The efficacy of strategic customer relationship management in South African Business-To-Business organisations

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A research report submitted to the Faculty of Commerce, Law and Management, Wits Business School, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Management in Strategic Marketing.

Johannesburg, 2021

ABSTRACT

In an era of digitalisation where emerging technologies are leading the digital economy, the need for strategically aligned CRM has become imperative for organisations operating in B2B sectors. However, strategic CRM, is not prevalent in current operational structures, and is still an immature discipline in emerging markets and specifically within a South African context. Strategically driven CRM should provide a direct correlation to an organisations digital information structures to ensure and positively increase business continuity. These capabilities are imperative, overall misalignment of strategic business imperatives endure a snowball effect to operational management frameworks. Cohesion of new and existing customer information is necessitated to ensure tailored individual human experiences through a holistic customer experience approach. These should benefit both the customer and the organisation resulting in end-to-end value creation.

To enhance the credibility of arriving at a comprehensive understanding of the research question, a qualitative method geared towards strategic change initiatives was applied. Utilising the Gioia methodology approach, the data sets employed were gathered in the form of semi-structured interviews from a sample of 15 B2B industry experts across multiple disciplines to adequately assess and analyse the derived research propositions.

The study found evidence that supports existing contemporary strategic CRM models available in isolation of variable factors, additional dimensions of customer knowledge led practice and customer centricity highlighted that a performance culture were evident. These were emphasised as relevant supporting pillars and key determinants for successful strategic CRM through organisational knowledge sharing and exchange criteria. This research considers the implications of customer knowledge management as a process workflow within a strategic CRM framework. Whilst reviewing applicable relational constructs specific to current and associated factors adapted to emerging markets by considering people led systems as dependent constructs.

DECLARATION

I, Sasha Singh, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Masters of Management in Strategic Marketing at the University of Witwatersrand, Johannesburg. It has not been submitted before any degree or examination in this or any other university.

_ _ _ _ _ _ _ _ _ _ _

Sasha Singh

Signed at _ _ _ _ _ _ _ _ _ _ _ _ _ _

On the _ _ _ _ _ _ _ _ _ _ _ _ _ day of _ _ _ _ _ _ _ _ _ 2021

DEDICATION

To

OIVVSK

Thank you for your unwavering support and endless love,
my gratitude has no bounds.

ACKNOWLEDGEMENTS

To my supervisor, Neale Penman, thank you for your humour, it was always welcomed when trying to gain perspective. Your constant motivation and kind words will always be a fond memory of this journey. Your prowess for the discipline and unique way of viewing and translating complex information is something I will always remember.

Thank you to my family, friends and colleagues who supported and assisted me through this journey, without you this would not have seen completion. A special thank you to T, your belief in me was a driving force to see this through to the end.

To the faculty members of WBS, thank you for your guidance and assistance.

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1. INTRODUCTION

1.1 PURPOSE OF STUDY

The purpose of this research study aims to clarify the role and efficacy of current strategic customer relationship management (CRM) initiatives as an inhibitor or accelerator within the adoption framework of customer knowledge management and digital transformation readiness outlined within evolving operational structures in South African business-to-business (B2B) organisations.

1.2 CONTEXT OF STUDY

Strategic customer relationship management (CRM) is a strategy which is a primary feeder into the overall business strategy and is led by the implementation of the customer strategy to create and sustain synergistic business innovation with regards to its customers (Payne, 2005, p.2). When executed correctly, a companywide CRM strategy plays a vital, if not imperative role in the customer life cycle paradigm (Roberts-Lombard & Du Plessis, 2012). Traditionally, customer relationship management has been defined as a key business imperative alongside its relevant automation tools to execute a function of customer information management to exceed the notion of customer value by capturing insights that organisations would then utilise for profit gain (Mugunthan & Kalaiarasi, 2017).

In 2016, PWC conducted an industry survey noting that South Africa reported a steady incremental upward trend of organisations investing in digital transformation as a means to sustain a competitive advantage over competitor brands. The factors owing to this positive movement was due to the need for organisational readiness as part of Industry 4.0, used to describe the fourth Industrial Revolution (PWC, 2016). Due to the volatility and current state of recession within South Africa, Accenture states that 93% of South African CEO’s believe digital transformation will enhance future operational optimisation aiding end-to-end customer knowledge management. However only 20% of South African CEO's report digital readiness (Accenture, 2019). According to Deloitte's Digital Disruption Index, South Africa is severely straggling behind with regards to digital transformation on all frontiers of digital integration, upgrade and future focused areas of business operations (Deloitte, 2020).

According to the South African National Planning Committee's 2020 draft report on South Africa's digital future, it was stated that some organisations have invested adequately to sustain future business integrity. Some having equally neglected their information technology and security infrastructure as organisation wide upgrades pose many potential risks in business continuation from an expenditure perspective (SA NPC, 2020). This is vital when reviewing current company infrastructure to comprehensively assess all relevant attributes that effect the customer value chain. The understanding associated with the creation of internal value specifically within business-to-business organisations (Mhlungu, Chen, & Alkema, 2019).

As an emerging market, South Africa is under immense pressure to ensure that digital infrastructure alongside knowledge based customer relationship management initiatives are a key business focus area to ensure South African organisations continual contribution to the growth of South Africa's GDP (Deloitte, 2020). As noted in the draft report by the South African National Planning Commission regarding South Africa's digital future, the impact of organisational digital transformation is stressed alongside the need for digitised infrastructures within the public and private sectors for emerging industries within South Africa for effective readiness (SA NPC, 2020).

This research study aims to explore specific areas of concern with emphasis on the customer relationship management arena within business-to-business organisations, and assessment of efforts pertaining to the necessary knowledge management frameworks associated with an organisations' competitive advantage in the areas of digital transformation paths. These strategies ascribed alongside the organisations business strategy and the end-end customer value creation process created for efficient operational continuity and successful business efficiency. As indicated by Deloitte in the Digital CRM 2.0 report, sustaining a full spectrum of customer relationship initiatives is imperative, and the solutions and programmes associated with the customer experience value chain to achieve the necessary business objectives for future growth is a pivotal factor for successful business continuity (Deloitte, 2019).

1.3 PROBLEM STATEMENT

Payne and Frow (2006) state the need for strategic customer relationship management alignment to overall business strategy is a fundamental correlation, this is due to rapid market transformation and exponential advancements in the information, communication and technology sectors that are tailored to one-to-one customer relationship management. As a result of misalignment regarding strategic CRM process implementation, immense choice availability to automation solutions and an inability to change behaviour regarding new system and process adoption, customer relationship management initiatives lack focus and allow deviations to occur (Payne & Frow, 2006).

Nargesi, Keramati, Haleh, & Ansarinejad (2011) reiterate Payne & Frow (2006) by noting the fundamentals of customer relationship management readiness focus on three resource aspects within an organisation, defined as organisational; technical and human. These areas should be integrated and assessed accordingly throughout the pre-implementation, actual implementation, post-implementation phases to ensure successful business and system integration. Nargesi, et al, (2011) conclude that the lack of operational inclusion and integration results in high customer relationship management failure rates starting at pre-implementation stage (Nargesi et al., 2011).

Berman (2012) further states that in an era of full spectrum customer centricity, connectivity and holistic customer value depend on the collaboration of knowledge management and digital infrastructure to support organisational wide optimisation. These not only support the greater business strategy but utilise all elements of the business and customer value chain resulting in the transformation of an all-inclusive customer experience (Berman, 2012).

1.3.1 MAIN PROBLEM

The efficacy of strategic customer relationship management in South African Business-To-Business organisations.

1.3.2 SUB-PROBLEMS

1. To what extent do organisations have a framework for strategic customer relationship management in place?
2. What do these frameworks consist of, and how do these build customer value creation?
3. Is strategic customer relationship management an accelerator or inhibitor of organisational digital transformation?

The following propositions will be derived from the literature reviewed:

Proposition 1: Organisations with an established strategic CRM framework have a clear organisational definition of CRM, context, and approach.

Proposition 2: Organisations with an established strategic CRM framework are more likely to adopt cross-functional knowledge-based CRM practices.

Proposition 3: Organisations with an established strategic CRM framework have a complete idea of digital diversification.

1.4 SIGNIFICANCE OF THE STUDY

Creswell (2014), states that a core proposition owing to the significance of a study depends on how different organisations will adopt and adapt the subject matter of exploration depending on the organisation’s ownership, its operational territory, defined as the markets it actively serves, product scope, customer orientation, and technology employed (Creswell, 2014, p.156).

Berman (2012) argues that organisations with a self-sustaining plan with inclusion of both digitally and physically optimised areas can adequately transform their business operations to accelerate and improve key areas of customer relationship management with dual responsive from the business to the value creation of the end-user through the adoption criteria of customer focused digital transformation for effective customer experience management (Berman, 2012).

Mhlungu, et al, (2019) further states, that in a South African context, organisations are required to increase the rate of throughput for adequately optimised digital transformation processes required for the shift to a customer-centric organisational culture in an emerging market (Mhlungu, et al., 2019).

There are few research studies available relating to the context of this proposed research study in emerging markets, specifically in a South African context. There is also few studies regarding the modalities of current effective strategic customer relationship management initiatives and its systemic role in the use of customer knowledge management within the greater digital transformation plan of business-to-business organisations. The vast research available is in isolation of alignment of each discipline and does not highlight the interconnectivity between the disciplines for increased organisational optimisation levels in a South African context.

This research will contributes to a body of knowledge by providing further insight into the current state of existing strategic customer relationship management strategies, its use of customer knowledge frameworks and its effect within the greater digital ecosystem of an organisation within an emerging market.

This research is useful noting that if successfully implemented, it will include greater organisational insights for optimisation in areas currently functioning at a basic level of integration or in complete isolation by focussing on complementary business areas of business strategy, customer value and technology (Berman, 2012).

1.5 DELIMITATIONS OF THE STUDY

This research study was limited to organisations in South Africa, operating in a B2B context. The industries selected were based on available research participants during the timeframe of the research study. Furthermore, this study did not specifically detail an in depth analysis of change management criteria associated with strategic customer relationship management frameworks and the associated business challenges.

1.6 DEFINITION OF TERMS

Relationship Marketing (RM): Payne & Frow (2009) define relationship marketing as "*the strategic management of relationships with all relevant stakeholders in order to achieve long term shareholder value. Critical tasks include the identification of relevant relational forms for different stakeholders and the segments and sub-groups within them and the optimal management of interactions within these stakeholder networks*" (Payne & Frow, 2009).

Customer Relationship Management (CRM): Payne (2005, p.22) defines customer relationship management (CRM) as "*a strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. CRM unites the potential of IT and relationship marketing strategies to deliver profitable, long-term relationships. Importantly, CRM* *provides enhanced opportunities to use data and information both to understand customers and implement relationship marketing strategies better. This requires a cross-functional integration of people, operations, processes and marketing capabilities that is enabled through information, technology and applications*" (Payne, 2005, p.22).

Knowledge Management (KM): Duhon (1998) defines knowledge management as "*a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. These assets may include databases, documents, policies, procedures, and previously un-captured expertise and experience*" (Duhon, 1998, p.8).

Customer Knowledge Management (CKM): Murillo & Annabi (2002) define customer knowledge management by categorising it into three areas, knowledge for customers, information provided to the customer; knowledge about customers, an internal perspective garnered from the company based on internal existing customer information; knowledge from customers, established through one-to-one customer interactions (Murillo & Annabi, 2002).

Digital Transformation (DT): Westerman, Tannou, Bonnet, Ferraris, & McAfee (2012) define digital transformation as a means to exceed business performance through the acquired use of technology and data management throughout all facets of an enterprise (Westerman, et al., 2012).

1.7 ASSUMPTIONS

The following assumptions have been made regarding this study:

- The population sample participating in this research study are adequately knowledgeable, in either one or more of the disciplines detailed, these being, customer relationship management; customer knowledge management; digital transformation.

- The research participants have in depth knowledge regarding the implementation process and the existing operational customer relationship management landscape within their current role.
- The research participants have an existing customer knowledge management framework in place.
- The research participants have an existing scope for digital transformation within their organisation applicable to the current market conditions and economic state in a South African context.

2. LITERATURE REVIEW

2.1 INTRODUCTION

This chapter will provide an outline of the applicable key constructs pertaining to this research study (Kumar, 2005). The content analysis of the literature reviewed in this chapter will delve into the available strategic CRM subject matter providing an academic perspective on existing literature that forms the basis for effective content analysis. The flow of literature begins with an outline and definition of strategic CRM detailing inception of key constructs and the development of the discipline. Followed by the interconnectivity of strategic CRM criteria, its role within current contemporary models and available frameworks, that result in the relational bonds of organisational digital transformation readiness for enhanced strategic knowledge management application within B2B organisations.

2.2 DEFINING STRATEGIC CUSTOMER RELATIONSHIP MANAGEMENT

As a result of the advancement in the discipline of strategic customer relationship management, it is necessary to provide a summation of academic literature to provide a concise review of the developmental framework that allowed for the shift in thinking and transition related to strategic customer relationship management to occur. A systematic approach will be taken to define the terminology referred to and related to strategic CRM. It is necessary to review the path of inception from the constructs that allowed for the evolution of strategic CRM to occur. Since CRM was born from the discipline of relationship marketing and from a business-to-business perspective the relevant buyer-seller relationships have been included in this review as a necessary consideration when establishing relationship fundamentals. These multi-disciplinary constructs which play a pivotal role in strategic CRM are reviewed in accordance with the traditional CRM value drivers, key objectives and the factors affecting strategic CRM adoption that are evident in strategic CRM frameworks applicable to this research study.

2.2.1 PERSPECTIVES ON THE FORMULATION OF A RELATIONSHIP

The specific terminology "relationship marketing" debuted into service marketing literature by Professor L.L Berry in 1983 (Berry, 1995). Berry (1995) defined relationship marketing as a mutually beneficial relationship that was contextualised by its need to attract, maintain and enhance customer relationships in the context of multi-service organisations (Berry, 2002). Although this definition was defined specifically within a service marketing context, its rawest and broadest form in the institution of the marketing discipline can be noted by Kotler and Levy's (1969) definition that the primary focus of marketing is the exchange relationship (Kotler & Levy, 1969).

Berry (1995) reiterated that attracting new customers was only one aspect of consideration, ensuring customer loyalty came with continuous quality servicing that transformed a singular transaction into a multi-pronged approach that resulted in a relationship where both customer satisfaction and loyalty could be benchmarked. Repurchase was achieved through the enablement of relationship customisation resulting in long-term customer retention (Berry, 2002). Berry (1995) noted five key strategic imperatives to achieve this notion as indicated in Table 1 below. This table shows the constructs of each technique and the comparison detailed as per Berry's original literature and compares these to the updated review presented in more recent literature (Berry, 2002).

Berry (2002), states that the five key strategies is an integrative approach, and that relationship marketing is not merely a strategy with a set of techniques, tools, and tactics but a philosophy, a way of thinking that creates long-term sustainable customer relationships. Berry (2002), further states that to achieve relationship marketing at its core to drive an organisations marketing competency further, the organisation would need to ensure a holistic organisational wide approach, top tier management involvement and systemic revamping for absolute consideration to earn customer loyalty.

An organisation's reputation, specifically its reliability, integrity and credibility are some key success factors that build customer commitment and trust to ensure that the relationship continues to thrive for the creation of customer lifetime value to occur (Berry, 2002).

Table 1: A comparison of Berry's Strategy Criteria for Relationship Marketing

BERRY'S STRATEGY CRITERIA FOR RELATIONSHIP MARKETING		
STRATEGIC IMPERATIVE	**1983 STRATEGIC VIEW**	**2002 STRATEGIC VIEW**
1. Core Service	The development of a core service offering that would serve as the baseline indicator for attracting new customers.	
2. Customisation	The enablement of personalisation that allowed for a tailored relationship with the individual customer to surface.	Information technology, digitalisation and automation have enabled customisation and service capability through electronic data processing.
3. Augmentation	To augment the core service with value added benefits.	Relationship marketing is possible without service "extras".
4. Relationship Pricing	Customised pricing through price incentives to hasten customer loyalty.	Relationship marketing is possible without incentive pricing.
5. Internal Marketing	Efforts to ensure customer satisfaction through internal organisational criteria.	

Source: Berry (1980; 2002)

Ford (1980) introduced the notions presented in later literature by Berry (1995;2002) and describes business-to-business buyer-seller relationships to be close, complex, and often long-term due to the intensity and intricacy of the supply chain process from start to ultimate end-user. Ford (1980) notes that the development of business-to-business relationships is beneficial in securing market share as well as firm profitability, however not all these relationships are as close-knit in nature as previously assumed based on contextualised insights (Ford, 1980).

Ford (1980) suggests that when establishing a business relationship that yields benefits such as cost reductions and increased revenues that an interaction approach is most beneficial opposed to a reactive approach which is generally the stance taken in the developmental stages of relationship establishment, the result of which he termed a durable transaction specific benefit.

Ford (1980) elaborates that these strategic imperatives supersede product consideration and market structure considerations that rely solely on the power of dependency when formulating a new business-to-business partnership (Ford, 1980).Ford (1980) states that an evaluation criterion prior to relationship development is judged on three fundamental factors: experience; uncertainty; and distance. The result of these three factors results in business-to-business relationship commitment and ensures stakeholder satisfaction on both sides of the scale (Ford, 1980).

Ford (1980) explains that experience relating to both previous or existing relationships informs the criteria by which potential is assessed and performance is analysed of a new business partner (Ford, 1980). Uncertainty is viewed from the perspective of cost implications when compared to other partners (Ford, 1980).

According to Ford (1980), distance includes several dimensions, and can be categorised as per the following core considerations in this regard, namely but not limited to,

- Social distance – applicable to ways of working and the unfamiliarity associated with the organisations being evaluated for potential partnerships.
- Cultural difference – when considering norms, values, and characteristics associated to nationality regardless of whether the organisation is limited to a local footprint or holds a global origin.
- Technological distance – considers the synergies or lack thereof between the partnering organisations product and process technologies.
- Time distance – the amount of time assigned for the distributing of transfer for the product in question.

