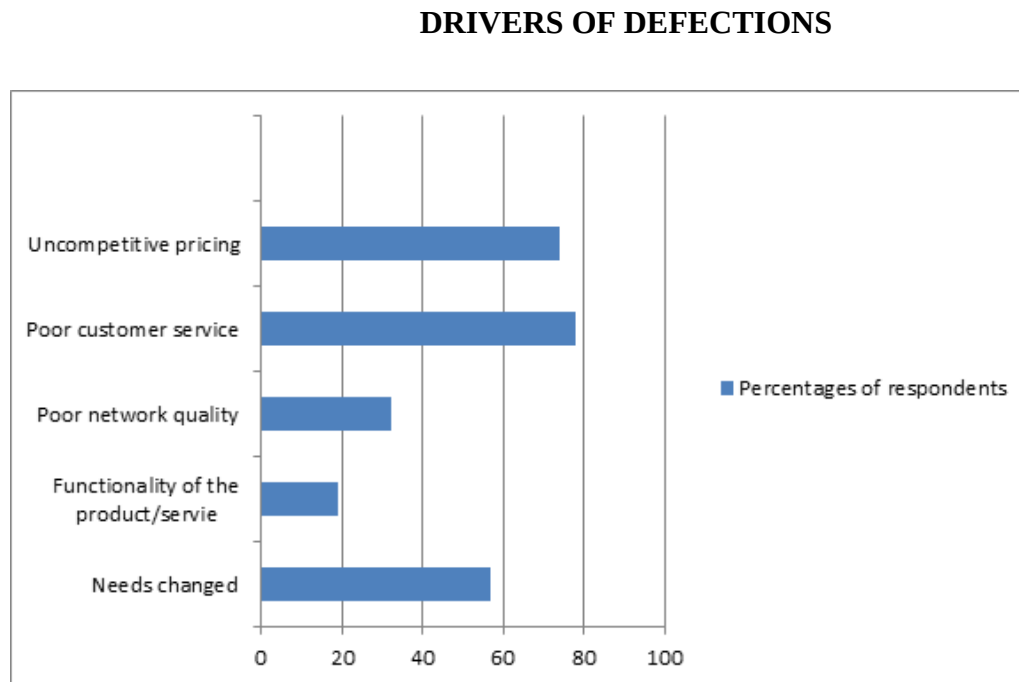
As far as assessing the level of customer dissatisfaction was concerned, 3% of the respondents did not respond to this question and as shown in Table 4.2 96% of the respondents revealed that the company had experienced dissatisfactions in the past at Mascom as well as defections to competing companies in some cases.

- **If your answer is yes in the above questions and according to your own observations, what factors do you think contribute to such dissatisfactions?**

Respondents indicated that of the customers who ceased to use company products and/or services, 78% indicated customer service as a factor which contributed to their decision. Respondents showed that customers left the company because they felt they were not treated well and in some situations, they felt they were being ignored. The second most popular problem cited; uncompetitive pricing was chosen by 74% of the respondents, while 32% indicated that they left because of poor network quality yet 57% of the respondents indicated that customers change their service/product portfolio on a yearly, quarterly, or monthly basis. A change in customer expectations proved costly as consumers dictated which products and/or service since at some time the company had not planned for such. The functionality of the service/product was identified as another factor behind consumer defections by 19% of respondents.

It was evident that the organisation's inability in managing to retain customers was stimulated by ineffective customer management strategy.

FIGURE 4.4: DRIVERS OF CUSTOMER SATISFACTION AND DEFECTIONS



A follow up interview with the Loyalty Manager divulged that price was the utmost reason behind customers switching to competitors and of course whereas this was her view as an individual and the fact that she held a managerial position, the researcher's fear was if the main senior management embraced such a view, it may be a situation of an organisation being out of sync with customers' expectations. However her view may be true because at the time this survey was conducted, Mascom call rate per minute remained high compared to other network providers but mainly responses from the survey indicated customers decided to leave because they felt neglected and somehow abused.

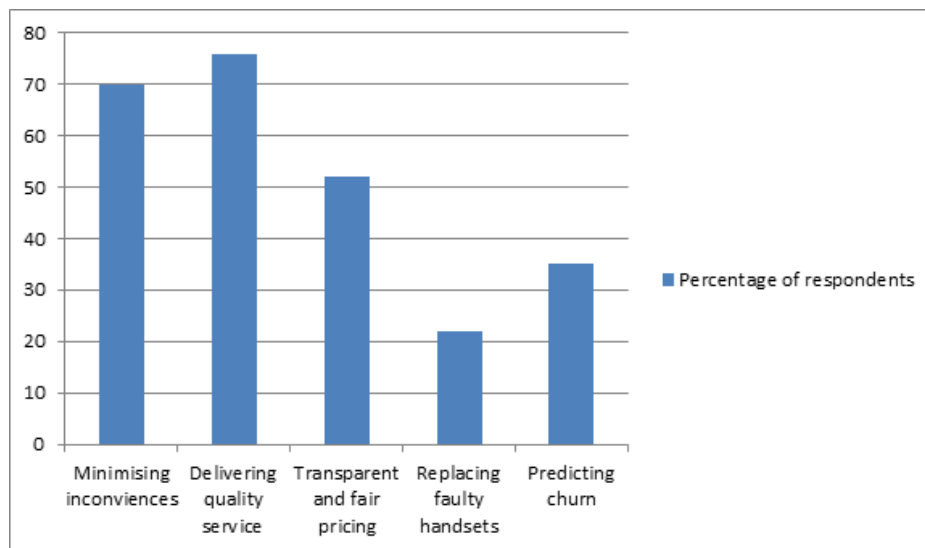
The findings from Figure 4.4 were in sync with the results from other studies by Curry et al. (2004) who found that the main reason behind customer defections are associated with service problems; more often having a feeling the company was treating them with a bit of indifference Zineldin (2016). Besides the cost of replacing these departing clients ranging in thousands with the telecom industry liberalised, Zineldin (2016) say the odds are that the current customers now are able to obtain similar products at similar prices, from competing companies.

- **Which of the following interventions best underscore the approach that Mascom wireless could adopt to address the problems of dissatisfaction?**

As depicted in Figure 4.5 below, 78% of the respondents said the organisation should deliver high quality service to alleviate the problem of high customer dissatisfaction. Next up the respondents indicated the company should work on minimising inconvenience in terms of location and time; with a 74% score while 62% respondents said the company should ensure a transparent and fair pricing model and yet 47% of the respondents said the company should have effective mechanisms put in place to ‘predict churn’.

The organisation must respond to the needs of customers; and that means service must equal or exceed customer expectations. This in turn leads to customer satisfaction, which is one of the most important concepts in CRM Zineldin (2016). Efficient CRM directly imparts on consumer satisfaction levels, which in turn has an effect on consumer loyalty.

FIGURE 4.5: ADDRESSING KEY SATISFACTION DRIVERS



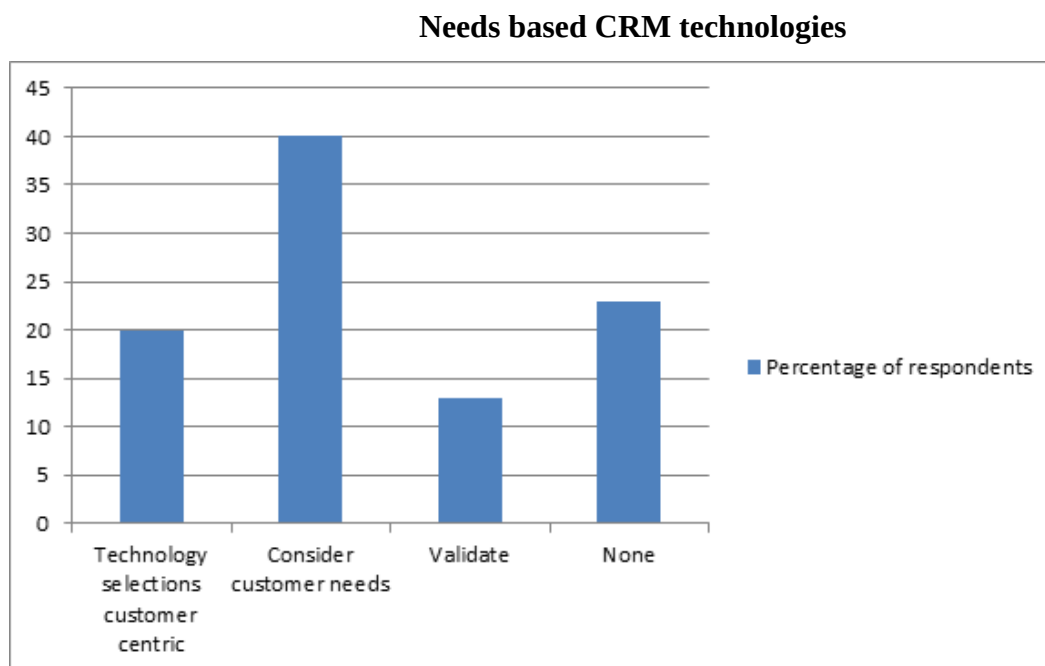
Just as emotions play a pivotal role in consumer’s determination to cease patronising a business, Reichheld (2012) said satisfying both emotional and material needs is a vital tool which can be used to keep customers from leaving.