- Geographical distance – Considers the actual physical distance attributed to the geographic location pertaining to the partnering businesses.

Ford (1980) considers the above criteria to be the starting point when evaluating and assessing the developmental phases of a business relationship which he segments into various stages, the first phase is the pre-relationship stage; the second phase is termed the early stage; the third phase is termed the developmental stage; the fourth phase is regarded as the long-term stage and the fifth stage is noted as the final stage as indicated in Figure 1 (Ford, 1980).

Figure 1: The Development of Buyer/Seller Relationships in Industrial Marketing

1 The Pre-Relationship Stage	2 The Early Stage	3 The Development Stage	4 The Long-Term Stage	5 The Final Stage
Evaluation of new potential supplier	Negotiation of sample delivery	Contract signed or delivery build-up scale deliveries	After several major purchases or large	In long established stable markets
	Experience			
Evaluation initiated by: — particular episode in existing relationship	— Low	— Increased	— High	
	Uncertainty			
— general evaluation of existing supplier performance — efforts of non-supplier	— High	— Reduced	— Minimum development of institutionalisation	Extensive Institutionalisation
— other information sources	Distance			
— overall policy decision	— High	— Reduced	— Minimum	
Evaluation conditioned by:	Commitment			Business based on Industry Codes of Practice
— experienced with previous supplier	Actual - Low Perceived - Low	Actual - Increased Perceived - Demonstrated by Informal Adaptations	Actual - Maximum Perceived - Reduced	
— uncertainty about potential relationship	Adaptation			
— "Distance" from potential supplier Commitment —zero	High Investment of Management time. Few cost-savings	Increasing formal and informal adaptations. Cost savings increase	Extensive adaptations. Cost savings reduced by institutionalisation	

Source: Ford (1980

As shown in Figure 1, Ford (1980) presents the framework of inclusion for the criteria of evaluation when forming a new B2B relationship and notes the consideration of each criteria through the various stages from the pre-relationship stage to the final stage of the relationship spectrum.

Ford (1980) further notes that these should be key points of consideration throughout the establishment, development and maintenance of a business-to-business relationship and describes the various stages as such and indicated as per the following,

- Establishing relationships – Market analysis evaluation is pivotal and should be viewed from an alternate perspective that goes beyond examining which markets or sector to enter but should also be focused on analysing the current business-to-business relationships that already exist in the market for greater market insight into operational and strategic imperatives for increased competitive advantage.
- Developing relationships – this requires both a marriage of operational and strategic management and should be a holistic organisational wide approach, not limited to only a marketing or sales function. To succeed in developing business-to-business relationships this requires extensive knowledge and dedicated resources from a market planning and market development perspective for strategic planning to add value outside of day-to-day operational tasks. Business-to-business organisations invest copious amounts of resources on marketing at an operational level rather than a strategic level due to short-term goals that result in long-term inefficiencies.
- Maintaining relationships – multiple issues related to institutionalisation and the separation of operational and strategic management could potentially aid a critical success factor when fostering long-term profitable business-to-business relationships.

Dwyer, Schurr & Sejo (1987) concur with the strategy implications presented by Berry, (1995; 2002) and Ford (1980) and reiterate the complexities associated with the formulation of business-to-business relationships. Dwyer, et al, (1987) notes four key conceptual benefits to establishing and maintaining these business relationships and simplifies this when compared to the definitions presented by Ford (1980). Dwyer, et al, (1987) notes that the four conceptual benefits for fostering a cooperative business-to-business relationship for long-term sustained business viability to be the following,

- An exchange is a central event between multiple stakeholders.

- An exchange provides a frame of reference for the participant stakeholders by identifying the applicable social network evident for the transaction, formation and execution of that potential business-to-business relationship to occur.
- An opportunity is presented to examine the domain of objects for which the transaction will occur.
- It allows for the adequate assessment of precursory processes and conditions of the business-to-business exchange.

Dwyer, et al, (1987) describes the multidimensionality of an exchange by segmenting the possible types of transactions that are a consequence of the exchange and differentiate these parameters by either discrete or relational transactions. Dwyer, et al, (1987) notes that a discrete transaction is the foundation on which the constructs of a relationship are built. Often a discrete transaction can be identified through its singular, straight forward transaction with a monetary value on one end and the render of a product or service on the other end with no significant relationship criteria in between (Dwyer, et al, 1987).

A relational transaction is generally indicated by the depth associated complexities with the transaction, such as payment terms and customised arrangements made prior to the product or service delivery. As per Ford (1980), elements of trust, experience and commitment play a vital role during the establishment of a relationship. Dwyer, et al, (1987) reiterates these considerations when classifying a relational exchange as a precursor to repeat purchase resulting in customer retention. Dwyer, et al, (1987) considers the situational characteristics of a relationship and supplies a comparison of these aspects in regard to a discrete and relational transaction as indicated in Figure 2 (Dwyer, et al, 1987).

Dwyer, et al, (1987) describes the four foundational characteristics of a situation to be timing, by which they refer to the amount of time spent from inception to closure of a transaction as per Ford (1980); parties, which refer to the stakeholder involvement concurring with Payne & Frow, (2009); obligations, inferred as experience by Ford (1980) by which the scenario is evaluated; and expectations, inferred as distance by Ford (1980).

Similarly, the constructs of a relationship are assessed using a criterion which speaks to the aspects and sources which share a relational bond to establish a business-to-business relationship otherwise referred to as partnerships (Dwyer, et al, 1987).

Dahlstrom, Dwyer & Chandrashekaran (1995) confirm that successful business-to-business relationships rely on opportunities of effectiveness through their ability to ensure that their technological infrastructure can support the exchange of opportunities presented during the stages of interfirm relationships by formalising the process of assessment to deduce and differentiate between high asset specificity and low technological uncertainty (Dahlstrom, et al, 1995).

Figure 2: Situational Characteristics of Discrete Transactions & Relational Exchange

Contractual Elements	Discrete Transactions	Relational Exchange
Situational characteristics		
Timing of exchange (commencement, duration, and termination of exchange)	Distinct beginning, short duration, and sharp ending by performance	Commencement traces to previous agreements; exchange is longer in duration, reflecting an ongoing process
Number of parties (entities taking part in some aspect of the exchange process)	Two parties	Often more than two parties involved in the process and governance of exchange
Obligations (three aspects: sources of content, sources of obligation, and specificity)	Content comes from offers and simple claims, obligations come from beliefs and customs (external enforcement), standardized obligations	Content and sources of obligations are promises made in the relation plus customs and laws; obligations are customized, detailed, and administered within the relation
Expectations for relations (especially concerned with conflicts of interest, the prospects of unity, and potential trouble)	Conflicts of interest (goals) and little unity are expected, but no future trouble is anticipated because cash payment upon instantaneous performance precludes future interdependence	Anticipated conflicts of interest and future trouble are counterbalanced by trust and efforts at unity

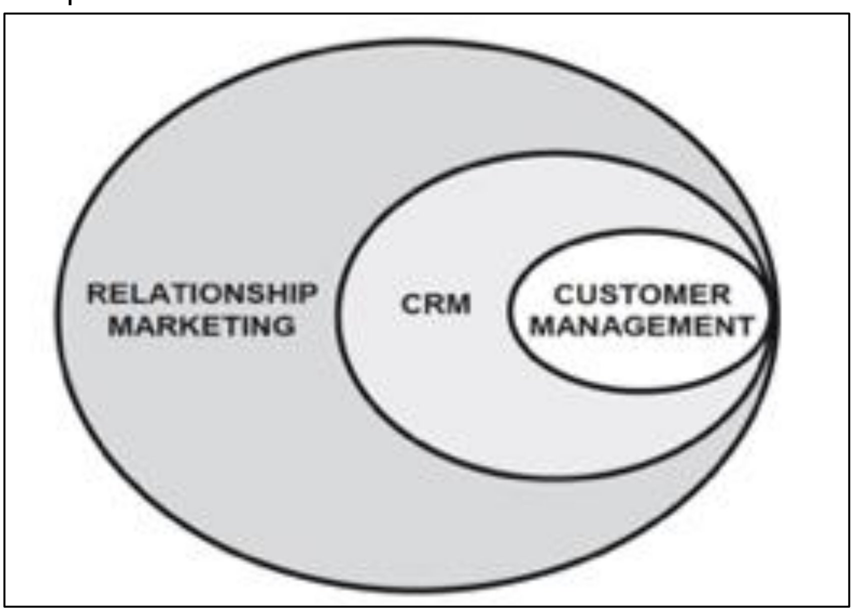
Source: Dwyer, Schurr & Sejo (1987)

Sivadas, Holmes, & Dwyer (2012) concur with the notions presented by Dahlstrom, et al, (1995) and further state that the relational aspects of which business-to-business relationships are built are characterised by relationism, dependence, and tenure and if successfully implemented result in increased project performance, satisfaction, and commitment to the relationship ensuring increased profitability for the partnering organisations (Sivadas, et al, 2012).

Schertzer, Schertzer, & Dwyer (2013) emphasise the need for cooperation to ensure the co-creation of value in business-to-business organisations and reiterate the five attributes associated with a successful business relationship alongside Dwyer, et al,1987; Dahlstrom, et al, 1995; and Sivadas, et al, 2012. These attributes include satisfaction, value, loyalty, performance, and quality. Schertzer, et al, (2013) further notes that brand perception plays a vital role alongside the five core attributes and yields a higher and more sustainable competitive advantage (Schertzer, et al, 2013).

Payne & Frow (2009) reiterates the relational constructs identified by Dwyer, et al, (1987) and emphasise that the relational aspects required for different stakeholders, segments and sub-groups can be compared to the relational constructs associated with relationship marketing, CRM and customer management as illustrated in Figure 3 below (Payne & Frow, 2009). Payne & Frow (2009) describes relationship marketing to be the overarching strategy for which CRM and customer management play a vital role in for the successful execution of all three strategies (Payne & Frow, 2009).

Figure 3: Relationship Marketing, CRM, and Customer Management – Relational Perspective



Source: Payne & Frow (2009)

2.2.2 A CUSTOMER RELATIONSHIP MANAGEMENT PARADIGM

Christopher, Payne, & Ballantyne (1991) describe the basis of relationship marketing as a synthesis of the overall marketing strategy within an organisation, with equal efforts of customer service and quality. A statement of an intangible exchange between the organisation and its customer to ensure an integrated approach of quality and service. The three key determinant principals of this discipline being, the first characteristic relating to customer retention and referred to as customer lifetime value is focused on customer profitability; the second characteristic being stakeholder management is focused on multiple stakeholder groups defined as market domains; and the third characteristic being a cross-functional organisational wide approach (Christopher, et al, 1991).

Grönroos (1990; 1994) reiterates this notion by Christopher, et al, (1991) and tells of a change in thinking in the marketing discipline that had become clearly evident. In an era where transactional marketing was the norm, the terms Marketing Mix and the 4P's noted as Product, Price, Promotion and Place dominated on all frontiers in the marketing arena associated specifically with busines-to-business organisations to optimise expenditure and maximise sales. It was clear that an evolution of a customer orientated approach geared not only towards customer acquisition but included customer retention, segmentation and analysis were also supported by a greater business need through relationship marketing criteria (Grönroos, 1990; 1994).

Grönroos (1994) detailed the need for a holistic marketing methodology that called for an interactive strategic approach and noted the shift from transactional based marketing, referred as discrete transactions by Dwyer, et al, (1987) to relationship based marketing and detailed the implications as per the outline in Figure 4 (Grönroos, 1994). In a review of past literature conducted by Christopher, Payne, & Ballantyne, (2003) it was stated that transactional marketing efforts marginalised relationship-based criteria, and reiterated the practical implications set forth by Grönroos (1994) referred to in Figure 4.

Figure 4: The Marketing Strategy Continuum

The strategy continuum	Transaction marketing	Relationship marketing
Time perspective	Short-term focus	Long-term focus
Dominating marketing function	Marketing mix	Interactive marketing (supported by marketing mix activities)
Price elasticity	Customers tend to be more sensitive to price	Customers tend to be less sensitive to price
Dominating quality dimension	Quality of output (technical quality dimension) is dominating	Quality of interactions (functional quality dimension) grows in importance and may become dominating
Measurement of customer satisfaction	Monitoring market share (indirect approach)	Managing the customer base (direct approach)
Customer information system	*Ad hoc* customer satisfaction surveys	Real-time customer feedback system
Interdependency between marketing, operations and personnel	Interface of no or limited strategic importance	Interface of substantial strategic importance
The role of internal marketing	Internal marketing of no or limited importance to success	Internal marketing of substantial strategic importance to success
The product continuum	Consumer packaged goods → ← Consumer durables →	← Industrial goods → ← Services

Source: Grönroos (1991)

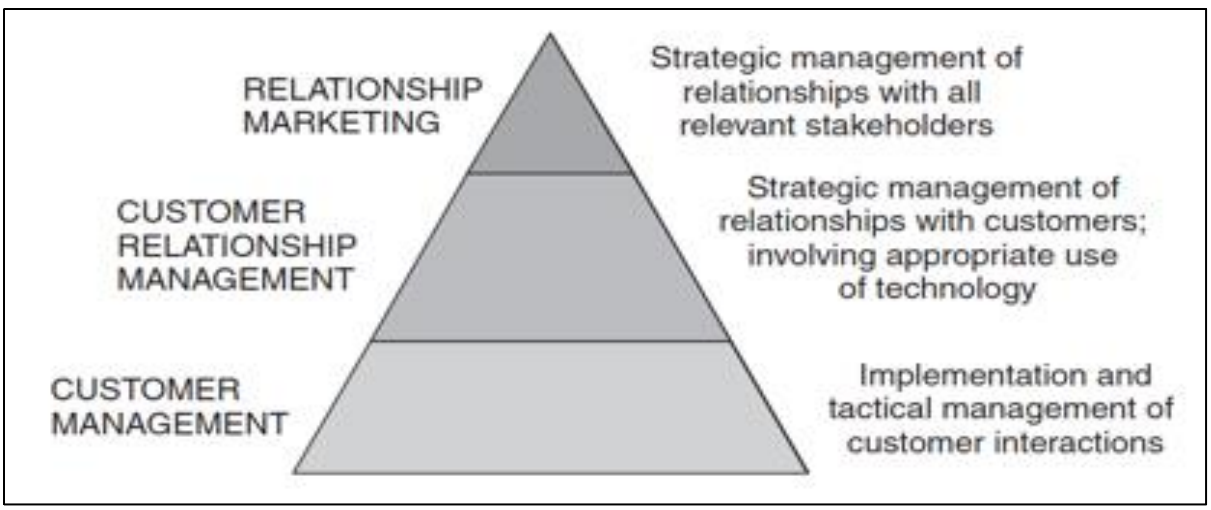
A vast academic interest was then taken in customer relationship management and its ability to synergise marketing efforts with customer orientated information specifically in business-to-business environments. Christopher, et al, (2003), noted the time period in which the definitions of CRM occurred by numerous authors.

Glazer (1997) defined CRM as an “information-intensive strategy” that required a strategic marriage between information automation and marketing strategies for increased profitability to achieve customer lifetime value (CLV). Hobby (1999) concurs with Glazer (1997) and adds that a leadership approach was a critical success factor that enabled business-to-business organisations adopting CRM initiatives to build and manage long term profitable customer relationships. Peppers, Rogers & Dorf’s (1999) definition reiterated the notions of both Glazer, 1997; Hobby, 1999, stating that CRM was a one-to-one approach and a responsive model of customer interactions specifically about what the customer communicates externally and what knowledge is known about the customer by the organisation. Swift’s (2000) definition of CRM overlapped and corresponded with

Glazer, 1997; Hobby, 1999; and Peppers, et al, 1999, and stated that the definition of CRM to be an influential understanding of customer behaviour through strategic communication to increase customer acquisition, retention, loyalty, and overall profitability (Swift, 2000).

Although the above definitions provided a basis to CRM literature and understanding in terms of what CRM should ideally achieve for an organisation if correctly executed through CRM implications and not solely technological solutions, they fail to provide further insight into strategic CRM implications for continued business success through strategic implementation of process-driven criteria which precedes the automation and technological tactics. Payne & Frow, (2009) state that the emergence of CRM definitions produced during the 1990's lacked the true nature of CRM and pertinent descriptors which differentiated CRM from relationship marketing and customer management provided in Figure 5 (Payne & Frow, 2009).

Figure 5: Relationship marketing, CRM, and customer management – a hierarchy



Source: Payne (2005, p.22)

Buttle (2001) stated that CRM calls not only for the development and maintenance of a mutually beneficial value chain with strategically significant customers but a holistic system built into the core strategic processes of an organisation. Buttle's (2001) view on the true value of CRM reiterates the concerns of academic CRM definitions noted by

Payne & Frow (2009) and further states that CRM is widely misunderstood and misrepresented through software and advancing technology opposed to a fundamental strategic process adopted within an organisation (Buttle, 2001). Although imperative for the execution of CRM automation, it is a CRM program which allows the flow of customer information only once the strategic implications of CRM have been met by the organisation (Buttle, 2001).

Payne & Frow (2005) reiterate the composites of Buttle (2001) in earlier literature through the emphasis of strategic CRM. Payne (2005, p.24) defines strategic CRM as,

"*the development of an approach to CRM that starts with the business strategy of the organisation and is concerned with development of customer relationships that result in long-term shareholder value creation*"

Payne (2005) further notes that even though some authors use the term strategic CRM interchangeably with analytical CRM, these are not the same constructs within CRM, as one refers to a business process methodology i.e. strategic CRM and the other refers to an automated system i.e. analytical CRM (Payne, 2005 p.23).