According to Gordon (2013) equity has a vast role in creating customer satisfaction. He discovered that consumer churn in a specific area may substantially be the result of customers

who were sought aggressively using priced deals. He also indicated that clients who remain are the ones who are on correct tariffs and once the company decides to offer customers the best tariff deal, retention among the organisation's valuable customers increase tremendously.

- **Identify whether the organisation validate technology, consider customers' needs or ensure that its technology is customer centric when selecting and implementing CRM**

FIGURE 4.6: CONSIDERING CUSTOMER NEEDS WHEN SELECTING TECHNOLOGY



The possibility for information technology to institute competitive edge was addressed in Chapter 2 of this thesis. The basic factor was that CRM technology fulfilled an important role in the context of leveraging CRM associated functions and as such leading to enhanced organisational operations Scott (2010).

Responding to whether the organisation adequately regarded what the needs of clients are when choosing and implementing technology, 43% of the respondents revealed that the company did not consider customer needs. While 14% said the company always made attempts to validate customers when selecting technology, 23% believed that the organisation technology selections were ‘customer centric’. According to Ganguly (2016) the succession of CRM was impossible without redesigning back office processes and customer service. He pointed out that CRM implementation was likely to fail if CRM is equipped into existing processes, instead of the processes being re designed to cater for a customer focused CRM implementation. An organisation that proceeded down the path of being technologically advanced typically end up with a scattering effect, serving unprofitable customers whilst neglecting the profitable ones and losing money in the process. By focusing on clients with the highest growth and value potential, limited resources can be allocated and situated accordingly to generate the highest return on investment. As discussed throughout this thesis, customer satisfaction calls for fulfilling needs, wants and resources for individual customers rather than those of the masses Babalola (2020) and required effective change management and employee participation.

- **Do you feel Mascom employees are fully empowered to fully make decisions in favour of customers?**

According to the survey to determine if personnel were empowered to make decisions in favour of customers, less than ¼ of the respondents revealed that employees were empowered to take decisions and to ensure the absolute customer delight. The study showed 26% of the respondents felt that it was strictly rule bound yet only 16% of the respondents said employees are ‘encouraged to take decisions’.

This segment of restricted empowerment became even more evident when the researcher studies the link between the staff member rewards to reinforce overall customer focused demeanour within the company. With an exception to personnel working at the Corporate sales department, respondents indicated that there were no linkages or the organisation did not have any efficient method to reward customer centric behaviour.

- **Show if you agree or disagree with the following statements; on a scale of 1 to 5 where 1= strongly agree, 2= agree, 3= do not know, 4=disagree, 5=strongly disagree.**

Sl. No.		Strongly agree	Agree	Do not know	Disagree	Strongly disagree	Mean Score4 (%)
11.	Mascom has processes in place to ascertain costs of re-establishing relationships with customers who have defected.	1	0	8	40	11	4 (80)
12.	We consistently introduce different offers to consumers on the basis of the prospect's economic value.	0	0	1	52	7	4.1 (82)
13.	Attempts are systemically in place to establish long term relationships with the organisation's high value customers.	10	9	5	36	0	3.78 (75.6)
14.	My organisation provides individualized incentives for valuable customers if they intensify their business with us	0	9	35	16	0	3.12 (62.4)

While 78% of the respondents did not know or disagree that the organisation had a system in place to support its relationship initiation activities, 9 % 'agree' yet a little 6% 'strongly agree'. On whether there was a proper system in place to support the organisation's acquisition activities, 45% 'strongly agree' and while 19% of the respondents 'agree' with the statement, only 30% of the respondents either 'disagree' or 'strongly disagree'.

In relation to whether there was availability of an effective system to support the company's retention activities at Mascom, 92% of the respondents either 'strongly agree' or 'agree' that the organisation had a proper system in place to build relationships with high value customers. The results were erratic with the findings in Figure 4.6 regarding the issue of customer retention at Mascom wireless, the results went up by 42%. However, a closer look at the biographic data indicated that high scores of both 'agree' and 'strongly agree' came from the commercial division ; the Corporate sales and Distribution and campaigns departments. These were the two departments that dealt with corporate and/or major business accounts. A further review of the responses from the survey indicated that respondents seemed satisfied with the company's ability to retain its customers though the company's ability to or cross-sell received the lowest scores. In relation to previous studies, it has been documented that small improvements made in customer satisfaction can lead to a significant rise in profitability (Rahimi, 2017).

- **On a scale of 1-5 where; 1= considering/interested, 2= piloting, 3= implemented, 4= updating, 5= do not know, what are Mascom's programs to implement or expand the use of the following CRM processes?**

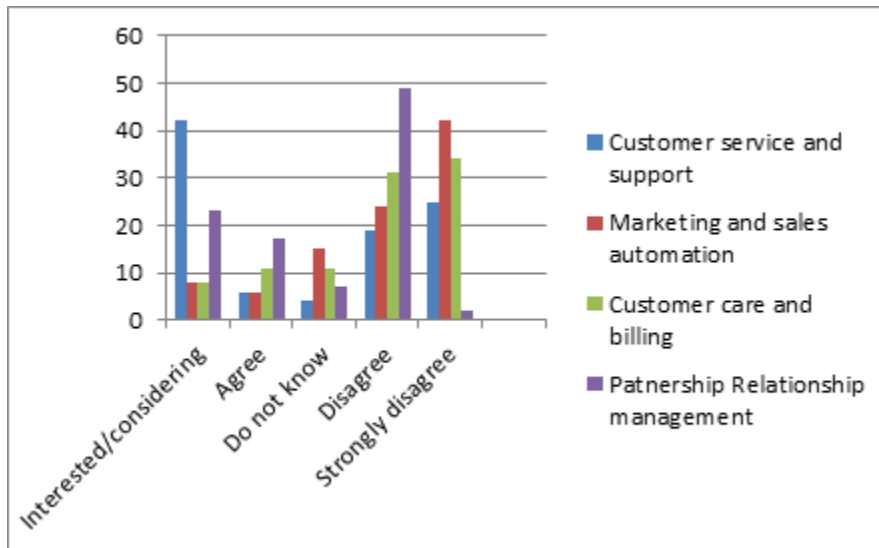
This study found that 74% of the respondents reported that the company had planned for or already was employing CRM initiatives to support customer service and 56% reported the organisation had already implemented sales force automation and marketing automation solutions (Figure 4.14).

The current economic mood meant that discovering extra investments to enhance customer facing processes became unexceptionally a disheartening issue for Mascom wireless. Respondents commented that attention was rearranged from planning of new prevailing systems. As discussed before, the organisation had made greater strides in automating its customer-facing processes with greater achievements in customer service and support. Having recognised that service was a pivotal factor in appealing to and retaining customers, the company increasingly turned to technology to assist them in improving their client's experience while it pursuits to increase efficiency and minimise costs.

Gordon (2013) highlighted the benefits enjoyed by organisations using such as competition and price. He said the foundation of CRM is that a company should combine business processes with information. On a managerial level, this means that the CRM information should be acted upon

by overseeing customer interactions at the service points more effectively, technologically and skilfully. He also indicated that it makes it possible for a company to determine the impact on customer satisfaction, sales and profit, which are necessary to CRM.