Buttle & Iriana (2007) categorised the types of systems associated with CRM into three groups:

- Operational CRM – refers to streamlined automation specifically targeted at marketing, sales, and service-oriented processes.
- Collaborative CRM – refers to the processing of customer information deposited independently throughout the organisation that supplies a summary of customer interactions through the various steps taken throughout the marketing, sales, and service-oriented approaches or steps to achieve the sale.
- Analytical CRM – refers to the supply of data to analysis, manage and evaluate knowledge of customers.

2.2.3 A FRAMEWORK FOR STRATEGIC CRM

Payne & Frow (2005) concurs with the notions presented by Buttle (2001) that a shift in thinking was needed to inform an organisational wide strategic perspective of CRM implications from a business strategy level. Buttle (2001) concurs that CRM should not be isolated and viewed from a limited viewpoint or be adopted on a fragmented basis but in an organisation wide joint effort. This is beneficial on many levels from creating a sustainable competitive advantage through leveraging customer knowledge and balancing the value trade-off between the organisation and the customer (Payne & Frow, 2005).

Payne & Frow (2005) further stated that process integration was imperative for creating long-term shareholder value and required a cross-functional approach that integrated core business practices into one seamless process. Based on the CRM type categorisation of Buttle & Iriana (2007) and illustrated as per Figure 8 and Payne's model of CRM (Payne & Frow, 2005) illustrated as per Figure 10, details a strategic framework for CRM from a holistic organisational perspective.

Payne's model encompasses all three types of CRM stated by Buttle & Iriana (2007) that correlates to each process stage as per the following, the strategy development process and the value creation process are aligned to Payne's definition of strategic CRM (Payne 2005, p.24) the multi-channel integration process represents operational CRM; the information management process represents analytical CRM; Payne's model concludes with the performance assessment process which highlights a measurement and monitoring criteria which is necessary for internal and external evaluation (Basit, Tahir, Khan, Arshad., 2018). Payne further notes that the need for a strategic CRM framework is pivotal to the end-to-end value creation process. CRM implementation should commence with business planning and end with organisational performance and improvement (Payne 2005, p.52).

Rotovei (2020) states that the sales enablement process attributed to B2B environments differs greatly from that of business-to-consumer (B2C) sales as the complexities of each vary in their allocated areas of origin. Both segments require product knowledge, however the intricacies of business-to-business sale differs as it includes the following core considerations,

- In depth product knowledge
- Product specification and design
- Situational advantages and disadvantages
- Competitor knowledge and comparative product specifics
- Sales and product expertise

When considering the segment differentiators, B2C generally requires one or a minimal amount of decision makers whereas a B2B environment differs significantly in that it requires several and various decision makers, and an establishment of buyer-seller relationships through targeted networks due to a high-value product of service exchange as referred to by Berry, 2002; Sivadas, et al, 2012; Schertzer, et al, 2013.

Due to the nature of the B2B sales process complexity, the sales funnel requires a minimum of a functional CRM system which operates as a tracking tool i.e. operational CRM infrastructure noted as salesforce management with the relevant and relational corresponding functionality of analytical CRM for the adequate measurement and analysis of the lead (Buttle & Iriana, 2007). The demand and lead generation process needs to be accurately captured in order for the prospect interaction to be dissected through a customised CRM framework adopted by the organisation through established best practice (Rotovei, 2020).

The pre-relationship and early stage categorisation of the relationship development process explained by Ford (1980) and illustrated in Figure 1 is evidently noted by Rotovei (2020) as the origins of commitment and information sharing to ensure context in terms of product knowledge and specialised selling is accounted for and customised unique approaches are defined and tailored accordingly dependent on the buyers requirements and are clearly evident at each specified point in the process (Ford, 1980).

Rotovei (2020) indicates that an organisations overall business strategy exponentially influences the sales personnel performance and individual opportunity success ratio as it not only impacts the customer journey by the ethical behaviour of the sales personnel, it impacts the potential future customer satisfaction criteria and ultimately service quality. It is utilised as an overarching business strategy to direct and determine the prioritisation of customer orientation based on the segmentation criteria and used to achieve the organisations value-based selling methodologies associated with B2B sales forecasting and prediction models as well as pipeline analysis (Rotovei, 2020).

Fierro, Centeno, Olavarria, & Carrasco (2017), note that a successful CRM infrastructure is decided by various interconnected aspects and is not only reliant on a technological solution or plug and play toolkit which out weights the strategic elements of what this means for the entire organisation but how this successfully affects the sales enablement process from a longevity perspective. Fierro, et al, (2017) note that CRM failure is often attributed to inadequate correlation of the strategic business imperatives that drive the customer relationship strategy and argue the disconnect and disparate operational structures which lead to inconsistencies in setting up a unified organisational context of the appropriate CRM program and organisation readiness (Fierro, et al, 2017).

Fierro, et al, (2017) argue that interfunctional coordination (IC) drive critical success factors of CRM implementation and approach for business continuity due to the factors contributing to correct knowledge management (KM) that allows for the development of a competitive advantage (Fierro, et al, 2017).

Fierro, et al, (2017) state that the following considerations play a vital role in CRM implementation from varying perspectives within the organisational structures' dependent on business strategy,

- C-suite leadership, human capital, technology i.e. Interfunctional coordination (ic) which results in the facilitation of correct knowledge management of varying information.
- Customer orientation (co) is the correct marketing approach.
- Market orientation (mo) supersedes co as it focuses on competitor orientation (cmo) and ic.

Fierro, et al, (2017) present a tabled view on the consolidated perspectives evident in CRM literature and categorise these based on CRM approach with a correlating descriptor of each perspective describing these as, CRM as a philosophy; a process; a capacity; a technology tool; and as a strategy as indicated in Table 2. Fierro, et al, (2017) conclude that successful strategic CRM delivery within an organisational structure considers all facets of the overarching perspectives accounted for in Table 2 which allows for the monitoring of the entire business process and environmental factors associated and specific context attributed to an organisations approach to CRM which considers both the internal implementation and external execution requirements with CRM (Fierro, et al, 2017).

Table 2: CRM Perspectives

CRM PERSPECTIVES	
PERSPECTIVE	**DESCRIPTOR**
Philosophy	The focal point of CRM is on constructing and sustaining long-term relationships in the end-to-end value chain. The firm should utilise the end user as the main consideration point.
Process	The point of convergence between workforce and system orientation should be effective and progressive in nature.
Market Orientation	Scrutiny should be applied when noting the applicable ideologies to sustain competitive advantage
Capacity	Veracious application of organisational resources capacity is a prerequisite to achieving competitive advantages
Technology Tool	System capacity considerations aligned to organisational workflows to adequately and functionally collect, store, utilise and analyse data throughout differing levels of organisationalstructures.
Strategy	Concentrated perspectives with focus on measurement criterai specifically Customer Lifetime Value (CLV)

Source: Fierro, Centeno, Olavarria, & Vazquez-Carrasco (2017)

2.2.3.1 P1 LITERATURE REVIEWED CONCLUSION

Based on the critique of the literature reviewed in the above section pertaining specifically to the constructs on the definition of strategic CRM, the formulation of business relationships and the strategic CRM framework in accordance with the themes presented by Berry, 1995,2002; Ford,1980; Dwyer, et al, 1987; Sivadas, et al, 2012; Schertzer, et al, 2013; Grönroos, 1990, 1994; Christopher, et al, 1991; Payne & Frow, 2005, 2009; Buttle, 2001; Buttle & Iriana, 2007; Fierro, et al, 2017; and Rotovei, 2020, the presentation of proposition 1 introduced in this research study has been derived as per the discussion and literacy relevance as well as applicability in the aforementioned.

The literature in the above section also supports the theoretic presumptions associated with the sub-problems being explored. Specifically sub-problem one, which investigates the extent of which South African organisations have an existing framework for strategic customer relationship management. The literature emphasises the necessary steps required to ensure that the customer strategy works in synergy with the overall business and operational strategies as noted by Sivadas, et al, 2012; Schertzer, et al, 2013; and Fierro, et al, 2017.

P1: Organisations with an established strategic CRM framework have a clear organisational definition of CRM, context, and approach.

2.3 KNOWLEDGE-ENABLED CRM

Creswell (2014) noted that the use of theory in a research study provides a holistic understanding of culture-sharing behaviours. Applicable to this section as the indicative organisational approach taken in the spectrum of holistic business processes and attributes to attitudinal associations with the customer knowledge criteria. The subject matter being explored and referred to as knowledge management is the stance taken by an organisation to create a positive affiliation towards customer knowledge management within the discipline of strategic CRM (Creswell, 2014, p.94).

2.3.1 DETERMINANTS OF KNOWLEDGE CREATION IN CRM

According to Marin, Merigó, & Fuentes (2019) knowledge management is considered an effective source for deciding an organisations strategic direction and developing a sustainable competitive advantage in the marketplace. Alavi & Leidner (2001) state that when reviewing the constructs of knowledge management, three pivotal pillars to the success of the discipline are attributed to these evolving perspectives on knowledge management, these being noted as the following,

- Emphasis on interpretation of data, information, and differential implications.
- Due to knowledge being a subjective business output dependent on individual perceptions and evaluations, replicability without process direction for a set criterion impacts the usefulness of the knowledge within the organisation.
- A multitude of data and information without adequate processing and refinement is of little value, predefined value categorisation of information is required for actively processing of information in the mind of the individual through acts of reflection, enlightenment, and learning.

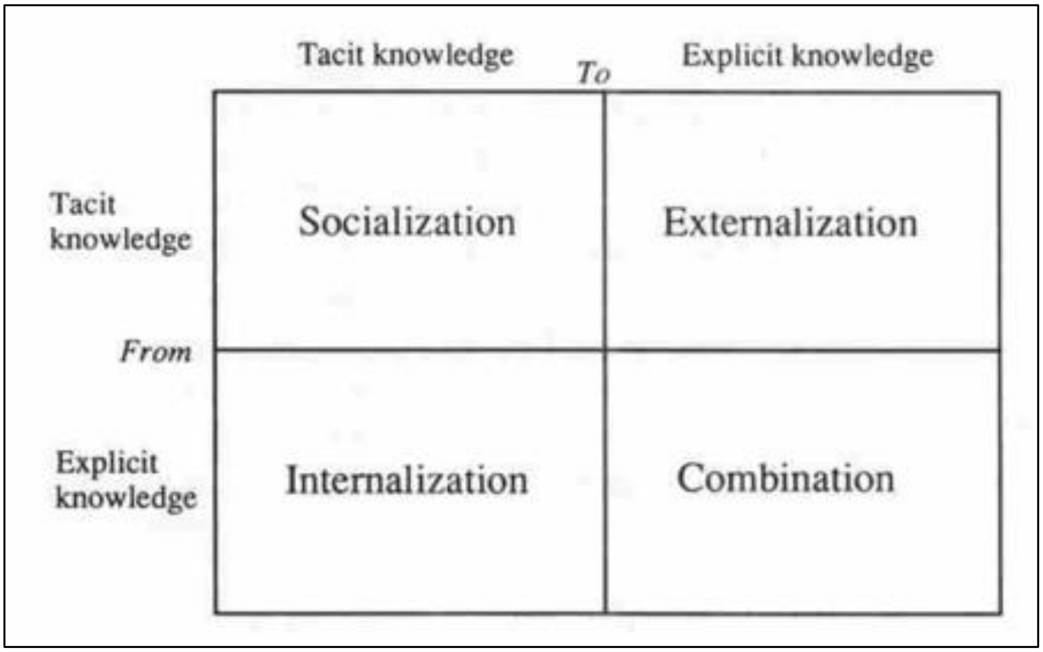
Noting the above, Nonaka (1994), describes the foundational aspects of knowledge management as an organisations capacity and ability to identify and create knowledge creation processes, which is significantly dependant on the organisations existing capability for adequate translation and conversion of pre-existing knowledge. Nonaka (1994) distinguishes two types of knowledge described as per the following,

- Tacit knowledge, which is personal, context specific, and requires a higher degree of complexity to communicate, and is informal in nature;
- Explicit knowledge, which is systemic, can be translated in the forms of data, scientific-formulae and universal principals that is formal in nature.

Nonaka (1994) states the four modes of knowledge conversion as per the illustration in Figure 6, the SECI model describes these categorisations as per the following,

- Mode one – applicable to the transformation of tacit knowledge through interactions and experiences referred to as socialisation;
- Mode two – applicable to the transformation of social processes to combine various aspects of explicit knowledge referred to as combination;
- Mode three – applicable to the transformation of tacit knowledge to explicit knowledge referred to as externalisation;
- Mode four – applicable to the transformation of explicit knowledge to tacit knowledge referred to as internalisation.

Figure 6: SECI Model



Source: Nonaka (1994)

Nonaka (1994) explains that the theory of organisational knowledge creation is a dynamic process, and notes that the constructs of tacit and explicit knowledge form a relationship in order to generate and create new knowledge associated with the individual, organisational and inter-organisational knowledge as indicated in Figure 6 (Nonaka, 1994).

The application of organisational knowledge creation theory in this research will be included as a consideration when reviewing top management involvement and changing operational landscapes in South Africa to accommodate for knowledge creation processes, as well as the use of inter-organisational collaboration to achieve the business objective when reviewing the current efficacy strategic CRM plays in helping organisations to continuously generate customer knowledge whilst utilising the framework of knowledge exchange as indicated in organisational knowledge creation theory displayed in Figure 6 (Nonaka, 1994).

Mouzas & Ford (2012) note the complexities of leveraging knowledge-based resources in a business intensive relationship due to the associated evolution of the relationship itself. Notable considerations that play a vital role include interactions, resources, activities and actors that form the basis of intellectual assets in order for the value of knowledge-based resources to take effect. Mouzas & Ford, (2012) elaborate on the resource outcome of continuing interactions and describe this transformation of a specific business resource as multifaceted as it may develop into multiple identities over time by these varying interactions. This is a relevant example in this research study as the evolving landscape of technological solutions and an organisations ability to keep abreast of said digital infrastructure for maximum output and business continuity can be considered as the resource, activity and actor (Mouzas & Ford, 2012).

Mouzas & Ford (2012) describe each business relationship with the subsequent actor and the arena the activity is active in. In the scenario of strategic CRM in B2B organisations, the structures required for the adequate knowledge-based resources rely heavily on developing and managing productive relationships (Mouzas & Ford, 2012). This adds to the complexity of the scenario noting that resource inter-dependence, uncertainty and tension serve as notable considerations when assessing physical resources against project longevity, dedicated capital investments for infrastructure and re-investments for possible upgrade criteria aligned to the changing scope and regular modification of the organisations business strategy, specifically noting the accelerated change in environmental factors that directly and indirectly impact customer orientation and market orientation factors (Mouzas & Ford, 2012).

Mouzas & Ford (2012) detail a framework for leveraging knowledge-based resources utilising three core dimensions that synergise this into a clear construct for adoption. These dimensions include,

- Substantive process i.e. Repeated interactions described as the process repetition evident across resources within and across the commercial aspects of an organisation to achieve the stipulated output and speaks to the interconnectivity required for successful task completion.
- Time factor i.e. Recursive time described as the repetition and routines that have been established as habitual organisational practice that have been institutionalised as pre-defined operational constructs specific to individual organisations and noted as reoccurrences. This dimension reiterates Ford’s (1980) evaluation criteria when establishing and developing B2B relationships.
- Boundary conditions i.e. Focal points described as the salient points for mutually perceived expectations, appreciations and concerns specific to individual organisations which have developed and evolved into cultural norms through the considerations of repeated interactions and time variables.
- Mouzas & Ford (2012) note the above as pivotal when establishing and objectifying the measures of resources required in collaborative joint efforts for successful interaction of resources and shared knowledge criteria for achieving and maintaining a mutually beneficial relationship (Mouzas & Ford, 2012).

Pilar, Schlesinger & Cervera, (2015) concur with the notions presented by Mouzas & Ford, (2012) and state that knowledge management is a strategic resource vital for business improvement, innovation and support the longevity of the business objectives set forth in an organisations core business strategy and is predominantly dependent on interfunctional coordination to ensure successful collaboration as noted by Fierro, et al, (2017). Pilar, et al, (2015) note that an organisations ability to collaborate effectively results in proficiency of cooperation and is a primary consideration of adequately acquiring new knowledge and utilising this as a sustainable competitive advantage in the marketplace (Pilar, et al, 2015).

Donnelly (2019) reiterates the notions of Mouzas & Ford, 2012; Pilar, et al, 2015, and concurs that adequate knowledge sharing, and effective knowledge management plays a vital role in facilitating and distilling the necessary parameters for an organisations strategic imperative to take shape as actional outputs through synchronised resource management and mutually collaborative efforts to secure a sustainable competitive advantage (Donnelly, 2019).

Donnelly (2019) concurs with the constructs presented by Mouzas & Ford (2012), and explains that knowledge sharing aids and contributes to the organisations ability to leverage knowledge-based resources to ensure the adequate exchange and maintenance of both tacit and explicit knowledge variables defined by Nonaka (1994). Implementing knowledge sharing ideologies within an organisational structure should be an inclusive exercise and not limited to the reliance of software solutions and technological aspects of an organisation.

Donnelly (2019) further states that ensuring organisational wide behavioural outputs whilst taking into consideration the necessary knowledge exchange at a foundational level specifically referencing internal knowledge exchange amongst employees, addresses businesses challenges at a micro level which would otherwise be disregarded as it is assumed that the collaborative exchange of knowledge happens naturally within a business scenario to support organisational interests and shared goals (Donnelly, 2019). Donnelly (2019), states that in knowledge-intensive businesses, the complexity of the challenges associated with knowledge sharing outweigh that of the latter.

Donnelly (2019) argues that both types of knowledge, tacit and explicit, stem from human resources and redefines these in a human context based on their contributions to an organisation. When considering this knowledge from a sales perspective within a B2B environment, tacit knowledge can be considered as valuable, rare and imitable whereas explicit knowledge can be considered as a codifiable variable (Donnelly, 2019).