FIGURE 4.8: COMPANY PLANS TO EXPAND CRM TECHNOLOGIES

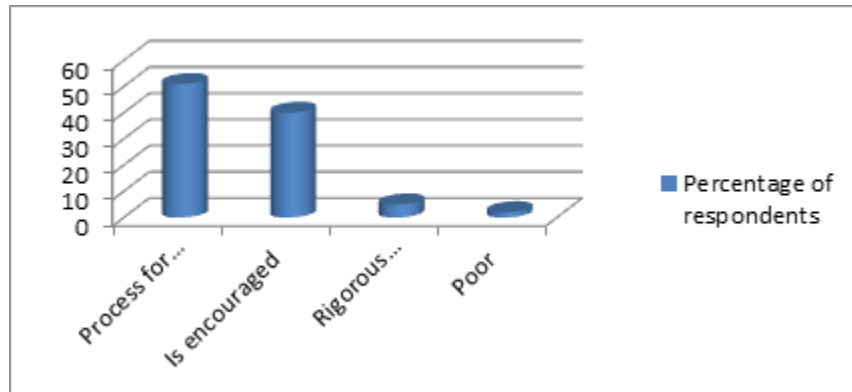


The only area that was not given consideration by the organisation was Partnership Relationship Management, despite the issue that attempting to surpass competitors these days required capitalising on highly efficient internal and external relationships that see to it that the organisation has the capacity to support its business operations and changing growth programs. While 23% 'agree' the company considered implementing this capability, 49% 'disagree' there were any plans in place.

As outlined in Figure 4.8, the organisation scored poorly in the area of marketing and sales automation. Whereas 15% of the respondents did not know of any plans by the organisation to implement marketing and sales force automation, 66% of the respondents 'disagree' or 'strongly disagree', the organisation had any plans to expand or implement its CRM technologies. This therefore clearly expounded why there was a lower score on the organisation's ability to optimise returns from its marketing campaigns (Figure 4.6).

- **Which strategy or is there any, to combine Customer information with experiences to generate knowledge.**

FIGURE 4.9: COMBINING CUSTOMER INFORMATION WITH EXPERIENCES



When it came to identifying the strategy used by the organisation in combining customer data with experiences, Mascom wireless seemed to be conservative. Most of the respondents indicated that the organisation seemed to do it for select customers-by 52%. While 35% of the respondents said the process of combining customer information with experiences ‘was encouraged’ only 12% of the respondents either said the strategy was ‘non-existent’ or there was a rigorous process for each customer.

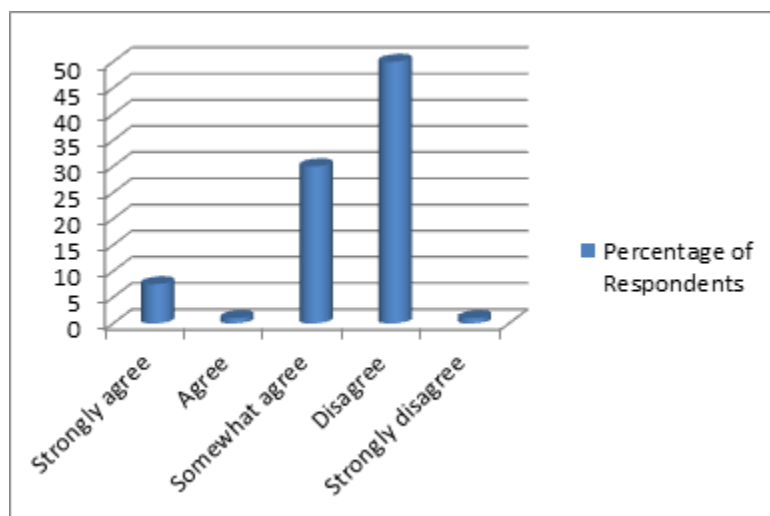
The results in Figure 4.9 concurred with Al-Mashari & Zairi (2010) who underlined the importance of having knowledge management structures in place. They said managing data has become an important factor of CRM and in the absence of the company being able to search for data in the relevant place, recycle it, vary data in an accurate manner; CRM will fail to bear the desired results and/or work properly. The result also agreed with previous research conducted emphasising the role of knowledge management in CRM success Saunders et al. (2013).

- **The company is investing in CRM technology to develop and manage up to date customer data and feedback.**

The possibility for information technology to establish competitive advantage sustainably was addressed in Chapter 2 of this research. The fundamental factor was that CRM technology performed a vital purpose in the context of influencing CRM associated functions and so leading to enhanced organisational operations Fellows (2018). With regards to the findings of this study, respondents showed a low level of confidence in the way the organisation acquired and managed

‘real time’ client information and feedback. Over 65% either ‘disagree’ or ‘strongly disagree’ with the company’s ability to manage customer information yet only a little above 7% ‘strongly agree’. Assistance of company personnel for their work fulfilment through IT should be viewed as an important facet of employee empowerment. Information technology assists staff to attend to customer complaints and process support in an effective and efficient way.

FIGURE 4.10: HOW THE COMPANY LEVERAGE ON TECHNOLOGY TO MANAGE CUSTOMER INFORMATION AND FEEDBACK

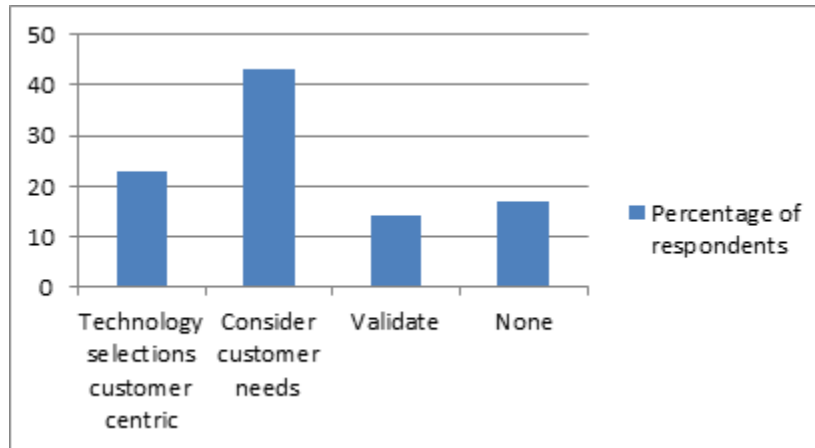


Regardless of the significant investments in technology made by Mascom, it was discovered that some processes were not well managed to acquire ‘real time’ customer information and feedback. Consolidation of traditional and emergent channels was identified to pose a challenge, 13% of the respondents indicated they were ‘highly satisfied’ with the organisation’s multichannel customer contact handling capabilities.

Having real time access to detailed reports however enables management and employees to streamline quite a few of the organisation processes and with the relevant information at the right time, notwithstanding whether decision makers are in marketing, sales or customer services will assist them make informed decisions for the organisation Fellows (2018).

- **Identify whether the organisation validates technology, considers customers' needs or ensure that its technology is customer centric when selecting and implementing CRM.**

FIGURE 4.11: CONSIDERING CUSTOMER NEEDS WHEN SELECTING TECHNOLOGY

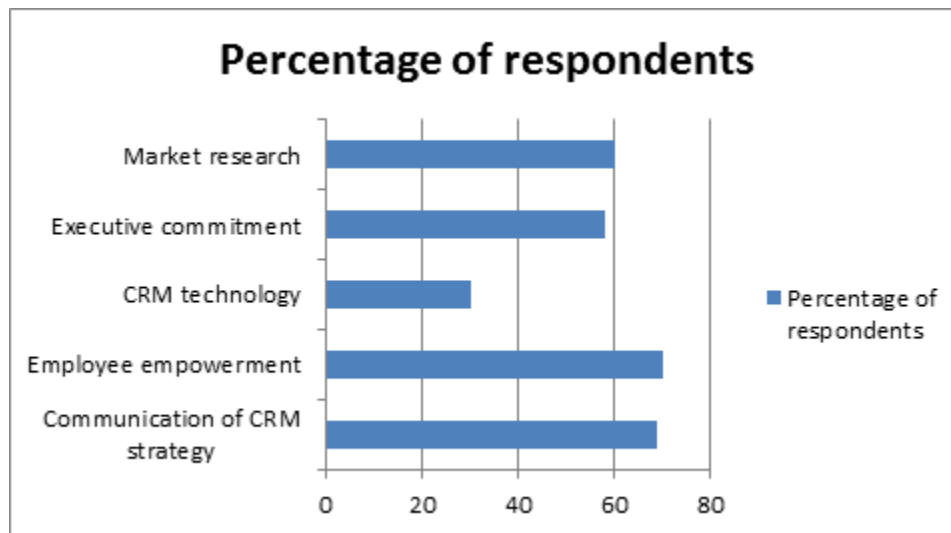


Responding to whether the organisation adequately regarded 'customer needs' when choosing and implementing information technology, 43% of the respondents indicated that the organisation did not consider customer needs. While 14% of the respondents indicated that the company always has made attempts to validate customers when selecting, only 23% believed that the organisation technology selections are 'customer centric'. Gordon (2013) alerted companies that find themselves trapped in a similar situation to Mascom. They highlighted that it is nearly impossible to carry out CRM successfully without redesigning customer service and back office processes, he further discouraged that situation and warned that CRM execution was predicted to fail because CRM is equipped into existing processes. As discussed throughout the study, customer centricity calls for realising and fulfilling needs, wants and resources of customers as individuals instead the mass market Anderson et al. (2013) and called for effectual change management and employee involvement (indicated in item 4.19); this could be developed from training or rewards, which according to the findings from this survey seemed to be inadequate.

- **Areas you would like to see some improvement in order for the company CRM efforts to bear more fruit (you may select one or more).**

When asked to identify areas respondents felt needed some improvements the most in order for the organisation CRM initiatives to bear fruits, 71% of the respondents said ‘employee empowerment’. Other popular variables were ‘clear definition and communication of a CRM strategy’ by 69%, ‘executive commitment’, 57% and ‘Market research’, 60% ‘CRM technology’ got the 30% vote.

FIGURE 4.12: AREAS FOR IMPROVEMENT TO AID COMPANY’S TRANSITION TOWARDS ACHIEVING CRM.



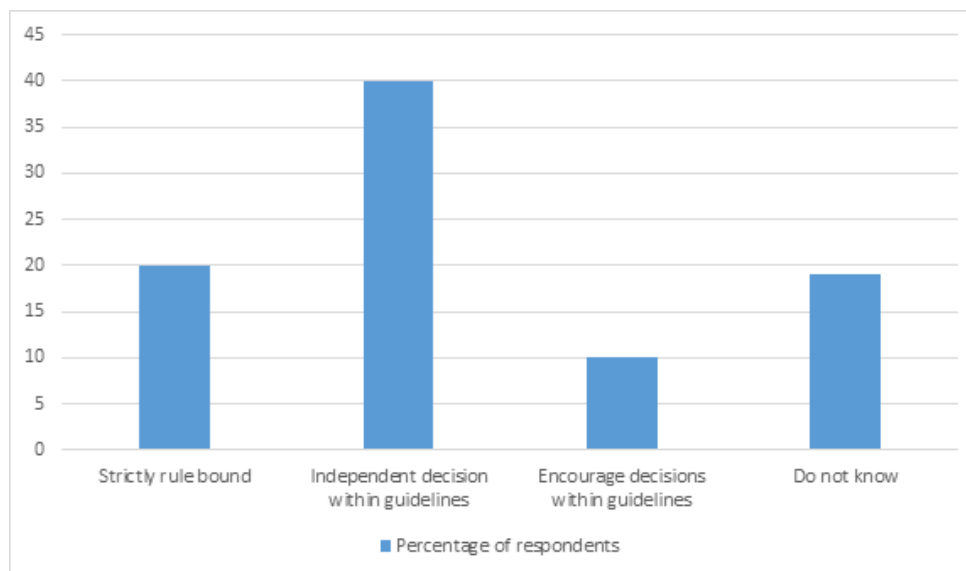
As illustrated also in Figure 4.12, the insufficient empowerment of company employees was worrisome to most respondents. A clear definition and communication of a CRM strategy was the second most variable respondents wanted to see the improvement on by 69% although the company did not have a CRM strategy at the time the survey was carried out, but only CRM procedures and policies. Unfortunately the organisation seemed to have fallen into the trap of deploying tools and technology and failed to create a proper CRM related business strategy.

- **Do you feel Mascom Wireless personnel are fully empowered to make decisions in customers' favour?**

When an inquiry was made to determine if employees were empowered to make decision in favour of customers, less than ¼ of the respondents indicated that employees were empowered to take decisions and to ensure the ultimate customer delight. The study showed 26% of the respondents felt that it was strictly 'Rule bound' yet only 16% of the respondents said employees are 'encouraged to take decisions'.

This aspect of limited empowerment became even more evident when the researcher looked at the link between the employee rewards to reinforce overall customer centric demeanour within the organisation. With exception to those respondents working at the corporate sales department, respondents indicated there were no linkages or the organisation did not have any effective method to reward employees who provided exceptional customer service.

FIGURE 4.13: THE LEVEL OF EMPLOYEE EMPOWERMENT



Most of the respondents across the company divisions when asked to comment on this variable indicated there was not any linkage or use of ad-hoc methods by the organisation to reinforce customer centred behaviour.

For successful accomplishment of employee empowerment, company management must be committed to allow employees to take decisions to a greater extent, independently. Employees who do not feel constantly micromanaged are highly likely to consider a place of work as a very

positive, rather than a negative environment to work in. that is, if the organisation personnel feel as though they have choices and can take direct decisions freely, this to a greater extent lead to a larger feeling of self-worth.

4.3 Conclusion

CRM has to be about changing the whole company down to its roots, to become customer centred and not about doing what is easy for the company to digest. Therefore, the circumstances under which Mascom wireless found itself with a lacklustre CRM strategy and having to rely mostly on procedures, were regrettable. It was time for the organisation to promote a more holistic and rigorous approach to CRM, for the customer management department to make the critical changes needed to meet exponential rising in the organisation's customer demands and expectations.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusions of this study, significant CRM implications of the study to both employees and management are also discussed and lastly, recommendations are made.

5.2 Contributions to the study

A remarkable achievement of this research was that it revealed and underscored the relevance and use of various CRM initiatives at Mascom wireless. The study highlighted the significance of these initiatives in supporting the organisation's quest to fulfilling its satisfaction, retention and loyalty objectives.

Another important contribution of this research was the CRM conceptual model proposed by the researcher. This model was proposed as a tool that could be used by Mascom management in the evaluation of its CRM initiatives and in assessing the company's status of readiness to intensify its CRM strategy. It was also perceived that the model would play a vital role in assisting Mascom wireless to detect possible problematic areas of the adopted customer based strategy thus it gives the company the motivation to improve its operations.

5.3 Findings from the study

Whereas adequate literature review was furnished throughout this research project, the researcher wishes to highlight the literature as provided in (5.3.1.2) and (5.3.1.3) below whatsoever does not invalidate the literature findings as provided in Chapter 2 of this project.

5.3.1 Findings from Literature Review

5.3.1.1 Customer Relationship Management Initiatives

Generally, a CRM program can be viewed from;

- A marketing perspective- which aims to increase the number of people who are aware or know of the company product or offer
- A sales perspective- to turn people who are aware of the product into people who buy the product or offer, and

- A service perspective- to ensure that customers interacting with the organisation are consistently being delighted and satisfied.

Effectively, CRM across all the three functions produces a powerful new marketing and referral force for an organisation: keeping customers delighted furthers positive word of mouth Malhotra (2005). Since CRM is constructed as a customer centric overture of doing business Scott (2000) asserts therefore that it is important for CRM to be advanced in a planned and prudent manner in line with the business goals of the organisation. The successful implementation of any CRM initiative firstly requires the organisation to be aware of the value of customer relationship to the organisation and while this is unequalled depending on the nature of consumers, data mining capabilities are used to find out the usefulness of customer segments (Yu & Dean, 2017:244). In addition, Romano (2018:814) indicated that the revenue yielded from customers is usually the sales created to the customer and this can be computed on once-off grounds pertained to costs of the getting the specific sale. Organisations look at the value of the customer in terms of the referrals that consumers generate for a company.

An effective CRM program needs to fulfil client goals; improved satisfaction and favourable reception, these should be aligned with the organisation goals, which is to increase the overall revenue of the company. In relation to CRM, this could either be to increase revenue generated by individual customers, increasing the amount of customers or reducing the costs of customer acquisitions, or combining all the three. This calls for the company to adjust its CRM initiatives to be in line with its business goals, so that the achievement of the initiatives can be measured (Broadbent and Weill, 2013:166).

5.3.1.2 Customer centricity

One distinguishing aspect that separates a customer focused organisation from others that exclaim customer centricity, is the ability to move beyond hypocrisy and reorienting the entire operating model around customers, increasing customer atonement and gaining popularity over time. In translation, this means a customer centric organisation understands not only what customers' value, but also the value that customers represent to the company's bottom line (Sheth et al., 2015). A customer focused organisation ensures to align its operating model grounded on effectively defined and quantifiable customer segmentation strategy and orient its

business processes (customer service and care) to render the greatest value to the company's most efficient customers.

While most companies today boast of their rich, continuing customer relationships, most are organised to handle consumers as a set of distinct, uncorrelated transactions and consequently over time, these enterprises have had limited understanding of customers' underlying motives to decide in buying the product or service to start with and even insufficient data about their requirements moving forward. To infer what else customers might require, they rely greatly to product push techniques in the form of make selling; the approach that notwithstanding spent in CRM investments has proved to be ineffective for the most part (Sheth et al., 2015). Therefore, to truly become a customer centric organisation requires a profound change of mentality from selling products to resolving problems.