Donnelly (2019) reiterates the notions presented by Mouzas & Ford, 2012; Pilar, et al, 2015, and elaborates on the importance and variability associated with human and social capital which impacts repetitive inputs that deviate over a period of time noted by Mouzas, et al, (2012) as the recursive time dimension. As a result, automation and systematic processes such as CRM are impacted due to the differing perspectives of behaviours attributed to human capital, talent and intellectual capability.

Donnelly (2019) categorises two organisational specific challenges associated with knowledge sharing applicable to the efficacy of strategic CRM which can be attributed to human capital as per the following,

- Knowledge sharing and management through strategic human resource management interventions – this refers to the exchange and effective management of knowledge distributed throughout the organisation in various forms to support organisational learning, a high performance culture, and knowledge-based competitive advantage.
- The importance of recognition and reward in influencing the propensity to share knowledge – this refers to incentive based criteria to encourage human resources to share self-obtained knowledge.

Donnelly (2019) notes that the extensive digitisation of an organisations infrastructure potentially undermines the employee knowledge sharing perspectives and resource capability if the necessary strategic knowledge sharing initiatives negate employee views and behaviours which result in management challenges. Ideally, an organisations business strategy should account for recourse processes should human capital deviate so that these can be addressed and refined by the factors that influence these associated challenges (Donnelly, 2019).

Srisamran & Ractham (2014) note that the process of the foundational aspects of knowledge management processing considers the four basic processes which exist at a granular level within the discipline of knowledge management systems, a framework attributed to knowledge management structures. Taking this knowledge management framework into account alongside the knowledge management systems, which is the information system used to support the overall criteria. One cannot exist holistically without the other as they are supporting frameworks for the application and overall implementation of the knowledge management discipline (Srisamran & Ractam, 2014).

According to Alavi & Leidner (2001) and illustrated in Table 3, these processes consist of the first referred to as knowledge creation; the second referred to as knowledge storage and retrieval; the third referred to as knowledge transfer and the fourth referred to as knowledge application.

Srisamran & Ractam (2014) merged the framework of knowledge management taking into consideration the process mapping and conceptualisation of a knowledge management system applicable when creating a high-performance customer-centric environment for adequate application of CRM execution (Srisamran & Ractam, 2014).

Inków (2020) takes a more recent standpoint on the considerations of knowledge management criteria and notes this a pivotal organisation skill which is dependent on the combination of multiple knowledge-based resources within an organisational structure and reiterates the knowledge management system framework introduced by Alavi & Leidner, (2001).

Table 3: Knowledge Management System Framework

KNOWLEDGE MANAGEMENT SYSTEM FRAMEWORK			
1. KNOWLEDGE CREATION	**2. KNOWLEDGE STORAGE / RETRIEVAL**	**3. KNOWLEDGE TRANSFER**	**4. KNOWLEDGE APPLICATION**
Initial exchange between tacit and explicit knowledge in a fluid movement that leads to the creation of knowledge.	Organisational memory refers to storage and dissemination of organisational knowledge.	Knowledge transfer refers to the knowledge contributor and the knowledge recipient.	Three primary techniques for unification of knowledge resulting in organisational proficiency.
Fundamental stages illustrated in Nonaka's SECI model include: a) Socialization b) Externalization c) Combination d) Internalization *refer Figure 6*	Organisational memory can be referred to as pre-existing deposited knowledge which can be classified as: a) Semantic memory: Knowledge which appears in general as explicit knowledge b) Episodic memory: Knowledge which appears in specific situations and periods reliant on measurement criteria application	Consists of five elements: 1) Recognition of knowledge value from knowledge contributor 2) Knowledge sharing between knowledge contributor and recipients 3) Knowledge transference capability must exist and categorised into: Informal and Formal 4) Knowledge reception from knowledge contributor 5) Organisational capacity to review, utilise and disseminate knowledge	1) Derivatives: Process workflows to convert tacit knowledge from specialist into explicit knowledge that is easily generalisable 2) Organisational routine: Workforce integration to convert expert knowledge without the need to communicate to others by utilising guidelines and procedures 3) Creation of self-contained task teams: Specialised knowledge agents geared towards organisational problem solving

Source: Alavi & Leidner (2001)

Inków (2020) simplifies this framework by distilling the processes into a basic formula of collection, processing, sharing, and use of measurement for both internal and external information potential of an organisation similarly to the process explanation provided in Payne's model of CRM illustrated in Figure 10 (Payne & Frow, 2005). Inków (2020) highlights that a high-performance culture where systems are considered, starts with organisational learning, and likewise are treated as an organisations ability to promote and support a culture of innovation and creativity amongst employees enabling adequate knowledge sharing.

Inków (2020) further states that an organisations capacity to sustain workplace innovation stems from the organisations ability to develop and introduce innovative solutions for enhanced and modified capability of new and existing knowledge whilst considering environmental factors such as technology, resources, and general competencies to support the knowledge system through innovation capability.

Gebert, Geib, Kolbe & Riempp (2003) emphasise that the knowledge available to an organisation is a critical success factor when considering the foundations of business engineering and when establishing customer specific approaches. Knowledge intensive organisations yield superior knowledge to ensure faster results, recall and quality which in turn results in a superior competitive advantage for increased business sustainability. When considering knowledge to ensure a competitive advantage, critical success factors include knowledge of customer orientation, market orientation and competitor orientation as per the resource structures presented by Fierro, et al, (2017). These structures influence the process of consideration and allows for more efficient and effective utilisation levels when reacting to market threats and organisational weaknesses (Gebert, et al, 2003). Fierro, et al, (2017) reiterates the notions presented by Gebert, et al, (2003) and conclude that an approach focused on resource allocation supports business activity for a sustainable competitive advantage (Fierro, et al, 2017).

2.3.2 CUSTOMER KNOWLEDGE ORIENTATION

Murillo & Annabi (2002) state that customer knowledge management is an essential shared equity driver to sustain a competitive advantage for both the company and customer through gathering, analysing, and sharing data within an enterprise. It is a discipline within the broader knowledge management framework which promotes the integration of isolated customer related action within an organisation through synergistic knowledge management systems (Murillo & Annabi, 2002).

Gebert, et al, (2003) concur with the notions of Murillo & Annabi, (2002) and place further emphasis on the importance of ensuring a good relationship with the end-user for secured and increased revenue streams through the integration of CRM and knowledge management (KM) best practice whilst noting this as a necessary risk (Gebert, et al, 2003).

Nicolas & Castillo (2008) concur with the notions presented by Gebert, et al, (2003) and note that knowledge management models manage the knowledge obtained independently from the supporting business processes while customer knowledge management is aligned towards a business orientated approach. Considering this distinction, the customer knowledge management model is based on the foundations of business engineering. In essence, business engineering differentiates between the levels of strategy, processes and systems (Gebert, et al, 2003).

When considering this in the context of customer knowledge management, strategy level refers to the fundamental strategic view of CRM for increased revenue growth alongside sustained customer loyalty through increased customer satisfaction. The process level considers both CRM and knowledge management practice which subsequently results in the system level of customer knowledge management. Both process structures are inter-dependent when reviewing the intricacies of the process level detail (Nicolas & Castillo, 2008).

Su, Chen & Sha (2006) reiterates the notions of Payne & Frow (2005) that CRM appeared from the concept of relationship marketing and focused on the nurturing process of customer relationships and various information management systems and defined CRM as an participatory process that requires organisational alignment to achieve an equilibrium between organisational investments and customer satisfaction for increased profitability. Gebert, et al, (2003) classify these considerations as per the following criteria,

- Ensuring adequate measurement across functional resource-based outputs such as service, sales and marketing against customer generated revenue, profit and value.
- The acquisition and regular updating of customer knowledge in regards to specific needs, motivations and behavioural attributes are necessary variables when determining and measuring lifetime indicators of customer value.
- Applying customer knowledge for continuous improvement of organisational performance criteria and continuous learning through real-life customer scenarios specific to human resource management.

- The integration and interfunctional coordination of organisational support structures to achieve the shared business objectives.
- The implementation of necessary customer knowledge systems to support the acquisition of customer information, knowledge sharing and measurement criteria to assess and evaluate CRM effectiveness.
- Re-evaluation on a regular basis between the functional resource-based outputs to ensure maximum efficiency and profit gain for the organisation.

Su, et al, (2006) elaborate on the nature of knowledge usage and integration when considering the resource-based disciplines attributed to an organisations sales, service and marketing criteria which they designate as front-office outputs which are generally unstructured and non-transactional with the customer. It is a supply of information and knowledge pertaining to products, markets and customers. Khodakarami & Chan (2014) reiterate the findings of Gebert, et al, 2003; Su, et al, 2006; and Nicolas & Castillo, 2008; maintain the argument that CRM at its core, is a knowledge management function (Khodakarami & Chan, 2014).

Further elaboration by Gebert, et al, (2003) notes that the process fundamentals of CRM can therefore be considered as a knowledge-orientated process as the following dimensions provide a strong correlation to CRM operational structures, and are specifically associated with CRM customer knowledge management,

- Knowledge intensity – CRM processes require knowledge from diverse inputs and dimensions that are not reliant on predetermined data sources to achieve the process goals, these are varied in terms of customer information and allows for the pursuit of process goals which are predominantly diverse, not isolated to automation tools;
- Process complexity – CRM processes are complex and customised to organisational requirements, the attribution of quality knowledge is required for the execution of the process highlights the complex structure and non-transactional nature of CRM which implies a high degree of knowledge is necessitated for the execution of these processes.

Gibbert, Leibold, & Probst (2002) state that knowledge flows into CRM processes and these can be categorised into three main criteria within the discipline of customer knowledge management for the adequate collation of customer information, these consist of the following:

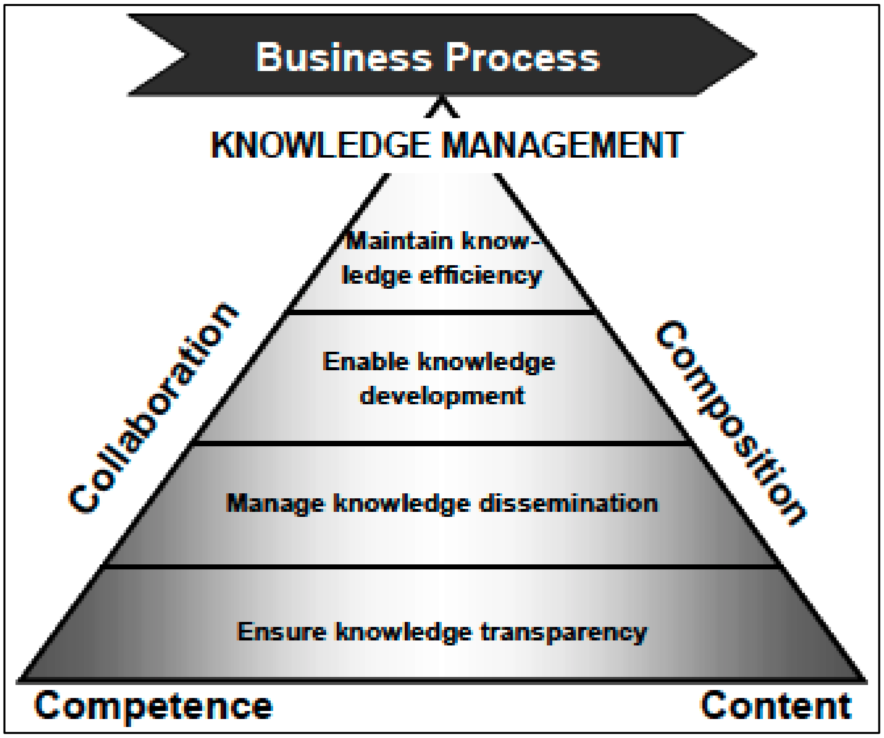
- Knowledge for customers – indicated as knowledge provided to the customer by the company pertaining to product information, markets and suppliers to sustain the customers' knowledge needs.
- Knowledge about customers – indicated as information captured about the customer by the company for niche targeting and includes a holistic overview of the customers behavioural attributes associated with initial purchasing activity and repeat purchasing criteria.
- Knowledge from customers - indicated predominantly as feedback obtained by the company after the customer has experienced said product or service for continuous development and improvement criteria both internally and externally.

Whilst noting the intricacies of the knowledge flow requirements by Gebert, et al, (2003) Gibbert, et al, (2002) note this as one as the most complex challenges associated with CRM and emphasise the criteria of knowledge management by Alavi & Leidner, (2001) reiterating the collection and dissemination of stored knowledge. Gebert, et al, (2003) explore the knowledge requirements of CRM and note that the organisation processing outputs need to account for the customer information by understanding the customers buying process opposed to the assumptions made when assuming the customers journey. These considerations have been categorised against the three CRM knowledge flows and are described as follows,

- Knowledge about customers – organisations are required to fully comprehend the needs of the customer to adequately address them at a granular level.
- Knowledge for customers – the needs of the customer must be satisfied by the organisations available product offerings.
- Knowledge from customers – customer experiences are pivotal when assessing product portfolios to establish key insights and are necessary for improvement.

The above considerations are pivotal requirements when establishing the foundations of a customer knowledge management model, Gebert, et al, (2003) describes the customer knowledge management (cKM) model attributes as critical knowledge entities that is goal orientated opposed to process oriented as per the illustration depicted in Figure 7.

Figure 7: Customer Knowledge Management Pyramid



Source: Gebert, Geib, Kolbe & Riempp (2002)

Gebert, et al, (2003) state the process-orientated customer knowledge management goals illustrated in Figure 7 constitute a framework for the necessary requirements of a CRM business process as per the below descriptions,

- The goal of knowledge transparency refers to a supportive foundational structure of core business processing that clearly identifies the ability of an organisation to manage their inflows of customer knowledge. A greater need of transparency is required when the manageability of the customer information is higher in terms of complexity.

- The goal of knowledge dissemination refers to a supportive structure specifically relevant to business process owners in order to successfully distribute the acquired customer knowledge and relies on knowledge transparency.
- The goal of knowledge development refers to a supportive structure that defines the creation techniques and adaptation models of knowledge utilised within the organisation based on individual context and relies on knowledge dissemination.
- The goal of knowledge effectiveness refers to the process of selecting the necessary knowledge crucial for the CRM process to take effect. It requires insight into customer understanding to establish process flows that take into account current and future customer considerations whilst relying on knowledge transparency to ensure future manageability to enhance CRM processes and requires thorough analysis of what information is crucial to capture and what information should be disregarded to not hinder and inundate the CRM process flows.

Gebert, et al, (2003) clarify the synergy between customer knowledge management and traditional knowledge management models by including four aspects attributed to information integration, these considerations being content; competence; collaboration; and composition whilst basing the considerations on the two aspects of knowledge categorisation, tacit (implicit) and explicit knowledge by Nonaka (1994) as described below,

- Content – attributed to the management of explicit knowledge available to the business process owner;
- Competence – attributed to both tacit and explicit knowledge available when dealing with human capital;
- Collaboration – attributed to the parameter groups that represent knowledge dissemination;
- Composition – attributed to the level of structuring required to relay knowledge to large groups.

Gebert, et al, (2003) iterate that the relevant aspects applicable to the CRM process flow is subject to the following variables,

- The knowledge aspect must be of business significance, any notable developmental changes to this process flow must be considered significant and impact the parameters associated with revenue streams and cost implications.
- The knowledge aspect must be measurable and inform key performance indicators dictated by the CRM process flow.
- Additional aspects must correlate to existing aspects with no overlap in terms of characteristic or dimensions of the CRM process flow.

Khodakarami & Chan, (2014) describes the role CRM plays in customer knowledge management by a synergistic association of strategy, infrastructure, and support to ensure best practice in progressive companies which refer to the stages of knowledge acquisition, storage, dissemination, and utilisation of customer knowledge. Gebert, et al (2003) states the similarities of process frameworks and information orientated streams between customer knowledge management and CRM by categorising the two knowledge-orientated processes relating to the intensity and complexity of both aspects. Both processes concur with Payne's strategic CRM model emphasising end- to-end value creation through lateral streams of customer information management opposed to isolated forms of customer information (Payne & Frow, 2005).

Khodakarami & Chan, (2014) states that a customer knowledge management framework should not sit independently from an organisations CRM initiatives and concurs with Buttle, 2001; Payne & Frow, 2005; and Buttle & Iriana, 2007, that CRM should be positioned in a strategic context of customer-centric organisations to fulfil the end-to-end value creation process for both the organisation and the customer. Gebert, et al, (2003) further states that on a strategic level both customer knowledge management and customer relationship management are interdependent disciplines when considering these from a business engineering perspective (Gebert, et al, 2003).

Gibbert, et al, 2002; Kim, 2012; Khodakarami & Chan, 2014; and Pilar, et al, 2015, agree with the notions that customer knowledge management and CRM processes should align, these processes should be intrinsically integrated into the organisations core business strategy whilst further echoing through the standard operating procedures of a customer-centric organisations at every touchpoint internally and externally for both the company and the customer.

Gebert, et al, (2003) further note that the correlation of customer knowledge management, born from the knowledge management criteria, and CRM have a greater effect when united prior to strategic business engineering. The cohesion of customer knowledge management processes combined with CRM strategy creates an interconnected infrastructure from a system and technological perspective enhancing successful digital transformation points throughout the value creation process for effective business innovation (Gebert, et al, 2003).

Alavi & Leidner, 2001; Murillo & Annabi, 2002; Gebert, et al, 2003; Gibbert, et al, 2002; Su, et al, 2006; Nicolas & Castillo, 2008; Kim, 2012; Khodakarami & Chan, 2014; Pilar, et al, 2015; concur that the use of a multifaceted customer knowledge management framework supports CRM criteria for an organisation's strategic knowledge-based resources. The longevity of successfully implemented and strategically aligned customer relationship management best practice results in an organisations ability to simultaneously increase opportunities for improved overall business innovation.