5.3.1.3 CRM and Technology

Studies show that more than half of CRM initiatives fail despite increased spending in CRM systems. There are a number of reasons why these systems seldom produce the desired results and usually, it has nothing to do with the CRM technology selected Rossman (2018) . The most prominent mistake that enterprises often make is thinking that once software is installed, all problems will be resolved. To be productive, Oliver (2017) states that CRM initiatives must be viewed as an overall company strategic shift of culture and process inventions; having all the company personnel (not customer service only) to vary the style they use to execute their mundane tasks so that the necessary data is gathered and utilised in a generative manner. The CRM technology is a mere tool that supports functions to remain organised so that CRM is accomplished easily and successfully Anderson et al., (2013). As it is the case with any change, the CRM project calls for complete back up from senior management. For better results, a company that desires to invest in CRM must start with evaluating its current state of affairs and should ascertain any problems that need to be attended to, and the nature of the information sought. Implementation is often a complex task as it becomes critical to acquire input entirely from all departments. It is also effective to include customers in the process to gain full understanding of what modifications will be adopted. When a CRM program is left only to the IT department, it becomes more difficult for other departments of the company to embrace any changes in the process Lambe (2011). Therefore, a successful implementation of any CRM

program must happen throughout the entire organisation and this calls for employees to be conditioned to work with the new technology and processes. Moreover it is worth mentioning that any CRM processes carried out are to be made as flexible as possible so as to adapt to changing trends Rossman (2018). This is useful in developing the business where demands shift as customer bases increase and business flourishes. Regardless of what measures the organisation takes when developing and rolling out a CRM program, one thing that can guarantee its success for the organisation is its people. Besides, the notion of CRM being founded on relationships and which cannot totally be automated. There is no technological alternative for a courteous voice or face that realises customer's queries and is determined to go beyond to render the best service. CRM technology assists the organisation to handle these relationships to furnish a more personalised service to its customers.

5.3.2 Findings from primary research

The implementation of any CRM initiative is strategic in nature and postulates for a change in policy and business practices, and expects the entire population to remain organised toward achieving its specific goals Yu (2017). In all the proposed CRM initiatives, risks exist and must be managed to ensure an effective implementation. Mascom wireless touted its CRM initiatives to be the answer to its troubles which range from customer dissatisfaction resulting in high customer churns. There were failure points identified and according to the researcher the organisation's CRM failed to realise its intended CRM goals because the company has failed because the following issues:

- Lack of support organisational objectives,
- Inadequate in setting organisational objectives,
- Poor CRM design and scope setting,
- CRM execution missteps, and
- Lack of change management.

The five identified above will be discussed simultaneously with this research's objectives.

5.3.2.1 CRM initiatives at Mascom wireless

CRM has become a basic building block of corporate success. Although the respondents from the survey showed a sound knowledge and awareness of the various CRM programs, the reality

was that the CRM initiatives fell short of living up to their intended purpose. The huge investments made in implementing these initiatives have neither shown the desired results and achieved their mandate. There has not been a proportionate return on investments despite the huge expenses that the organisation has incurred to maintain these initiatives and this seemed to drain the organisation's coffers unnecessarily. However, attempts needed to be made by the organisation for the initiatives to be realigned with the company's CRM objectives to bring about the desired results broke down. The failure emanated from poor objective setting as a result of failure by the organisation to align the CRM initiatives with the company strategy. As introduced in Chapter 2, CRM initiatives must be adequately in line with the company strategy but regrettably, the identified initiatives were based exclusively on efficiency gains and have failed to create any competitive advantage. Little thought by the company management was given on how the defined CRM initiatives will assist to bolster the company's competitive advantages and consequently, gruelling and costly efforts resulted in only little gains in efficiency. The inconsistent responses evident in Figure 4.2 are a clear indication that management overwhelmingly failed to align its CRM goals to strategy so much so that unexpectedly respondents even failed to understand the essence of the organisational CRM initiatives to begin with, and subsequently the inefficiency by the organisation's CRM program not being able to adequately address the more fundamental issues; the ability to cross/upsell and the ability to appropriately segment its customer base (Figure 4.13).

Successful CRM programs normally tend to be anchored mainly in the goals they pursue. They either on re-engineering the current processes, or changing the current processes to best practices. To plan and implement a CRM program is a complicated task that requires people with experience in the capability of guarding through processes and technological changes while sustaining all departments within the organisation Greenberg (2015).

There was a lack of clarity that was identified around the nature of CRM goals the company wanted to pursue and the result was the program defaulted in all the two objectives cited above. Without the requisite alignment, decisions have become difficult to execute, and programs have often limped towards the finish line tardily and failing short of meeting the intended goals. Batswana customers are less demanding and this has resulted in less care being paid by the organisation to customer satisfaction. Mascom has for many years, working exclusively within its business specialisations and previously with only Orange as their only competitor until

recently with the arrival of Be Mobile. It was never a major concern for the company not having adequate mechanisms in place to listen to the voice of its customers. The increase to three mobile operators in the country, has resulted in the rise of customer expectations, giving the company a progressively high bar if it is to win business from customers. The company, therefore, needed to change and to make innovations on the available CRM initiatives to be able to jump 'high' and in addition, CRM ought to be the change factor that positions the required springs in the company legs.

5.3.2.2 Employees' perceptions on customer centricity

Change has inevitably come and people have become more educated and also becoming more and more aware of their rights. Mascom wireless found itself being forced to listen to customers' voices with anticipations to respond accordingly. The organisation had for so long been providing products and/or services depending on traditional needs or requirements of customers' needs that are driven directly by them. Inadequate planning and scope setting prompted by failure to adequately address the organisational processes. At the beginning of 2010, Mascom wireless rolled out a P2.5 million CRM technology package to help improve its customer segmentation as well as its marketing and sales functions. Though the sales and marketing people were provided with the tools, management neglected to key out and enact new policies and processes necessary to position the tools to efficient use and consequently as highlighted before, few benefits were obtained. A process defines the arrangement of events and helps recognise how the information moves from employee/area of the company to another and if technology enables new rules or changes existing ones, the effect on the organisation's processes need to be defined (Wang et al., 2014). One respondent at Mascom remarked ' working with the old tools resembled driving a vehicle with a steering wheel put on a wrong position'.

As identified, lack of proper care to business processes were some of the most popular complaints. Another failure at Mascom pertaining to defining the scope of its CRM initiatives was that the company attempted to bite more of what they could digest. The most important factor the organisation must have borne in mind is that CRM programs can be highly complicated and their failures rates could be high but unfortunately, the company tried to meet the interests of too many departments within the organisation and this resulted in the scope becoming bloated in tackling too large a task. This research identified the new sales application which was anticipated would steer the growth of the company's revenue and orders were over-assembled with too many

attributes and this resulted in its functioning being so irksome that the sales personnel found it difficult to use it. Sales staff found it routinely difficult to access their accounts and customer information and history.

- Allowing internal politics and structure to encroach on customer service encounter

CRM aims to enhance its customer centricity goals for the benefit of all the stakeholders during their interactions with the organisation but the unfortunately regarding Mascom is that the company's well created front-end customer interactions are frustrated in the boardroom by old ways of doing things. The company failed to realise the extent to which the internal structures affect customer experience and as a result, customers are left disappointed in their efforts to find ways to solve their problems with the customer service department. Attempts were made by the organisation to move towards 'customer centricity' but respondents felt much work still needed to be done. A review of the following shortfalls from the study clearly indicated a great deal of research was inevitable to improve customer service at Mascom;

1. Lack of understanding of the factors that drive loyalty and dissatisfactions from customers' viewpoint,
2. Lack of CRM strategy centred on identifying the right customers,
3. Unavailability of measurement and reward programs to encourage customer centric behaviours, and
4. Not having a rigorous company strategy in place to combine customer information with experiences.

As highlighted earlier, up to 80% of the consumers in the Botswana telecoms market own up to three sim cards- each of the competing operators. Often consumers would swap to using the Mascom sim card when only there was airtime freebies offered by the network and would revert to using their original sim card, for other networks, if there were no' airtime recharge specials occurring. This was part of the answer to the company's high churn rates problems and was attributed to the fact that the existing CRM programs when they were introduced, overlooked and failed to take the customer experience element in cognisance. As discussed Mascom needed to thoroughly scrutinise and put right the people and customer centricity components for its CRM programs to fall into place. It was of great significance to recognise that ties with customers varied greatly. Every consumer has a relationship with the organisation, but how the relationship is defined lies with the customers' needs and expectations Zineldin (2016) .