2.3.2.1 P2 LITERATURE REVIEWED CONCLUSION

Based on the critique of the literature reviewed in the above section pertaining specifically to aspects of knowledge-enabled CRM criteria, whilst noting the determinants of knowledge creation in CRM structures in synergy with customer knowledge creation in accordance with Marin, 2019; Alavi & Leidner, 2001; Nonaka, 1994; Mouzas & Ford, 2012; Pilar, et al, 2015; Donnelly, 2019; Srisamran & Ractam, 2014; Inków, 2020; Gebert, et al, 2003; Gibbert, et al, 2002; and Khodakarami & Chan, 2014. The presentation of proposition 2 introduced in this research study has been derived as per the discussion and literacy relevance as well as applicability in the aforementioned.

The literature in the above section also supports the theoretic presumptions associated with the sub-problems being explored. Specifically sub-problem two, which investigates the extent of strategic customer relationship management as a foundational layer of customer value creation. The literature illustrates the need for the comprehensive management of the end-to-end customer journey, whilst also accounting for the management of each process workflow to monitor and assess the information input. Evaluation criteria of the necessary phases are dependent on the organisation type and the value they perceive they will attain based on the measurement criteria set forth by the business strategy as noted by Alavi & Leidner, 2001; Mouzas & Ford, 2012; Pilar, et al, 2015; Srisamran & Ractam, 2014; Gebert, et al, 2003; and Khodakarami & Chan, 2014.

P2: Organisations with an established strategic CRM framework are more likely to adopt cross-functional knowledge-based CRM practices.

2.4 STRATEGIC CUSTOMER-RELATING CAPABILITY

Basit, et al (2018) note that due to the emerging digital economy, the expectations and experiences expected by the end customer supersedes that of the traditional customer service models which constitute the initial query that results in a final transaction as described by Berry, 1995;2002; Ford, 1980; Dwyer, et al, 1987; Dahlstrom, et al, 1995; Sivadas, et al, 2012; and Schertzer, et al, 2013. Basit, et al (2018) states that the origin models of relationship marketing presented by Berry (1995) reiterate the notions presented by Payne & Frow (2009). These forms of relational attributes of customer management and customer relationship management has been widely accepted and enforced by organisations to create a proper mechanism to manage customer interactions across the various touch points relative in a customer journey as relationships are at the heart of every organisation (Payne & Frow, 2009).

Kim (2012) notes that CRM concept application is well documented across business sectors and industry types with equal crossover in different forms relative to B2C and B2B organisations. However, with the emergence of the digital economy, there comes a greater need of business continuity through existing infrastructure within organisations who have implemented successful customer focused relationship management (Kim, 2012).

A greater need has surfaced on the frontiers of data science which allows for the systematic upgrades of data-orientated CRM systems noted by Buttle, 2001; Buttle & Iriana, 2007, designated to operational, analytical and collaborative CRM applications whilst Payne & Frow (2005) stress the growing importance and distinctive need of a strategic CRM approach that focuses on a customer-centric orientation reiterated by Buttle & Iriana (2007).

Although CRM literature can be found relating to many aspects of the discipline, the area of strategic CRM has not gained that much attention. However, as noted by Payne &

Frow, (2005), customer-centricity can be considered as a strategic approach to CRM, as an organisations customer is its most valuable asset.
Daghfous, Ahmad & Angell (2013), attribute the notions of customer retention as maintaining an existing customer base is far more fruitful to an organisation from a sustained profitability perspective than attracting and securing a new customer base. Customer retention strategies are not prioritised in the same manner as customer acquisition strategies and do not receive the same amount of attention as existing customer knowledge is not leveraged at the capacity it should be to ensure increased profitability (Daghfous, et al, 2013).

2.4.1 CONTEMPORARY STRATEGIC CRM MODELS

A review of several contemporary strategic CRM models will be discussed in the following section to account for the strategic elements presented in the forms of knowledge management, customer knowledge management, data and technology infrastructure and human capital involvement when considering strategic CRM implications.

2.4.1.1 *MODEL 1: THE CRM VALUE CHAIN*

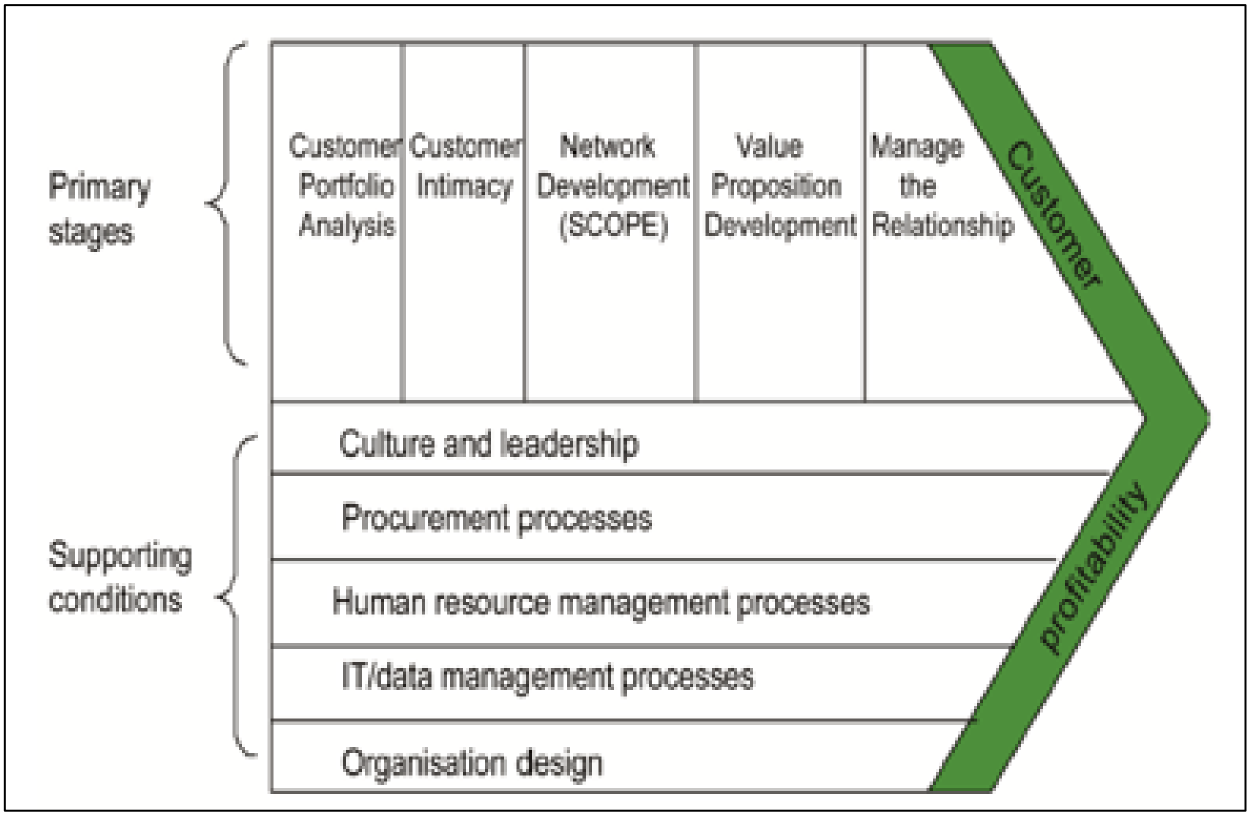
Buttle (2001) refers to the CRM Value Chain as a framework that ensures an organisation pays the necessary attention to the steps required in establishing the criteria necessary in order to build holistic organisational customer knowledge sets, this framework synthesises the importance of an organisations customer portfolio as a strategically vital asset for increased profitable illustrated in Figure 8.

The CRM Value Chain Model by Buttle (2001) refers to five primary phases and four secondary stages as per the following criteria,

- The primary stages refer to the following,
    - The first stage refers to the identification stage to build a supportive customer data set;

    - The second stage refers to accessible information garnered from the first stage to asses customer behaviour and attitudes;
    - The third stage refers to the ‘scope’ otherwise described as the internal partner network associations applicable in order to harness the necessary information required for strategic decision making purposes;
    - The fourth refers to the development and delivery of the organisations value proposition;
    - The fifth stage refers to the retention and management criteria required for sustaining the customer to ensure repurchase.
- The secondary stages classified as the supporting stages to the primary stages are pivotal considerations for successful implementation of the CRM value chain model, they refer to the following,
    - The first supporting structure refers to organisational culture and leadership;
    - The second supporting structure refers to the procurement processes within an organisation, noted specifically in B2B organisations;
    - The third supporting structure refers to human capital resources and management;
    - The fourth supporting structure refers to the organisational technology infrastructure and relevant process applications;
    - The fifth supporting structure refers to the broader organisational structure and interfunctional coordination.

Figure 8: The CRM Value Chain



Source: Buttle (2001)

2.4.1.2 *MODEL 2: KM-BASED CRM ANALYTICS SYSTEM*

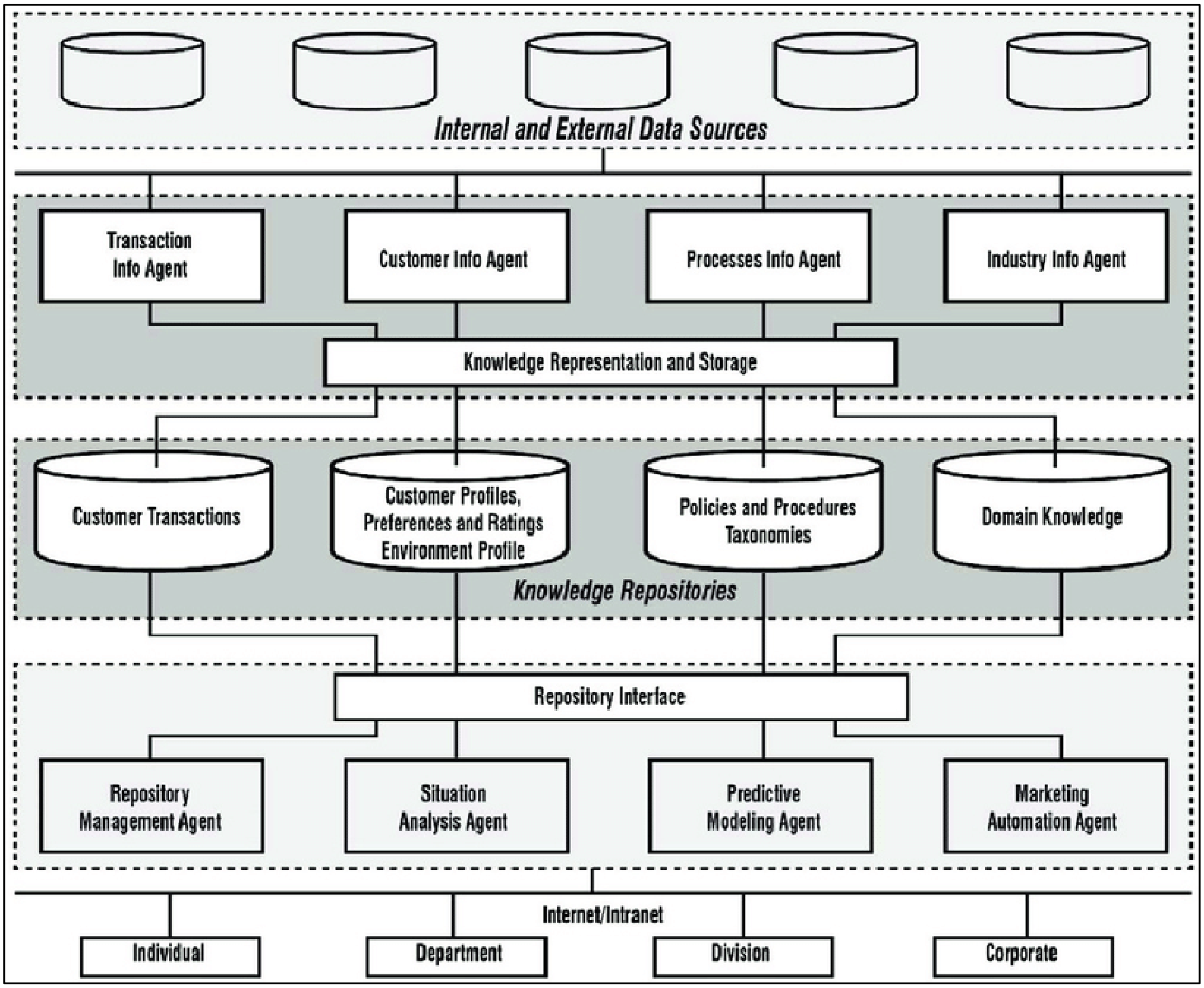
Bose & Sugumaran (2003) introduced a KM based CRM system, and note that in an established customer-centric business environment, this system supports organisational decision making due to four critical attributes noted below and illustrated as per Figure 9,

- Internal and external data sources – this refers to the multitudes of data available to the organisation and the management of the data streams to inform strategic decision making.
- Knowledge acquisition – this refers to the input criteria of identifying and developing the input and process flows necessary to manage customer knowledge.
- Knowledge repositories – this refers to the applicable management of the data sets to ensure significant and relevant information is obtainable.

- Utilisation of knowledge – this refers to the capability attributes required in order to review the customer knowledge holistically in order to organisational stakeholders to meet their strategic imperative.

The model presented by Bose & Sugumaran, (2003) echoes the constructs presented by Alavi & Leidner, 2001; Murillo & Annabi, 2002; and Gebert, et al, 2003, regarding the necessary processing of customer knowledge to achieve integration capability at a strategic level within a high-performance customer-centric organisation. Bose & Sugumaran (2003) reiterate the importance of technological infrastructure to ensure longevity in terms of customer knowledge relevant at different stages within an organisation to create a multi-dimension view of the customer (Bose & Sugumaran, 2003).

Figure 9: KM-Based CRM Analytics System



Source: Bose & Sugumaran (2003)

2.4.1.3 *MODEL 3: PAYNE'S MODEL OF CRM*

Payne & Frow (2005) introduced Payne's Model of CRM, referred to in Figure 10 as a collaborative CRM perspective encompassing all classifications of existing CRM approaches. Payne's model refers to the interconnectivity of overall business and departmental strategies that would otherwise remain isolated in a greater business context. Payne & Frow (2005) refers to the necessary business engineering requirements noted by Gebert, et al (2003) as a necessary task when ensuring the execution of strategic imperatives and to obtain a holistic all-encompassing view of the customer (Payne & Frow, 2005).

Payne's Model of CRM can be described based on the following,
The strategy development process – referring to the organisational strategy this includes,

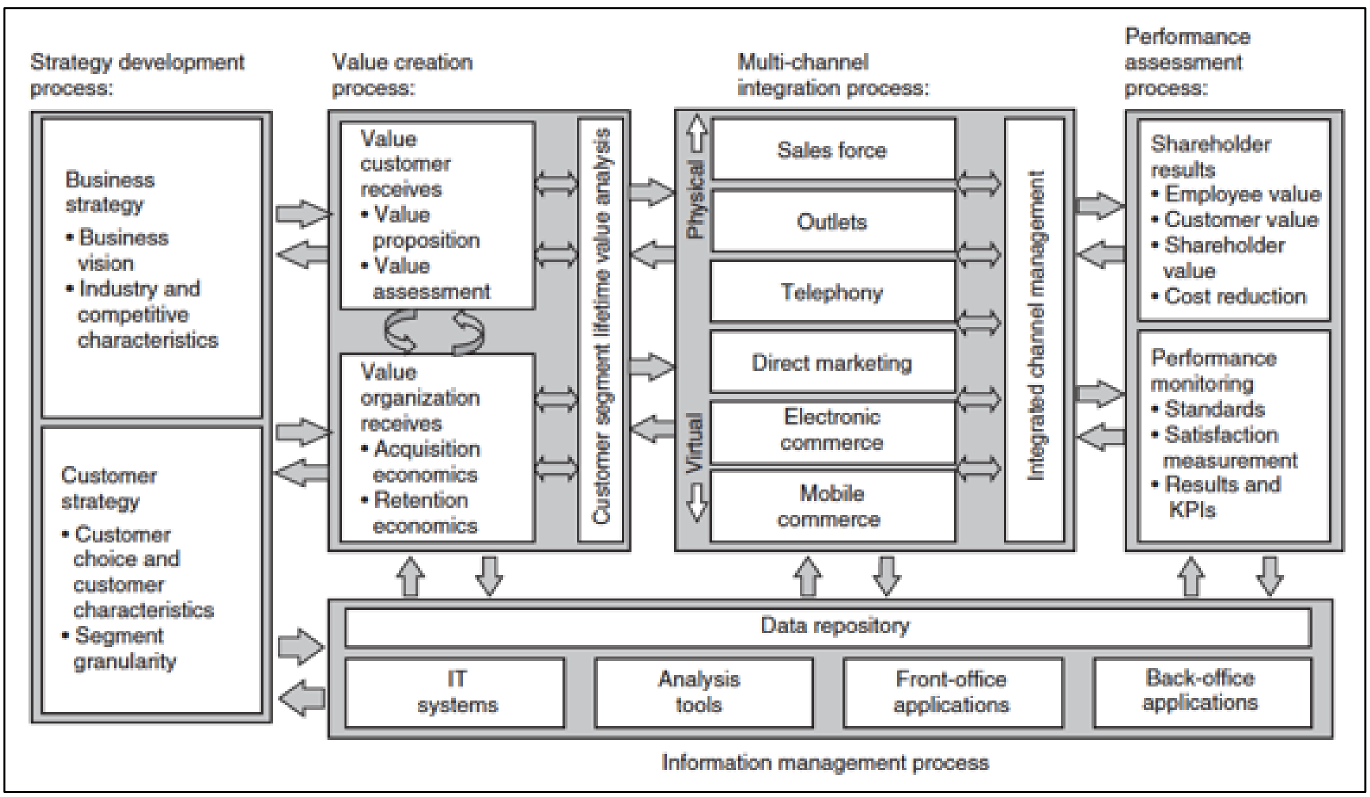
- Business strategy – this is the first step required and includes, traditional industry analysis referred to as market orientation and competitor orientation by Fierro, et al, (2017);
- Customer strategy – this follows from the business strategy and is referred to as the customer orientation stage by Fierro, et al, (2017).
- The value creation process – this process depends of the outputs of the strategy development stage and includes three fundamental attributes,
  - First, what value can the organisation provide to its customers correlating to knowledge about customers by Gebert, et al (2003);
  - Second, what can the organisation receive from its customer correlating to knowledge from customers by Gebert, et al (2003);
  - Third, managing the cycle of cocreation between the organisation and the customer correlating to knowledge for customers by Gebert, et al (2003).
- The multichannel integration process – this identifies the outputs from the strategy development and value creation process stages and aligns these to the outputs required for specific task alignment through the execution of customer experiences and channel management criteria.
- The information management process – this refers to the collection, collation and use of customer information through the established customer knowledge management process flows specifically referring to the data repository, information technology systems, business intelligence tools, organisational processing frameworks of the necessary customer knowledge through sales, service and marketing as described by Gerbert, et al (2003).
- The performance assessment process – this refers to the necessary organisational checks and balances to ensure the strategic imperatives are being met through

the correct action and management of customer knowledge management and are viewed from two perspectives,

- Shareholder results – this provides an in depth review of the micro and macro level criteria that drive performance within the organisation to ensure the profitability of the customer portfolio;
- Performance monitoring - this refers to the detailed analysis required to adequately evaluate the key performance indicators.