5.3.2.3 Selection of technology

According to Pepper and Rodgers (2015) information technology whether one refers to CRM system or the people desegregating with the system within the organisation is an enabler. The organisation management needs to ensure that the organisation is prepared from the following viewpoints;

People- component and endowed to efficiently handle customer relationships.

Process- proper techniques are identified and put in place to ensure customer relationships are managed consistently and efficiently.

If employees are not prepared and/or processes are not well outlined then applying CRM technology will result in the organisation's desire to achieve CRM even more futile. If the management ensures that the company employees are conditioned to work with CRM and processes are effectively in order, the IT component of the organisation's CRM program will easily be implemented Nguyen, Sherif & Newby (2017:108). The researcher identified two challenges which were largely the offspring of a stumble in the implementation of CRM at Mascom wireless- teams staffed improperly and indications of the company having fallen into technology traps.

2. Inappropriately staffed teams

CRM teams must have balanced skills across operational processes and capabilities in change management to lessen this risk Sisodia (2010). To illustrate the point, Mascom wireless struggled in the implementation of its CRM initiatives after the company had engaged just a fistful of business users in its inaugural two CRM programs- Mascom weekends and My Zone, to actively leveraging over 60 users in its successful implementation of its loyalty programs.

This research also identified that the company management failed to understand that teams became dominated by one particular business function- which was typically the original sponsor of the initiative and by devoting attention to the program, executives of some departments of the company unduly influenced project decisions. Since CRM initiatives call for greater interactions, personal relationships often can overturn profound decision making, executives in some instances even went to the extent of reprioritising the CRM goals to their advantage into decisions that stretch resources. This instituted difficulties for CRM program managers to keep a

rigorous enough control of the situation and mostly this resulted in failing to align the decisions chosen with the organisation's original objectives of the program.

3. Falling into technology traps

Technology in essence is not the usual cause of failure, its complicated nature requires CRM initiatives to be cautiously designed, adequately staffed and budgeted for (Hair et al., 2013). The researcher identified delays in processes caused the company to rush through vital technology tasks during which in some cases, management were impelled to construct suppositions about the system functionality owing to confines in business decisions. These errors contributed to time consuming reworks and caused disconnections between how the organisation and technology personnel believed the system should be performing. Authors Pearce and Robinson (2014) indicate that carrying out steps and examining ways to create customer loyalty instead of focusing on the technology is the key to a successful CRM implementation plan. Substantial investments in technology were made by Mascom for technology selections to consider customer needs (Figure 4.17) the unavailability of CRM strategy at the company proved to be an inhibitor to the successful implementation of CRM technologies and processes of CRM goals. A more holistic approach to CRM guided by the company's CRM strategy to align the CRM technology to desired objectives was limited. With so much investment in IT done at Mascom, the question that begged the answer was 'Did management believe CRM IT alone could help to build customer satisfaction and loyalty?' and according to the researcher Watkins (2012), this usually depends on the view held by management. If the management viewpoint was that CRM is just a tool to track selling activities then they might just accomplish excellent returns as a result of investing in CRM technology. However, if the organisational CRM objective was to genuinely improve customer satisfaction, and then the established CRM initiatives could have an impact on customer satisfaction.

5.3.2.4 Management failing to engage with one another

Evidence of the company's senior management either not engaging at all, or failing to focus long enough to successfully implement the CRM project was identified and these types of leadership deficits sounded the death knell of the company's CRM program. Processes were implemented with limited involvement from the company's key departments and from the onset, this research identified the CRM program suffered from very low utilisation, with a little as 30 to 40% of

users embracing it (Figure 4.9). This was partly the reason for the management having decided to move ahead under the misguided belief that all what the employees required for successful CRM buy-in were more features and better data. One other identified issue this research keyed out was the trend for recently engaged managers to be unsupportive of planned CRM initiatives, some of these managers had different views pertaining to how they felt things needed to be executed. In most situations, this caused disorder and created indifferences to the proposed CRM program and also this research identified instances of executives losing interest once the project was underway resulting in the implementation easily losing control with many areas of the organisation rapidly becoming unaligned.

5.3.2.5.1 Lack of Change management

The people aspect of the organisation's CRM initiatives is usually more challenging with organisational battles and politics being the order of the day and without a readiness; company personnel and even the different functions will be indifferent or unfriendly towards the change proposed (Figure 4.9). This study observed the organisation's failure to allot adequate time on its attempt to plan for and cope with the need for a shift. Implementing CRM initiatives usually has an impact on an individual's skills, roles and the mundane processes of the organisation; this can be less popular among the procession Pepper and Rodgers (2015:9). Administrators understood the need to accept the change assuming that employees were as convinced and energised as they were faced with a crude awakening when they were faced with opposition.

Another issue of CRM in this research identified related to the structure of the organisation. The problem was that management tried to dictate the CRM initiatives to the company's business functions- Marketing, Sales and Customer service- despite the fact that each was supposed to have a distinct competitive strategy. Management tried to acquire a single CRM software bundle which would allow the company to acquire licences in bulk at a discounted price and while this made an adept financial sense, it forced individual business functions to use the organisation's standard CRM package, and the management failed to understand that the 'one size fits all' notion does not apply when it comes to CRM. Attempting to shoe-horn each business function into a single package caused a severe failure as executives found business goals jeopardised the adoption if the standard software package was rife. This resulted in strained ties between the

corporate and business functions and increased the already complicated job to render on the CRM opportunity.

5.4 Recommendations

5.4.1 CRM should be conceived as an organisation-wide initiative

No department and/or area within the company should have the endeavour to put off the rails such a program and for CRM to meet the desired goals, the organisation must be in a position to compromise and must invariably recall that the entire organisation is more crucial than any group. This means Mascom must make CRM an integral part of their philosophy and above all it is important to note, it is not simply enough to view CRM as simply another technological solution. It should be viewed as a paradigm, a method of doing business that serves to foster stronger relationships between a company and the customers it provides products and services to. CRM initiatives that give the organisation a unified perspective of every individual customer all around the various company touchpoints enable the organisation to provide an unflaws service that consumers need currently Babakus and Boller (2012). As shown in this study, poor customer service was the major driver of customer defection. It is important to emphasise that the organisation needs to work seamlessly across functional teams for its CRM ambitions to work. If Mascom wanted to get a 360 degree view of the customers, the company needed fully integrated systems that have one single profile for every client Lambe (2011). This is achieved by knowing in advance who owns the data, and customer data must also be constantly refreshed so it does not become outdated. Moreover users should be engaged earlier and to a greater extent during system design and implementation stages, so that they could have an understanding of the benefits for adopting the systems as well as the possible consequences for them when they decide to reject the system as proposed or planned.

5.4.2 Targeting the company's servicer roles first, Marketing and subsequently Sales.

The force and value generated in the system, serves to ascertain fruitful acceptance levels by organisation's sales people. With that said, it is significant for Mascom to deliberate on the distinctive fields that CRM directly impacts service, marketing and sales. CRM programs are inclined to address these functions in the sequence outlined. However, the organisation management needs to consider the following for CRM effectiveness;

- Sales people are by their very nature not process oriented; they usually are effective in building relationships. They usually require a great deal of flexibility in the way they perform their roles and this applies to the processes that they use,
- Marketing teams to a greater extent are process oriented, similarly there is a need for them to be creative in terms of approaches to develop and pitch a company's value proposition to the marketplace, and
- Service personnel are highly process oriented and their management structure is typically focused on measures to continually improve operational efficiencies and follow procedures and processes Eberhardt (2015).

If Mascom could have all these functions connected to other functional systems, this would help the organisation to productively identify and contact 'at risk' customers and be in a position to deal with their dissatisfaction before they decide to defect for good.

5.4.3 Ensuring Senior management involvement in the company's CRM program

The involvement by senior management in the CRM program is critical. This involves the organisation's management making such CRM decisions as what should be blended into the system, what to delay until a succeeding stage and what not to incorporate at all into the system. Senior management upholds and communicates the vision that CRM is an important initiative that builds a competitive advantage and according to (Brown, 2017) generates significant Return on Investment(ROI) for the organisation. Failure to engage senior management could result in the accountability for ROI being non-existent and the CRM program experiencing scope creep as everyone strives to exert their demands. Management needs to understand and convey about exceeding customer expectations to develop long term, profitable relationships with customers. The organisation management must be relationship champions who assist the company maintain a customer focus, reinforce CRM goals and should emphasise the benefits to the customer, the employees and the organisation.

5.4.4 The customer centric behaviour to employee rewards

Customer centricity serves to optimise interactions between people, technology and processes in several ways:

- Equipping employees with necessary training and skills to ensure that customer-facing departments provide exceedingly high levels of customer service,
- Designing and implementing business operations to serve consumers and handle resources in effectively, efficiently and a consistent manner, and
- Identify which business processes to appropriately automate, and to enable the organisation to acquire maximum benefits from their CRM capital Hussey (2017).

If factors that drive customer loyalty are known, the company can be able to use its CRM systems to track employee behaviour. Mascom management needs to understand genuine change occurs only when company management and employees are reinforced to do the right things. Relationships with customers can be dealt with in ways that inevitably may not postulate immense investments in technology and the retention of well-trained professional staff always provides an effective alternative than technology systems which are complex

Al-Mashari & Zairi (2010:162). CRM alone does not give the organisation a competitive edge, core competencies must be thoroughly optimised before CRM is brought into the picture.

5.4.5 Refine Management structure of CRM

For CRM to effectively achieve its objectives, measures such as customer satisfaction indices, customer churn rates and profit per profile should be recorded on an ongoing basis. It is imperative to understand CRM investments should not only benefit the customer but the organisation rendering the service as well. CRM calls for an organisational structure that assists consumers as well as employees who are tasked with meeting customer requirements. In the past few years, the company has failed to build a steadfast customer base by engaging and building on to employees that enjoy rendering great service. As highlighted in the previous chapter, most of Mascom's customer service employees are hired on a temporary basis and these employees do not stick around with the company for some time. This has hampered the organisation's motives on its endeavour to build a profitable and loyal customer base. the structure of the organisation matters to the CRM base, initiatives must be driven from the executive level.

5.5 Scope for future research in this field of study

Since the research focused on the employees views and opinions of CRM initiatives at Mascom wireless, more in depth studies could be carried out in the future to investigate consumers' views

and opinions on the use of CRM in company specific environment particularly the organisation in the telecoms sector, since CRM may imply different meanings to particularly in the service-based industry. Author Folger (2014) emphasised Customer relationship initiatives must be built on a solid understanding of customer drivers, rationalised with the company business strategy and supported with measurement systems. However, the current research was refined to not include any measurement matrices or measurement tools for CRM at Mascom wireless. In the interim, the senior management at Mascom made it clear that they had no intention to provide information about its measurement tools for evaluating the CRM initiatives. The nature of the information was considered to be confidential and feared this could jeopardise their plans to roll out a comprehensive program since the program was yet to be adopted wholesome.

As indicated above, this study was organisation specific and was concerned with Mascom wireless CRM initiatives and their effects on consumer retention. The company was also well advised to develop and adopt CRM strategy, however it is significant to know CRM implementations may vary from one company to another. This could depend on the scale of business scale. For instance, a small business may not be able to amply utilise the inherent capacity of CRM technology due to resource scarcity. However, CRM implementations in other various sectors of the economy merits further investigation particularly to have a clear grasp of CRM in general from a Botswana perspective. Respondents were inquired in this survey to complete a paper-based questionnaire and collect from employees their opinions and to some extent, past experiences on attributes that influence consumer repeat purchase conducts. The survey could further be improved by conducting consumers' web-conducted research study to assess the extent of consumers' interactivity with the company web-as one of the company contact points- and in overall assess their experiences with regards to customer service at Mascom wireless. Further, the survey could be carried out to a greater degree to assess to what level the outcomes can be permitted to other areas of the corporate world in Botswana. Possible domains of study may be to consider if other factors of CRM, that determine appraisal of satisfaction and loyalty, could be discovered in areas where customer behaviour may vary considering beliefs and opinions, culture and level of technology acceptance.

5.6 Conclusion

If there is one thing that this research study has taught me, it is the open truth that a company just cannot afford to disregard CRM strategic investments in these disturbing economic periods. The greatest danger entirely will be to do nothing. With each week that passes without a company having a well-established strategy and the supporting tools to implement it, it is losing the chances to put itself to a better position for sustainable maturation. Investing in CRM functional efficiency, an organisation stands to save financially over time and witness itself efficiently placed to assume the leadership position when economic situations improve. By concentrating on the current customers, it continues to foster business, tone up critical relationships and to better take advantage of revenue opportunities.

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Appendix i: Consent form

CONSENT FORM

PROJECT TITLE: AN EVALUATION OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) INITIATIVES AND THEIR EFFECTS ON CUSTOMER SATISFACTION AND RETENTION - THE CASE OF MASCOM WIRELESS, BOTSWANA

Principal Investigator: **Taboka Ngwako**

Phone number(s): **71705117**

What you should know about this research study:

- **We give you this informed consent document so that you may read about the purpose, risks, and benefits of this research study.**
- **You have the right to refuse to take part, or agree to take part now and change your mind later.**
- **Please review this consent form carefully. Ask any questions before you make a decision.**
- **Your participation is voluntary.**

PURPOSE

You are being asked to participate in a research study of: AN EVALUATION OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) INITIATIVES AND THEIR EFFECTS ON CUSTOMER SATISFACTION AND RETENTION - THE CASE OF MASCOM WIRELESS, BOTSWANA

The purpose of the study is to contribute to the efficiency and effectiveness of the organisation. You were selected as a possible participant in this study because of your position in the office. Before you sign this form, please ask any questions on any aspect of this study that is unclear to you. You may take as much time as necessary to think it over.

PROCEDURES AND DURATION

If you decide to participate, you will be given a questionnaire to complete.

RISKS AND DISCOMFORTS

There will be no risks and discomforts

BENEFITS AND/OR COMPENSATION

None

CONFIDENTIALITY (All responses from participants in this survey will be held in strict confidence. All participants are guaranteed complete anonymity. This study will help in formation of knowledge management policy which is very vital to the organisation overall performance)

VOLUNTARY PARTICIPATION

Participation in this study is voluntary. If you decide not to participate in this study, your decision will not affect your future relations with the Botswana Open University, its personnel, and associated institutions. If you decide to participate, you are free to withdraw your consent and to discontinue participation at any time without penalty. In the event of incapacity to fulfil the duties agreed upon the subject's participation to this investigation will be terminated without his/her consent and no compensation will be offered under these circumstances

AUTHORIZATION

You are making a decision whether or not to participate in this study. Your signature indicates that you have read and understood the information provided above, have had all your questions answered, and have decided to participate.

Name of Research Participant (please print)

Date

Signature of Staff Obtaining Consent

Date

(Optional)

Appendix ii: Research questionnaire

Research questionnaire

Topic: An Evaluation of Customer Relationship Management Initiatives and Their Effects on Customer Satisfaction from an employees' perspective The Case of Mascom Wireless, Botswana

Introduction letter

Dear Participant,

My name is Taboka Ngwako. I am currently enrolled in the Master of Business Administration degree programme at Botho University and am in the process of writing my MBA dissertation. I would like to thank you in advance for abandoning your busy schedule and devoting your valuable time to respond to this questionnaire. The purpose of this questionnaire is to examine Mascom wireless's CRM initiatives and their effects on customer satisfaction from an employee's perspective.

Your participation in this research project is completely voluntary. Your responses will remain anonymous and confidential and no identifiable responses will be presented in the final form of this study. Please do **NOT** write any identifying information. This questionnaire will not be used for any business purpose but for the fulfilment of the requirements of a master's degree with Botho University.

If you agree to participate in this research study, please answer the questions on the questionnaire as best as you can. It should take approximately 10 minutes to complete.

CONSENT

Please tick below

- ☐ I have read and I understand the information provided above. I understand that my participation is voluntary and that I am free to withdraw at any time without giving a reason for such withdrawal from the survey. I freely consent to participate in this study.

Name of Supervisor: Prof. Ushe Makambe

SECTION A: BIOGRAPHICAL DATA

The following information is collected for demographic purposes only and will not be used to identify any respondents. Your responses are confidential and will be combined with those of other respondents for the purpose of this study only. **Tick the box that applies to you.**

Gender

☐ Male ☐ Female ☐ Other

Age

☐ Below 21 years ☐ 21 - 30 years ☐ 31 - 40 years
☐ 41 - 50 years ☐ 51 - 60 years ☐ 60+ years

Job level:

☐ Intern
☐ Entry level
☐ Agent/Shop-personnel/Technician/Engineer/Analyst/Executive
☐ Manager/Senior Manager
☐ Director/C level Executive (CIO, CTIO, CFO, COO, CMO etc)
☐ CEO
☐ Other

Work experience:

☐ Less than 1 year ☐ 1 - 5 years ☐ 6 - 10 years
☐ 11 - 15 years ☐ 16 - 20 years ☐ Over 20 years

Type of employment

☐ Temporary ☐ Contract ☐ Permanent ☐ Other

Educational level

☐ BGCSE/A-Levels or equivalent ☐ Diploma ☐ Associate/Bachelor's degree ☐ Master's degree
☐ Doctorate ☐ Other

SECTION B: CRM initiatives and their effects on customer satisfaction at Mascom

Wireless (*Understanding CRM initiatives at Mascom wireless*)

Please tick the box that best suits your opinion

1. Which of the following definitions do you think best describes the concept of CRM?

- ☐ Customer repeat buying
- ☐ Customer referrals to colleagues and friends
- ☐ Customers spending more overtime
- ☐ Emotional attachment to the relationship
- ☐ Does not really exist in business

2. Which of the following do you think is core in helping Mascom achieve its CRM objectives?

- ☐ Retain more customers
- ☐ Acquire more customers
- ☐ Get existing customers to spend more
- ☐ Cut operational costs
- ☐ Investing in technology and software

3. Does Mascom wireless have clearly defined and well communicated CRM strategy in place?

- ☐ No
- ☐ Yes

Please give at least three (3) of the CRM initiatives if your answer is 'yes'

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4. Does your organisation share client information across each customer-facing division?