Payne's CRM model discusses an integrated multi-level and cross functional approach to ensure the business imperative is met and to ensure strategic benefits to the organisational structure.

Figure 10: Payne's model of CRM



Source: Payne & Frow (2005)

2.4.1.4 *MODEL 4: CRM AS A STRATEGIC APPROACH*

Elmuti, Jia, & Gray (2009) presented a model referred to as CRM as a strategic approach and illustrated in Figure 11, the considerations made by Buttle, 2001; Bose & Sugumaran, 2003; Payne & Frow, 2005, are clearly encompassed on the origin parameters of CRM taking into account the three fundamental dimensions of people, process and technology in a clearly identifiable form (Elmuti, et al, 2009).

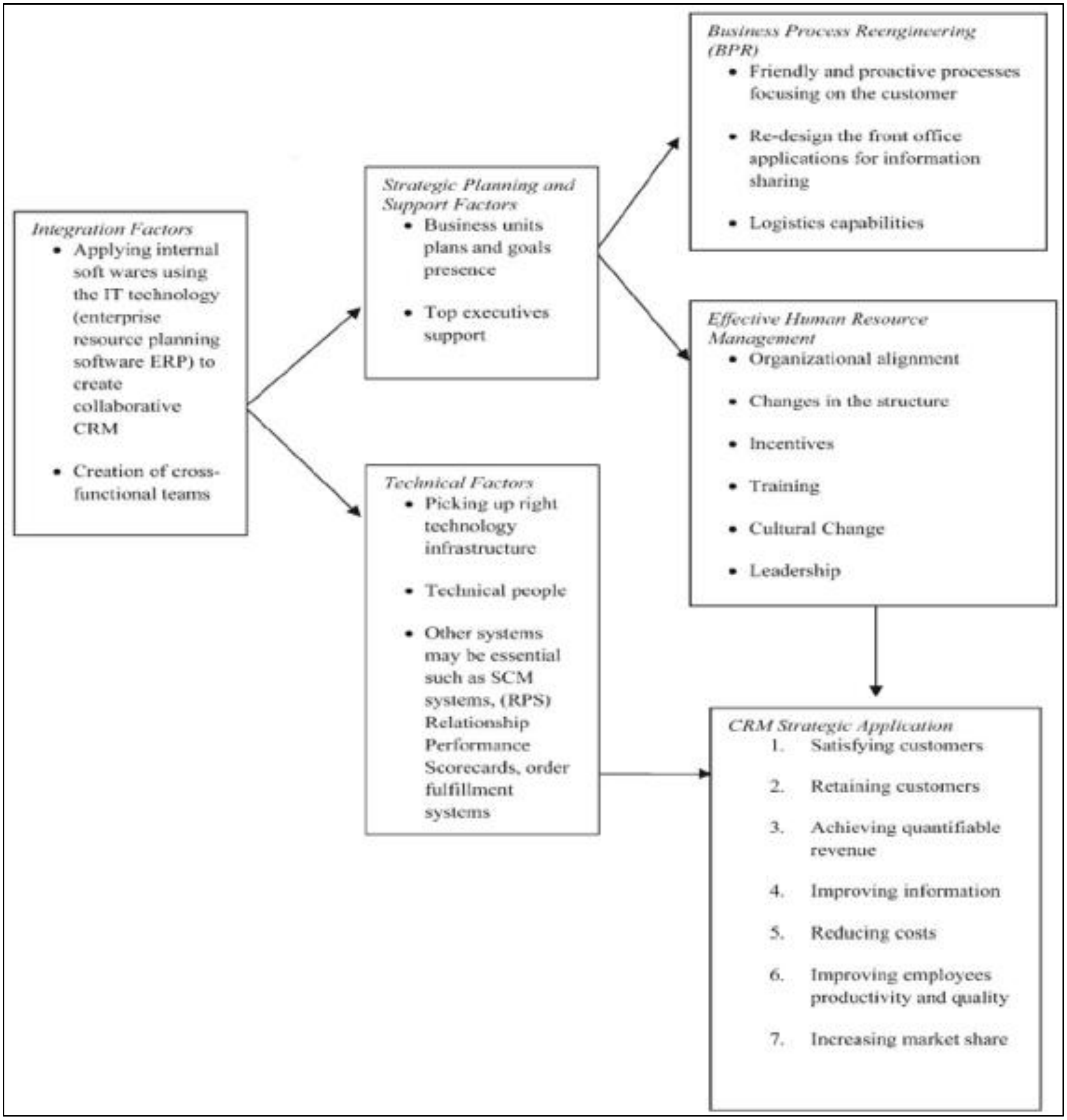
The criteria examined for fundamental strategic application within an organisation is classified as per the following considerations,

- Integration factors – taking into account strategic related capabilities in the form of internal resource-based interfunctional coordination within an organisations technology infrastructure to increase cross-functional collaboration to increase interfunctional coordination noted by Buttle, 2001; Bose & Sugumaran, 2003; Payne & Frow, 2005.
- Strategic planning and support factors – aligned to overall business strategy and key strategic imperatives outlined for the organisation by c-suite executives and relevant leadership, also noted by Buttle (2001) as cultural and leadership affinity and by Payne & Frow (2005) as the strategy development and value creation process.
- Technical factors – reiterates the customer-centric model and parameters set forth by Bose & Sugumaran (2003) and stresses the importance of technical know-how with the rise of digital infrastructure, also noted by Payne & Frow, (2005) as the information management process and aligned to the performance assessment stage.
- Business process reengineering – aligns to the constructs of CRM process flow indicated by Gebert, et al (2003) taking the into account the discipline of customer knowledge management to account the potential complexities of customer information.
- Effect human resource management – Mouzas & Ford, 2012; Donnelly, 2019; and Inków, 2020; concur with Elmuti, et al, (2009) and note the efficiency of knowledge

distribution amongst human capital is imperative to achieving operational alignment in terms of strategic outputs. This factor is noted by Buttle, 2001; Bose, & Sugumaran, 2003; Payne & Frow, 2005, in the relevant contemporary models.

- CRM strategic application – reiterating the retention and management phase described by Buttle (2001), the information and performance management stages referred to by Payne & Frow (2005) and the knowledge utilisation stages referred to by Bose & Sugumaran (2003). Elmuti, et al (2009) specifically note the criteria applicable to the CRM strategic application phase as per the following,
    - Customer satisfaction
    - Customer retention
    - Quantifiable revenue
    - Improved information
    - Cost reduction
    - Improved organisational commitment
    - Increased market share

Figure 11: CRM as a Strategic Approach



Source: Elmuti, Jia & Gray (2009)

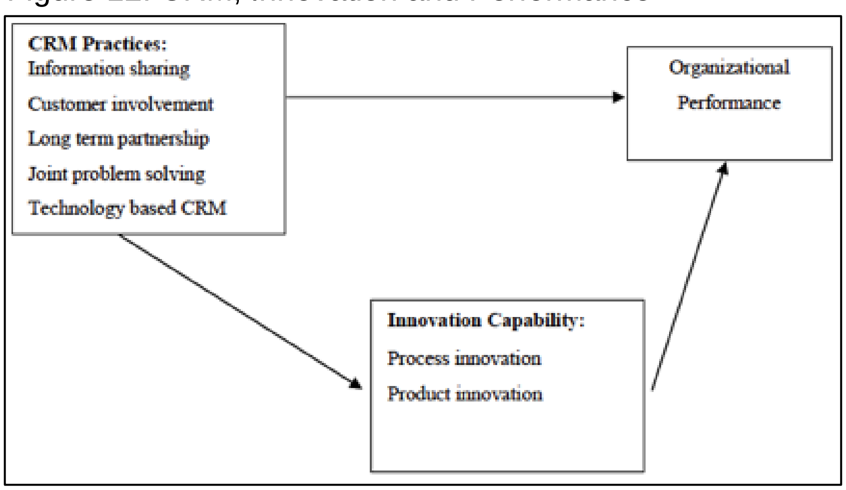
2.4.1.5 *MODEL 5: CRM, INNOVATION AND PERFORMANCE*

Valmohammadi (2017) concurs with the contemporary models presented by Buttle, 2001; Bose & Sugumaran, 2003; Payne & Frow, 2005; Elmuti, et al, 2009, considers the three main influences of strategic application of CRM to be overall CRM practice, innovation capability and organisation capability within a B2B specific context.

Valmohammadi (2017) established the following in accordance with his proposed model,

- CRM practice – refers to the capability assigned to information sharing, technology enforced criteria, customer involvement, partnerships and problem-solving. Reiterated at various stages in the contemporary models presented prior in this study with a clear emphasis on the notions presented by Gebert, et al, 2002 correlating to the customer knowledge management parameters.
- Innovation capability – concurring with the process and product innovation described as CRM process flows stipulated in the customer knowledge management framework present by Gerbert, et al, 2002.
- Organisational performance – concurring with the definition presented by Elmuti, et al, (2009) as the fundamental organisational dimensions required for increased human capital commitment, productivity and quality.

Figure 12: CRM, Innovation and Performance



Source: Valmohammadi (2017)

Basit, et al (2018), confirm the challenges described by Buttle, 2001; Bose & Sugumaran, 2003; Payne & Frow, 2005; Elmuti, et al, 2009; Valmohammadi, 2017, and state that CRM is extensively misunderstood hence the high failure rate in emerging markets and in technology immature organisations. Basit, et al (2018), note if these were executed as a system with distinct process flows that correlate to the overall business objective noted by Gebert, et al (2003) in the form of data information streams that are processed throughout several touchpoints within the organisation it will produce the required outcome of the conceptualised contemporary models presented in this review (Basit, et al, 2018).

2.4.2 IMPLICATIONS OF STRATEGIC CRM

Basit, et al (2018), correlate the archetypal points of traditional and contemporary CRM models and note that the knowledge criteria required is explicit in nature, the input process flow should ideally be managed through a CRM system which will result in the strategic parameters aligned to the input criteria (Basit, et al, 2018).

The explicit knowledge categorisation substantiated by Nonaka's (1994) SECI model presented in Figure 6 is a broad categorisation of knowledge management paths and can be elaborated on further to describe how relevant information can be categorised into either tacit of explicit knowledge. Nonaka (1994) states that the SECI model can be further sub-categorised into knowledge asset groups applicable and assigned to both tacit and explicit knowledge groupings according to the representation of information. Nonaka specifically describes the explicit knowledge asset groups as per the following and illustrated in Figure 13 applicable,

- Conceptual asset groups – articulated through images, symbols and linguistical attributes and described as constructs predominantly associated with product development, design and brand equity aspects.
  - In the SECI model this aspect is categorised under the mode of externalisation.

- Systemic asset groups – articulated as systemised and packaged explicit knowledge and described as constructs predominantly associated with information, technology and legal and compliance aspects.
    - In the SECI model this aspect is categorised under the mode of combination.

Figure 13: SECI Model Framework – Asset Knowledge Discriptors

Experiential knowledge assets Tacit knowledge through common experiences • Skills and know-how of individuals • Care, love and trust • Energy, passion and tension	**Conceptual knowledge assets** Explicit knowledge articulated through images, symbols and language • Product concepts • Design • Brand equity
Routine knowledge assets Tacit knowledge routinized and embedded in actions and practices • Know-how in daily operations • Organizational routines • Organizational culture	**Systemic knowledge assets** Systemized and packaged explicit knowledge • Documents, specs., manuals • Database • Patents and licenses

Source: Nonaka (1994)

Gebert, et al (2003) refer to CRM process flows as system integrated process that refers specifically to the intensity of the knowledge flowing through the specified system and the complexity of the processing. Similarly to the KM based CRM system model introduced by Bose & Sugumaran (2003) and illustrated as per Figure 9. Khosravi & Hussin (2016) concur with both implication criteria by Gebert, et al, 2003; Bose & Sugumaran, 2003, and attribute CRM system processing to the customer knowledge management criteria simplified and correlated to each fundamental process step of customer knowledge management processes and the relational aspects to CRM system processing as per the following,

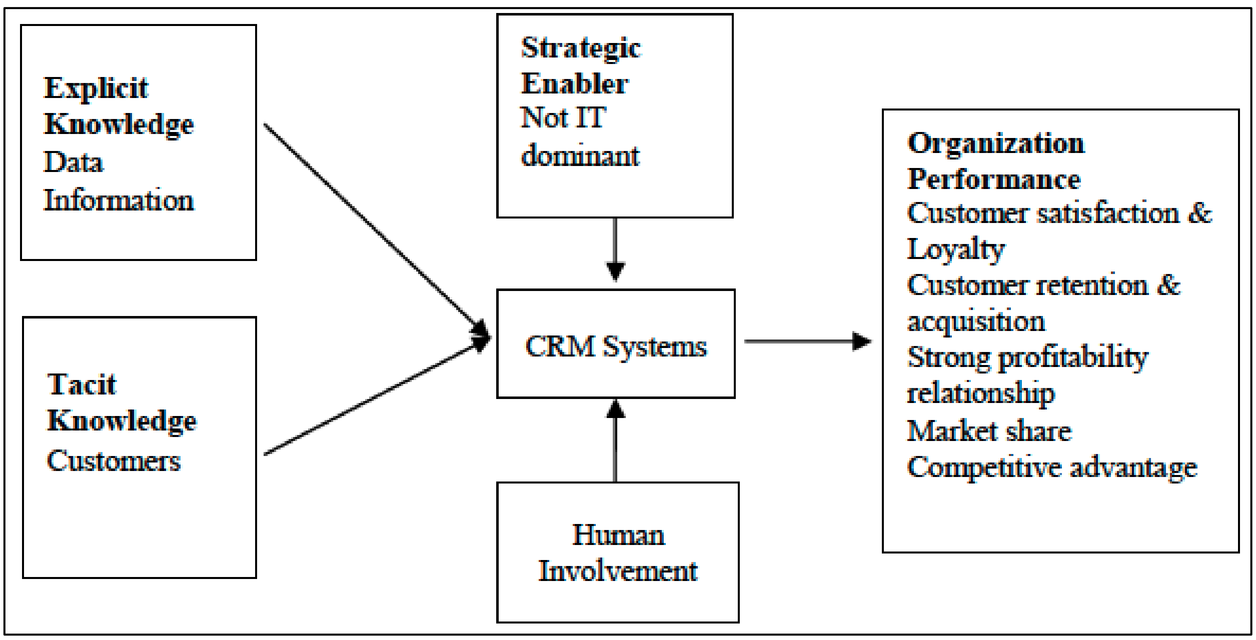
- Acquisition – attributed to CRM infrastructure;
- Dissemination – attributed to collaborative CRM criteria;
- Utilisation – attributed to organisational learning, culture, leadership;

- Storage – attributed to integrated repositories and knowledge mapping.

The output requirements illustrated by Basit, et al (2018) rely heavily on the designated metric groups and consolidation factors indicated by Elmuti, et al (2009) presented in the CRM as a strategic approach model reviewed previously and illustrated as per Figure 11.

As a result of the correlation and relational synergies, Basit, et al (2018) present a contemporary model factoring in multiple aspects that can be defined as strategic implications illustrated in figure 14 considering the synchronicities of each isolated discipline noting that of knowledge-based resources indicated by Mouzas & Ford (2012), substantiating the use of knowledge management principals by Nonaka (1994) and reiterating the customer knowledge management framework presented by Gebert, et al (2002).

Figure 14: Knowledge-Enabled Strategic CRM Model



Source: Basit, Tahir, Khan, Arshad, (2018)

Sousa & Rocha (2019) offer a distinct analysis of strategic knowledge management currently operational in the digital age. Sousa & Rocha (2019) reiterates the approach and importance of people, systems and the associated responses to change currently occurring in the global economy (Sousa & Rocha, 2019). The integration of which results in improved organisational performance through attribution factors such as digital, technology and innovation criteria for organisational readiness. Through the clearly defined areas of interest, it has become necessary for these pivotal considerations to amplify the efficient use of resources and existing knowledges to ensure the transference of information management systems seamlessly across organisational systems relevant in industry 4.0 organisations operating in a B2B context (Sousa & Rocha, 2019).

Berman (2012) states that organisations focused on performance criteria such as the core business objectives, productivity, performance and innovation succeed as a result of digital and physical inclusivity as these organisations eliminate less efficient operations and reuse knowledge to create digitally optimised areas that previously lacked for sustained business integrity in an era of digitally enhanced optimisation (Berman, 2012).