- ☐ No
- ☐ Yes

5. Has your organisation created a customer service workflow to efficiently manage customers' cases or queries?

- ☐ No
- ☐ Yes

6. How do you understand the concept of customer satisfaction, and what is your opinion about importance of this term in the company?

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7. In your opinion, what are the factors that may influence customer satisfaction?

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8. Has Mascom wireless experienced any dissatisfaction or customers defecting to competing companies or products in the past few months?

- ☐ No
- ☐ Yes

9. If your answer is yes in the above questions and according to your own observations, what factors do you think contributes to such dissatisfactions?

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10. Which of the following interventions best underscore the approach that Masco wireless could adopt to address the problems of dissatisfaction? (Choose any two answers)

- ☐ Minimising inconvenience and other non-monetary costs
- ☐ Delivering quality service
- ☐ Replacing faulty handsets
- ☐ Fair and transparent price
- ☐ Predicting churn

SECTION C: THE EFFECT OF TECHNOLOGY IN FACILITATING THE FUNCTIONAL COMPONENT OF CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER SATISFACTION.

(Determining if Mascom selects technology based on understanding of customer needs)

Show how you agree or disagree with the following statements: On a scale of 1 to 5 where 1= strongly agree, 2= agree, 3= do not know, 4 = disagree, 5= strongly disagree

Enter numbers in the appropriate columns

Sl. No.		Strongly agree	Agree	Do not know	Disagree	Strongly disagree
11.	Mascom has processes in place to ascertain costs of re-establishing relationships with customers who have defected.					
12.	We consistently introduce different offers to consumers on the basis of the prospect's economic value.					
13.	Attempts are systemically in place to establish long term relationships with the organisation's high value customers.					
14.	My organisation provides individualized incentives for valuable customers if they intensify their business with us					

15. On a scale of 1-5 where; 1= considering / interested, 2= Piloting, 3= Implemented, 4= Upgrading, 5= don't know, what is the company's plan to implement or expand its use of the following CRM technologies.

Enter numbers in the boxes provided

- ☐ Customer service and support
- ☐ Marketing automation
- ☐ Customer care and billing
- ☐ Partnership Relationship Management

16. Which strategy or approach, or is there any to combine customer information with experiences to generate knowledge

- ☐ Is encouraged
- ☐ Rigorous process for each customer
- ☐ Process for select customers
- ☐ Poor

17. Do you have a database of marketing suspects & leads that can be easily filtered to create best practice targeted campaigns and track results?

- ☐ No
- ☐ Yes

18. To what degree do you concur on the following statement?

Mascom wireless is trying its best to implement / expand CRM technologies.

Please tick appropriate box

- ☐ Strongly agree
- ☐ Agree
- ☐ Somewhat agree
- ☐ Disagree
- ☐ Strongly disagree

19. Identify whether the organisation validate technology, consider customers' needs or ensure that its technology is customer centric, when selecting and implementing CRM?

- ☐ None
- ☐ Consider customer needs
- ☐ Validate
- ☐ Technology selections are customer centric

SECTION D: THE EFFECTS OF PEOPLE IN FACILITATING ON CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER SATISFACTION

This section investigates the role played by ‘people’ in facilitating the functional component of customer relationship management at Mascom Wireless.

20. Do you feel Mascom employees are fully empowered to fully make decisions in favour of customers?

- ☐ Strictly bound rule
- ☐ Independent decisions within guidelines
- ☐ Encourage decisions which affect customer satisfaction
- ☐ Do not know

21. For customer segmentation purposes, which customer attributes do you think is important to Mascom wireless? *(Please choose one or more)*

- ☐ Location (city, town, district)
- ☐ Type of product used
- ☐ Customer income
- ☐ Behaviour patterns (e.g. Purchase frequency)
- ☐ Customer spend (vis-à-vis competition)

22. Approximately how often does Mascom wireless collect customer feedback/data through surveys to evaluate customer satisfaction?

- ☐ Daily basis for each customer
- ☐ Monthly or more often
- ☐ Quarterly
- ☐ Semi-annually
- ☐ Yearly or less often

23. The company effectively manages to integrate customer information across its customer diverse contact points (e.g. call centre, web, face-to-face)

- ☐ No

☐ Yes

24. Is there anything you believe should be done differently during training with product/services that Mascom offers?

☐ No

☐ Yes

25. If your answer is yes in the above question and according to your own observations, kindly elaborate

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SECTION E: THE EFFECTS OF CULTURE AND LEADERSHIP IN FACILITATING THE FUNCTIONAL COMPONENT OF CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER SATISFACTION.

This section investigates the role of strategy in facilitating the functional component of customer relationship management at Mascom Wireless

Please tick (✓) the appropriate columns

26. Which strategy or approach, or is there any to combine customer information with experiences to generate knowledge

- ☐ Is encouraged
- ☐ Rigorous process for each customer
- ☐ Process for select customers
- ☐ Poor

27. This question is intended to assess work or organizational context needs that are important to both the organisation and you, as an individual. On a scale of 1-4, indicate in the boxes below the level of influence that the following factors have enhanced or imparted negatively the achievement of the company's CRM goals.(1=High, 2=Moderate, 3= Low, 4= None).). There is no right or wrong answer. The best response to any item is simply the one that best reflects your feelings as how you think each factor has scored (enter numbers in the boxes provided)

Factor (s)		Level of Influence			
		High=1	moderate =2	Low=3	None=4
28.	Interdepartmental collaboration				
29.	Degree of alignment (CRM to employee needs)				
30.	Training of end user				
31.	End users acceptance of change				
32.	Senior management support				

33. Has Senior management linked the customer service team to the client database to capture & resolve cases, build loyalty, and accomplish a 360 degree CRM view?

☐ No

☐ Yes

34. Has Senior management provided reporting capabilities to ensure Mascom wireless is on the right track to obtain a true understanding of the complete customer lifecycle?

☐ No

☐ Yes

35. If your answer is yes in the above question and according to your own observations, kindly elaborate

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END OF QUESTIONNAIRE - THANK YOU

DEPARTMENT

Admission Office
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19/LTR/GBE/PGL/2021

April 6, 2021

Taboka Tebogo Ngwako
 Faculty of Business and Accounting

Department of Graduate Studies in Business and Accounting (MBA)

Dear Taboka

Project Title: An Evaluation of Customer Relationship Management (CRM) Initiatives and Their Effects on Customer Satisfaction and Their Effects on Customer Satisfaction - Employee Perspective.

Botho University Institutional Review Board (BU IRB) has approved your request to conduct a study with the aforementioned title. The approval is in line with the mandate given to the University by the Department of Research Science and Technology on 03 December 2019 (REF: DRST 7/2/13 XXIII (24)) to issue research permits.

This permit applies specifically to your topic and the research proposal that you provided together with your application. The permit is valid for 6 months from the date written at the top of this letter.

Please observe the following:

1. You need to request for consent from your study participants before collecting data from them
2. You need to ask for permission from the institution/ department/unit from where you intend to collect your data
3. You may not change any aspect of your research without permission from the BU IRB
4. You are required to notify the BU IRB in writing, of any unforeseen circumstances including an unintended termination of the study
5. You should allow the BU IRB access to the study at any time for purposes of auditing
6. At the end of the study, you are required to submit to the BU IRB, a hard and soft copy of your approved research report.

Please note that failure to fulfill any of the above requirements will lead to the immediate revocation of your research permit.

We wish you a pleasant research experience.

Sincerely yours

Dr. Anthony Masaka
 Chairperson, BU Institutional Review Board