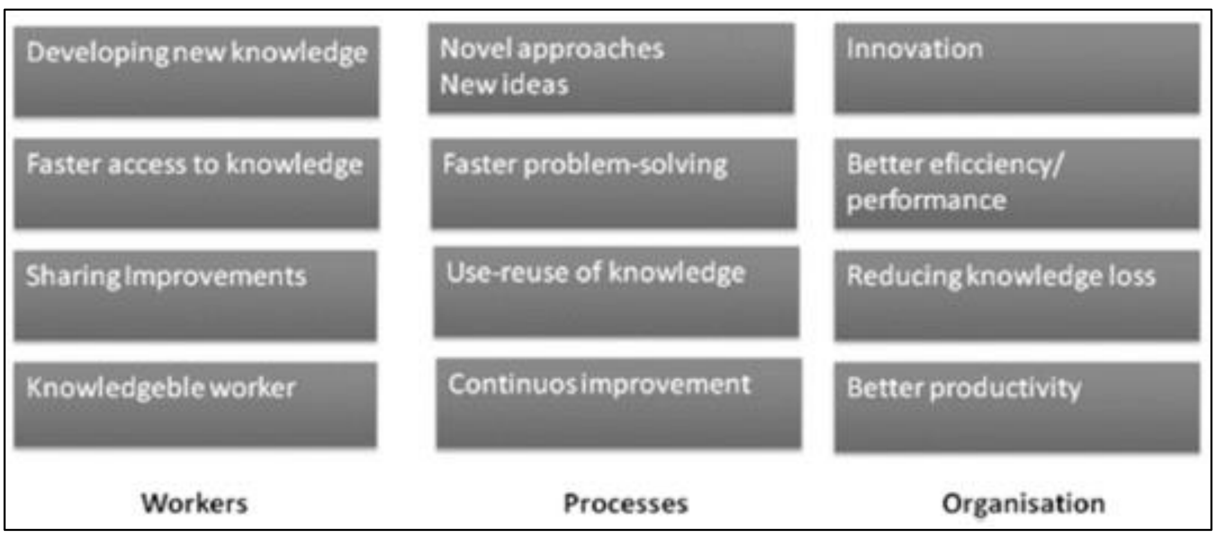
Noted in the Deloitte Digital report (2019), ensuring digital capability and alignment throughout digitally optimised frameworks of an organisation is imperative not only for the adequate digital transformation but for sustained future technological infrastructure. Digitally articulate systems are required in a turbulent environment and necessary for an organisations competitive advantage (Deloitte, 2019). PWC (2016) reiterate the crucial factors in the systematic review of the current operational digital infrastructures in South African organisational readiness as part of Industry 4.0 as noted by Sousa & Rocha, (2019).

According to the South African National Planning Committee's 2020 draft report, South Africa's digital future still requires significant investment to sustain future business through mandatory transformation to ensure global operational standards for organisations operating in the manufacturing sector (NPC, 2020). As noted by Mhlungu, et al (2019), digital transformation is necessary now more than ever within South African B2B organisations to sustain the customer value chain and ensure competitive advantage over competitor brands for successful business continuity (Mhlungu, et al, 2019).

Jaziri (2019) notes that there is an inherent knowledge management interconnectivity that is clear when considering customer knowledge management and customer lived service experiences which distinguishes experiential innovation through digital channel integration within an operational structure of an organisation and sets a benchmark for disruptive digital businesses to thrive in an increasingly complex market structure. Jaziri (2019) attributes this occurrence to process innovation for a holistic view of the customer both internally within the organisation through the relevant customer knowledge available and integrating that with the external digital sources available and applicable that are fundamental for prospecting (Jaziri, 2019).

Sousa & Rocha (2019) substantiate this concept through a model of use and re-use applicable to strategic knowledge management when considering digital readiness. This model categorises three core fundamental considerations being people, processes and organisation and is sub-categorised for future considerations applicable to the knowledge flow for increased operational advantages for strategic digital transformation illustrated in Figure 15.

Figure 15: Model of Use and Re-use of Strategic Knowledge in the Digital Age



Source: Sousa & Rocha (2019)

Berman (2012) concurs with the associated factors noted by (Sousa & Rocha, 2019), and substantiate that knowledge networks are necessary and required for continuous organisational synergy, internal processing, product and service improvement. Sousa &

Rocha, (2019), note a critical success factor of strategic knowledge management in direct correlation to digitally optimised business areas is the use of benchmarking criteria created specific to an organisation's needs, this allows for new knowledge creation facets to emerge through the development of system orientated practice and new business model adoption. Organisations who adopt a model of use and re-use of knowledge benefit the internal organisational structure from a perspective of resource management, process and technological advancement without jeopardising existing knowledge available to the organisation (Sousa & Rocha, 2019).

2.4.2.1 P3 LITERATURE REVIEWED CONCLUSION

Based on the critique of the relevant literature reviewed in the above section pertaining to the strategic customer-relating capability, contemporary strategic CRM models and the relevant implications of strategic CRM presented by Basit, et al, 2018; Kim, 2012; Buttle, 2001; Buttle & Iriana, 2007; Payne & Frow, 2005; Daghfous, et al, 2013; Bose & Sugumaran, 2003; Valmohammadi, 2017; Elmuti, et al, 2009; Khosravi, 2016; Sousa & Rocha, 2019; The presentation of proposition 3 introduced in this research study has been derived from the discussion and literacy relevance as well as applicability in the aforementioned.

The literature reviewed in above section implies an association with the sub-problems being explored. Specifically sub-problem three, which reviews if strategic customer relationship management is an accelerator or inhibitor of organisational digital transformation. The literature implies that mature organisations have both a framework and process outline for digital transformation to enhance their customer focused business imperatives as noted by Buttle & Iriana, 2007; Payne & Frow, 2005; Bose & Sugumaran, 2003; Valmohammadi, 2017; and Elmuti, et al, 2009.

P3: Organisations with an established strategic CRM framework have a complete idea of digital diversification.

2.5 CONCLUSION OF LITERATURE REVIEW

The academic literature discussed considers the applicable disciplines and theory for this research study in order to develop a body of knowledge associated with strategic CRM. Although not all the literature referenced in this body of knowledge is within a South African context, it further reiterates the lack of available literature specific to strategic CRM application through customer knowledge management criteria in an emerging market. To conclude, the three research propositions presented for this research study have been derived from the literature review and inform the sub-problems presented. The consistency matrix presented below emphasises the literary works that have been reviewed in conjunction to each supporting proposition.

2.6 CONSISTENCY MATRIX: LITERATURE REVIEW

PROPOSITIONS	AUTHOR	TITLE	JOURNAL
PROPOSITION 1: **Organisations with an established strategic CRM framework have a clear organisational definition of CRM, context, and approach.**	Kotler & Levy (1969)	Broadening the Concept of Marketing	Journal of Marketing
	Berry (1995)	Relationship marketing of services—growing interest, emerging perspectives	Journal of the Academy of Marketing Science
	Berry (1995)	Relationship Marketing of Services Perspectives from 1983 and 2000	Journal of Relationship Marketing
	Ford (1980)	The Development of Buyer-Supplier Relationships In Industrial Markets	European Journal of Marketing
	Dwyer, Schurr & Sejo (1987)	Developing Buyer-Seller Relationships	Journal of Marketing
	Dahlstrom, Dwyer & Chandrashekaran (1995)	Environment, Structure and Performance in Interfirm Exchange	Journal of Business-to-Business Marketing
	Sivadas, Holmes & Dwyer (2012)	Interorganizational Information Systems and Business-to-Business Relationships: System Characteristics, Assistance, Performance, Satisfaction, and Commitment Model	Journal of Marketing Channels
	Schertzer, Schertzer & Dwyer (2013)	Value in professional service relationships	Journal of Business & Industrial Marketing
	Christopher, Payne & Ballantyne (2003)	Relationship Marketing: Looking Back, Looking Forward	Marketing Theory
	Gronroos (1990)	Relationship approach to marketing in service contexts: The marketing and organizational behaviour interface	Journal of Business Research

	Grönroos (1991)	The Marketing Strategy Continuum: A Marketing Concept for the 1990s	Management Decision
	Grönroos (1994)	From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing	Management Decision
	Glazer (1997)	Strategy and Structure in Information-Intensive Markets: The Relationship Between Marketing and IT	Journal of Market-Focused Management
	Hobby (1999)	Looking after the one who matters	Accountancy Age
	Peppers, Rogers & Dorf (1999)	Is Your Company Ready for One-to-One Marketing?	Harvard Business Review
	Payne & Frow (2005)	A Strategic Framework for Customer Relationship Management	Journal of Marketing
	Payne & Frow (2009)	Customer Relationship Management: A Strategic Perspective	Journal of Business Market management
	Buttle (2001)	The CRM value chain	Marketing Business
	Buttle & Iriana (2007)	Strategic, Operational, and Analytical Customer Relationship Management	Journal of Relationship Marketing
	Sheth & Parvatiyar (2002)	Evolving Relationship Marketing into a Discipline	Journal of Relationship Marketing
	Biggemann & Buttle (2012)	Intrinsic value of business-to-business relationships: An empirical taxonomy	Journal of Business Research
	Rotovei (2020)	Opportunity activity sequence investigations in B2B CRM systems	Informatica
	Lindgreen, Beverland & Farrelly (2010)	From strategy to tactics: Building, implementing, and managing brand equity in business markets	Industrial Marketing Management
	Fierro, Centeno, Olavarria & Carrasco (2017)	Success factors in a CRM strategy: technology is not all	Journal of Strategic Marketing
PROPOSITION 2: Organisations with an established strategic CRM framework are more likely to adopt cross-functional knowledge-based CRM practices.	Nonaka (1994)	A Dynamic Theory of Organizational Knowledge Creation	Organization Science
	Murillo & Annabi (2002)	Customer knowledge management	Journal of the Operational Research Society
	Kim (2012)	How CRM strategy impacts organizational performance: Perspective of customer equity drivers	Journal of Database Marketing & Customer Strategy Management
	Khodakarami & Chan (2014)	Exploring the role of customer relationship management (CRM) systems in customer knowledge creation	Information & Management
	Pilar, Schlesinger & Cervera (2015)	Collaborating to innovate: Effects on customer knowledge management and performance	Journal of Business Research
	Daghfous, Ahmad & Angell (2013)	The KCRM knowledge audit: model and case illustration	The Journal of Information and Knowledge Management Systems

	Donnelly (2019)	Aligning knowledge sharing interventions with the promotion of firm success: The need for SHRM to balance tensions and challenges	Journal of Business Research
	Mouzas & Ford (2012)	Leveraging knowledge-based resources: The role of contracts	Journal of Business Research
	Srisamran & Ractham (2014)	Customer-centric knowledge creation for customer relationship management	Journal of Applied Business Research
	Gibbert, Leibold, & Probst (2002)	Five styles of customer knowledge management, and how smart companies use them to create value	European Management Journal
	Gebert, Geib, Kolbe & Brenner (2003)	Knowledge-enabled customer relationship management: integrating customer relationship management and knowledge management concepts	Journal of knowledge management
	Nicolas & Castillo (2008)	Customer Knowledge Management and E-commerce: The role of customer perceived risk	International Journal of Information Management,
	Su, Chen & Sha (2006)	Linking innovative product development with customer knowledge: a data-mining approach	Technovation
PROPOSITION 3: Organisations with an established strategic CRM framework have a complete idea of digital diversification.	Basit, Tahir, Khan, & Arshad (2018)	Customer Relationship Management Model from Strategic Approach: A knowledge Management Perspective	International Journal of Research Science & Management
	Bose & Sugumaran (2003)	Application of knowledge management technology in customer relationship management	Knowledge and Process Management
	Elmuti, Jia & Gray (2009)	Customer relationship management strategic application and organizational effectiveness: an empirical investigation	Journal of Strategic Marketing
	Valmohammadi (2017)	Customer relationship management: Innovation and performance	International Journal of Innovation Science
	Sousa & Rocha (2019)	Strategic knowledge management in the digital age	Journal of Business Research
	Khosravi & Hussin (2016)	Customer knowledge management: Development stages and challenges	Journal of Theoretical & Applied Information Technology
	Jaziri (2019)	The advent of customer experiential knowledge management approach (CEKM): The integration of offline & online experiential knowledge	Journal of Business Research
	Berman (2012)	Digital transformation: opportunities to create new business models	Strategy & Leadership
	Mhlungu, Chen & Alkema (2019)	The underlying factors of a successful organisational digital transformation	South African Journal of Information Management

3. RESEARCH METHODOLOGY

3.1 RESEARCH PARADIGM

Creswell (2014) describes a research methodology as a means of basic orientation to theory and research. Neuman (2014, p.96), define a research paradigm as

“the general organizing framework for theory and research that includes basic, key issues, models of quality research, and methods for seeking answers”.

To explore and examine the subject matter of this study, the efficacy of strategic CRM within a B2B context and the intrinsic role that customer knowledge management plays alongside this strategy as a complementary construct was investigated. According to Neuman (2014), qualitative research relies on the principals of interpretation and critical analysis to formulate meaning (Neuman, 2014, p.167).

The type of research method selected for this study was qualitative in nature, specifically grounded-theory attributed to the Gioia methodology, this provided a holistic account of the factors associated with the subject matter. To comprehend the bigger picture and to provide an account of associated experiences, investigation into the perspectives of complexity in multiple scenarios associated with strategic CRM (Creswell, 2014). Saunders, Lewis & Thornhill (2016) distinguish qualitative research methods by the varied, elastic and complex depictions often associated with qualitative research in comparison to quantitative research and further state that qualitative research can be characterised by the richness and fullness of description opposed to the thin abstraction necessitated in quantitative research (Saunders, et al,. 2016, pg. 568).

Gioia, Corley, & Hamilton, (2013) notes that the main aspects applied to the application of the Gioia methodology is the emphasis on construct elaboration, constructs can be defined as abstract theoretical formulations about phenomena of interest (Gioia, et al, 2013). However, Edwards & Bagozzi (2000) note that the formulation of a construct is generally associated with a measurement criterion. The measurement criteria are then used to operationalise the constructs discovered by quantifying these variables. The variable factors alongside the core constructs discovered allow for sensemaking to become evident in the data as it is being organised into an order which can be clearly defined from a theoretical point of view (Edwards & Bagozzi, 2000).

Gioia & Chittipeddi (1991) note that sensemaking and sensegiving have four distinctive characteristics attributed to the beginning stages of strategic change initiatives within an organisation. These are attributed to the following phases, the first phase attributed to envisioning; the second phase attributed to signaling; the third phase attributed to re-envisioning; and the fourth phase attributed to energising. Gioia & Chittipeddi, (1991) note that strategic change initiatives attempt to alter the current way of thinking and acting predominantly adopted by an organisation's workforce, specifically related to cognition modes. This is to ensure the organisation takes advantage of its current circumstances consequential to its current environmental threats which is reliant on the organisations strategic management to realise. Initiatives for potential change through the formulation and implementation of the relevant associated change initiative strategy requires immediate and integrated synergy (Gioia & Chittipeddi, 1991).

Gioia, et al (2013) further state that the precursor to construct development and measurement is concept development as this guides both the creation and validation of constructs to form an overarching concept. Gioia, et al, (2013) states that a key consideration to construct elaboration is understanding the core essence that drives an organisation forward in terms of its thinking, the experiences it creates as well as the process adoption which is socially constructed.

"studying social construction processes implies that we focus more on the means by which organization members go about constructing and understanding their experiences and less on the number or frequency of measurable occurrences."

Einhorn & Hogarth (1981) note that when considering the multitude of behavioural attributes, it is implicitly assumed that behaviour is purposive and goal-directed, taking into account the variance points of rationality and optimality when associating distinctive and narrow meaning to each definition. Einhorn & Hogarth (1981), note the widely acceptable definition of behaviour is defined as functional but is entirely dependent on the complexity of the environment associated with the human responses.

Gioia, et al, (2013) explain that defining pre-existing constructs and distilling these further do not assist as much in gaining further operational understanding in an organisation. This view explains that, capturing concepts relevant to a human experience level supplements the comprehension of knowledge and understanding associated at an organisational experience level, reiterating that the organisational world is socially constructed and the individuals constructing their organisational realities are considered as the knowledgeable agents with predefined behavioural responses as per Einhorn & Hogarth (1981) definition provided (Gioia, et al, 2013).

The strategy of inquiry that was utilised for this research will be inductive in nature, Bryman (2012) concurs with (Gioia, et al, 2013) and states that an inductive approach infers the implications of the researcher's findings for the theory that inspired the research exercise, and can be explained as generalisable inferences that are obtained from observations (Bryman, 2012 p,24.).

The ontological considerations of this study was approached from a perspective of constructivism. Saunders, et al, (2016) indicates that constructivism explores collective implications and experiences that are wholly dependent on the interpretation of events that occur to a group of people and notes the guiding principles to be the following, the first that knowledge is constructed not transmitted; the second that previous knowledge obtained impacts the learning process; the third relates to initial understanding being attributed to local environments opposed to global interpretation; and the fourth indicates that building useful knowledge requires structures that are built through purposeful activity (Saunders, et al,. 2016, pg. 568).

3.2 RESEARCH DESIGN

Granot, Brashear & Motta (2012) state that when considering research conducted in the discipline of marketing and specifically within participant-oriented B2B studies, qualitative data is considered valuable in terms of identifying the underlining issues associated with understanding, process implementation and behavioural attribution within an organisation opposed to shallow surface-level intention. Granot, et al, (2012) further note that qualitative methodologies are appropriate when considering applicability with market strategy formation in dynamic market settings by eliciting information regarding the motivated needs of the participant sample as well as the potential uses of the resources being investigated (Granot, et al, 2012).

Kumar (2005) notes that the value of research lies in the identification of knowledge gaps, evaluating the applicability of verification of the existing knowledge and assessing the limitations of these existing studies. The strength of knowledge and discovery is largely dependent on the methods used to uproot these findings. Likewise, a suitable research design is crucial in order to arrive at valid outcomes and appropriate conclusions (Kumar, 2005, p.137).

A qualitative research design was adopted, due to the nature of subject matter the utilisation of a grounded theory approach was best suited through the approach of semi structured open-ended interviews to adequately analyse the data. Thematic content analysis though an open coded format was then utilised to establish relevant themes, perspectives and dimensions associated with strategic CRM criteria (Creswell, 2014, p.225). A secondary approach of content analysis through existing relevant literature was also utilised to formulate the basis of the initial thematic framework presented in the research instrument to further inform the study from a South African B2B perspective.

Chi (1997) notes that the application of verbal data dissemination through open-ended interviews are attributed to explanation garnered at interview stage, problem-solving protocols, and retrospective reports that can be coded through a mechanism of adoption to validate the cognitive processes associated and attributed to human performance. Verbal data is also referred to as “messy data” due to the complexities of which the interview practice is associated with cognitive simulation (Chi,1997).

The advantages associated with open-ended interviews are that they offer freedom in terms of content exploration, as well as structure from the respondent’s perspective. Kumar (2005), notes that unstructured interviews in qualitative research provide content descriptors, predominantly used in verbatim form, and offers greater integration within the research study as the structure can be amended to suit the researcher’s flow of writing and sequence of logic. In addition to this benefit, content analysis provides a means to sort and classify the data collected (Kumar, 2005, p.145).

Gehman, Eisenhardt, Gioia, Langley & Corley (2018) note the importance of theory-method fit when exploring a qualitative research study. According to Gehman, et al, (2018) the methodologies can be categorised as per the following,

- Gioia Methodology - the process of the Gioia Methodology concerns grounded theory articulation specifically relating to inductive research approaches, substantive amount of qualitative rigor is applicable when conducting and presenting the results achieved according to the development of a systematic technique used to develop a data structure that emphasises both the deep structure and processes involved.
- Eisenhardt’s Theory Building From Cases Methodology – consisting of a interrelated framework of conceptualising theory building and testing into data formats and vice versa applicable to empirical research.
- Langley’s Process Research Methodology – involving the evolving process requirements related to the complexities of data analysis and focuses on the variance and process approach distinctions.

Bonfim (2020) notes that grounded theorists sift through copious amounts of offline data which is not easily accessible due to the nature of the information and specifically concerning the exercise of data collection and analysis. Bonfim (2020) notes that evaluating the temporality of the qualitative data and the source of the information can assist in the iterative stages of analysis consisting of the accessing and collection of data; the storing and cleaning up of data and then finally the analysis of the field data obtained (Bonfim, 2020).

3.3 POPULATION AND SAMPLE

3.3.1 POPULATION

Bryman (2012) describes a population as a set of units from which the final sample will be drawn. As this study pertains to South African B2B organisations, the population was drawn from research participants whom currently or previously provided subject matter expertise to a B2B organisation. The population included medium to large organisations across various industry sectors supporting CRM programs for further insight into the current nature and implications of strategic CRM. The research further explored the participants context around strategic CRM, its role within an organisation, the implementation of knowledge-based practices and its place within the realm of digital diversification (Bryman, 2012, p.418).

3.3.2 SAMPLE AND SAMPLING METHOD

As described by Bryman (2012), purposive sampling is distinguished by the specific selection criteria which does not include random sampling and is a form of non-probability sampling, although purposive sampling is met with selectivity bias of the researcher, the sample selected is done so in a strategic way which is relevant to the research questions being explored (Bryman, 2012, p.423). Creswell (2014) further states that qualitative research informs a purposive selection criteria to explore the notions of the research question being posed to understand this fully, and can be categorised into four aspects, the first being the setting; the second being the actors; the third being the event; and the fourth being the process (Miles & Huberman, 1994 cited from Creswell, 2014. p.230).

Creswell (2014) explains that the amount of participants required in a qualitative study are generally fewer when compared to that of quantitative research study but is dependent on the type of research being conducted. A viable approach to ensure the selected sample is adequate, is to ensure saturation is attained. A minimum of fifteen interviews were carried out until the occurrence of saturation was achieved. A broad sample of various business leaders in various key strategic positions participated as research candidates from varying industries across South African B2B organisations to ensure that a holistic account of the current efficacy of strategic CRM was explored adequately (Creswell, 2014. p.230). This method is associated specifically with grounded theory and is applicable to the generalised scope of qualitative research methodology. Saturation indicates that the data collection phase can be concluded as the themes and categories being explored are saturated, no new insights and constructs are discoverable, instead repetition is evident (Creswell, 2014. p.230).

For the purpose of this research study, the following sample criteria was identified:

- Individuals providing subject matter expertise in South African B2B organisations, this criteria did not distinguish between company size, industry type or service / solution provided.
- This sample included business process outsourcing (BPO) companies to ensure adequate exploration of the research content being explored.
- Individuals employed at South African B2B organisations employing CRM initiatives or supporting frameworks.
- Individuals employed at South African B2B organisations with an existing framework for digital readiness.
- The sample indicated below consisted of knowledgeable experts categorised as per the following:
    - Sales & marketing professionals directly or indirectly implementing CRM initiatives within a B2B industry or third party capacity.

- C-suite professionals in paramount positions aiding strategic direction for their current organisation.
- BPO leads indicating potential solutions from a cloud computing and future digitisation infrastructure perspective.

The below sample information indicated in Table 4 provides an overview of the final sample selected for this research study. The sample selection provides variability across different sectors currently operating in the B2B space and are representative across a multitude of industries currently operational in the B2B South African industry sectors.

Table 4: Research Sample

SAMPLE	
POSITION	**INDUSTRY/SECTOR SPECIFACTIONS**
Business Development Manager	Engineering Automation
Senior Product Marketing Manager	ITC / Technology
Head of Procurement Legal & Vendor Management ITC	Financial Services
Marketing Manager	Construction
Sales Operations Manager	Automotive
Country Manager	Manufacturing
Managing Partner	Service - Market Research
Research Lead	Service - Market Research
Technical Solutions Professional	ITC / Technology
Segment Manager	Mining
Group Communications Lead	Automotive
Project Manager - Sales Automation	Manufacturing
GM: Service Operations - SADC	Manufacturing
Tender Manager	Engineering & Manufacturing
Regional Sales Manager	Automotive

3.4 THE RESEARCH INSTRUMENT

The primary active research instrument selected for this research study was in-depth interviews conducted as semi-structured and open ended questions illustrated in the interview schedule. A secondary passive method of content analysis through existing literature was utilised to analyse and provide the base discussion of the interrelation of the strategic CRM and knowledge-based CRM practices that assisted in providing the structural guideline for the semi-structured interviews through the use of open-ended questions.

Creswell (2014) notes that open-ended questions are intended to elicit views and opinions from the participants. The participants meaning will provide either a direct or indirect perspective of the current status of strategic CRM at an operational level in mature organisations and the viewpoints currently held, allowing for the exploration of participants meaning and experience within the different organisations highlighted in the final sample (Creswell, 2014, p.230).

Due to the research instrument selection being categorised under interviews, specifically semi-structured as well as being open-ended in nature, Granot, et al (2012) note that achieving deeper levels of sense-making is necessitated to guide the comprehension of the what and how factors associated with the research context. Granot, et al (2012) further notes that B2B markets are social constructs which include business market players and entities enacting in their environments as noted by Mouzas & Ford, (2012) and Gioia, et al, (2013).

Granot, et al (2012) explains that the purpose of in-depth interviews is to explore the experience aspect associated with the participant in relation to their understanding, comprehension, thought processes, values, aspirations and professional lives in context of the research area being explored. These associated elements provide the deep understanding referred to by (Creswell, 2014) as it aids the thought paths and decisions associated with the subject matter query as the meaning an individual attributes to a scenario directly relates to their experience, thus allowing for these behavioural attributes to be contextualised through allocating extraordinary voice to these knowledgeable informants (Granot, et al, 2012).

Gioia, et al (2013) notes the importance of the initial interview protocol, to ensure the questions being asked are focused on the research question and is thoroughly considered, this is to ensure foresight into possible rebuttal questions. The interview questions associated with this research did not contain any potential leading attributes to ensure neutrality of responses (Gioia, et al, 2013).

Noting that the researcher was the key instrument facilitating this approach, it was necessary to develop a research protocol which was referred to as the research instrument and was the supporting guideline utilised for the collection of the data (Creswell, 2014, p.230). The interview guide has been referenced in Appendix A, B and C, alongside the ethical considerations included in the candidate information sheet.

3.5 PROCEDURE FOR DATA COLLECTION

Creswell (2014) explains that data collection is the means by which intentionally selected information aids the research criteria. The forms of data collection includes the following forms of information, the first being participant interviews and the second being thematic content analysis from existing literature that informed the data coding structure. Through the use of an existing professional network, participants were sourced based on their comprehension required for final participation, consent and data usage (Creswell, 2014, p.230). It is also necessary to note that the final research participants or knowledgeable agents in this study were allocated pseudonyms in a numeric format to ensure anonymity in the chapters applicable to the data interpretation and results. The final interview data sets has been randomised and is not in order of date of the interview, industry or any identifiable categorisation.

Creswell (2014) notes the advantages of the selected data collection criteria for the literature review consists of available data that has already been transcribed, convenience in terms of analysing the selected literature, and an existing body of knowledge that can aid the researcher. The limitations of this are that the information may not be readily available or accessible. Creswell (2014) further notes the advantages of interviews, which are useful when providing historical information and allows the researcher control over the line of questioning. Likewise the limitations of this are that it provides filtered accounts based on the participants view and responses may be biased based on the respondents account (Creswell, 2014, p.233) as indicated by Granot, et al, (2012).

3.6 DATA ANALYSIS AND INTERPRETATION

Bryman (2012) notes that qualitative data takes the form of large unstructured texts, and is not straightforward to analyse. The review and content analysis of pre-existing literature informed the basis of this research study by providing a means of predetermined category exploration noted in the open coding criteria assigned to interview (Bryman, 2012, p.289). The final form of data analysis and interpretation was thematic content analysis, employed through the interview data and literary texts. Bryman (2012) states that a thematic framework is essentially a matrix based technique for arranging and combining information fields for a holistic snapshot of the data obtained (Bryman, 2012, p.579).

Gioia, et al, (2013) note that a multitude of informant terms, codes and categories will emerge during first order data processing. As the process continued, similarities and disparities in data were noted amongst the categories and each identity code pertaining to the research propositions. As the data analysis proceeded into the categories noted as the initial narrative, first-order concepts, second-order themes, third-order themes were reduced in number to provide the aggregate dimensions. It is necessary to note that the narratives utilised to establish the first-order concepts were verbatim texts utilised from the interview transcripts and open ended questionnaires.

The first-order concepts were derived precisely from the interview data received, second-order themes were then categorised as per the relevant labels or phrasal descriptors which were attributed to a theoretical level of themes garnered from the literature reviewed in the literature review chapter presented earlier in this study. During the second-order thematic analysis, a correlation exercise was used against the existing thematic frameworks related to the discipline. Identity ambiguity was also reviewed at this stage to match the theoretical referents to the existing concepts. This allowed for the final theoretical saturation distinguishable as the concluding aggregate dimension of the overall data structure (Gioia, et al, 2013).

Gioia, et al, (2013) further explains that modelling the data structure allows for the visual representation of the information from raw data to specified data sets that enforce the rigor associated with this qualitative process. A key attribution associated with the Gioia methodology is to ensure that the data is organised theoretically opposed to just methodologically and emphasises the dynamic interrelationships evident through the constellation of associated themes (Gioia, et al, 2013).

3.7 LIMITATIONS OF THE STUDY

The study was limited to individuals with an existing and operational knowledge of strategic CRM implementation, software, automation and the necessary criteria for collecting customer knowledge and the management thereof within a South African B2B context. The limitations of the applicable strategic CRM models and frameworks established have been noted based on organisational specifics and South African specific environmental factors.

3.8 VALIDITY AND RELIABILITY

Creswell (2014) notes that the procedure of validity is to ensure that the researcher is consistent throughout the research process when checking the accuracy and credibility of their findings. Hayashi, Abib & Hoppen (2019) emphasise that qualitative validity is often referred to as trustworthiness, rigor, appropriateness and quality as it adopts a paradigmatic stance specific to the context and maturity of the field and disciplines being examined for the applicable research study (Hayashi, et al, 2019).

3.8.1 VALIDITY

Creswell (2014) notes that qualitative validity does not imbue the same connotation as quantitative validity and neither is it a companion of stability or generalisability which are criteria of external validity of quantitative research methods. Creswell (2014) notes that qualitative validity implies that the researcher checks for accuracy of findings by adopting certain criteria (Creswell, 2014, p.241). Bryman (2012) further notes that the validity and reliability criteria for qualitative research defers from that of quantitative research in that it relies on trustworthiness, the four criteria for this is credibility, which corresponds to internal validity; transferability, which corresponds to external validity; dependability, which corresponds to reliability; confirmability, which corresponds to objectivity (Bryman, 2012 p.390).

Hayashi, et al, (2019) notes that the validity attributed to qualitative studies are often obscure and ambiguous in nature due to the unintended biases and effects caused by the researcher as well as the immense complexities and limitations associated with the human mind and affect the overall quality of the research results. Hayashi, et al, (2019) note the categorisation of five validity types in qualitative research as descriptive, interpretive, theoretical, validity generalisation and valuation validity as described as per the following definitions,

- Descriptive validity – attributed to no distortion of information and dependent on observations and descriptions.
- Interpretive validity – attributed to the researcher's cognitive ability when capturing, interpreting and constructing the phenomenon being explored as it directly accounts for the conscious process associated with concepts, values, beliefs and intentions.
- Theoretical validity – dependent on the existing theory through research analysis.
- Validity generalisation – referred to theories that encompass differences and larger theories.
- Valuative validity – reviewing the results critically to ensure understanding through expansive learning techniques.

Gioia, et al (2013) note that the credibility associated with the interpretations of the data when utilising the Gioia methodology framework should ideally provide the audience with considerations of both defensibility and plausibility, this reiterates the systematic and analytical associations of this specific methodology in qualitative research studies.

3.8.2 RELIABILITY

Hayashi, et al (2019) concurs that reliability is attributed to stability which refers replicability over time. Creswell (2014) states that qualitative reliability implies that the researcher's approach is consistent with multiple projects over a wide scope of research studies. The validity strategy utilised for this study, is the triangulation of data from the different sources of information specifically the interviews proposed. Creswell (2014) concurs with the distinctions made by Chi (1997) and further notes that the usage of rich, thick description to express the research findings creates a setting for shared experience during the discussion of results (Creswell, 2014, p.241).

The below table indicates the comparison of validity and reliability strategies that were considered for both validity and reliability as described by both Bryman (2012, p.390) and Creswell (2014, p.241) in qualitative research.

Table 5: Comparison of Qualitative Validity and Reliability Strategies

Bryman. A, (2012) *Social Research Methods (4 ed.). Great Clarendon Street, Oxford: Oxford University Press.*		Creswell. J, (2014) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (4 ed.). Thousand Oaks, California: Sage Publications.*	
Credibility (Internal Validity)	Feasibility of the account the researcher arrives at, research is carried out in good practice, research is submitted for review, methods include: a. Respondent validation b. Member checking c. Triangulation	Qualitative Validity	Checks the accuracy of research findings through validity strategies such as: a. Triangulation b. Member checking c. Rich description d. Clarify researcher bias

Transferability (External Validity)	Oriented to the contextual uniqueness and significance of content, methods include: a. Thick description		e. Present negative or discrepant information f. Spend prolonged time in the field g. Peer debriefing h. External auditor
Dependability (Reliability)	Ensuring that complete records are kept of all phases of the research process, methods include: a. Audit approach	Qualitative Reliability	Ensures that the research findings are consistent and stable, employs reliability strategies to ensure procedures are documented such as: a. Checking transcriptions b. No shifts in definition c. Constant communication d. Cross-checking
Confirmability (Objectivity)	Researcher can be shown to have acted in good faith, methods include: a. Audit approach		

3.9 ETHICAL CONSIDERATIONS

The following ethical considerations were noted prior to the commencement of this research project to ensure the ethical criteria set was fully met and enforced throughout all stages of the research process.

Table 6: Ethical Considerations

ETHICAL CONSIDERATIONS	
CONSIDERATION	**ACTION POINTS**
1. Identify a research problem that participants resonate with?	An informal analysis of current strategic CRM implications with several participants were conducted to ensure adequate gap analysis of the subject matter to gauge the general interest.
2. Disclose purpose of research study to proposed research sample.	Ensured all participants are aware that the research project forms part of the WBS MMSM Programme criteria for degree completion prior to discussions.

3. Request expert views on proposed research study and if the proposed sample would be interested in participating.	Informed the sample of their rights of refusal in regard to the formal research interviews. Disclosed transcription process noting pseudonyms would be used to ensure anonymity.
4. Conduct initial due diligence of proposed research participants.	1. Ensured all participants do not have an invested interest in the final research study outcome. 2. Noted that discussions pertaining to interviewees will not be mentioned to ensure the level of anonymity required for this research study although stating this cannot be guaranteed.
5. WBS Ethical Clearance	1. Ensured WBS standards and guidelines were adhered to 2. Applied and obtained WBS ethical clearance. 3. Ensured sample were notified once research study commenced and instilled the research protocol through the following action points: - a. The researcher conducted the research with integrity and did not fabricate any research data. b. The researcher formally introduced herself to respondents with an information letter, before conducting the interview. c. Participants who satisfied the criteria set, were requested to sign a consent form.

6. Discussion of proposed data collection process, analysis and final results	Ensured sample were aware of the data collection procedure and involved the following: - **1.** Conducting a formal interview where a set of specific open-ended questions were asked and recorded for transcription thereafter. a. Ensured participant sample were treated the same in terms of fairness to avoid specific participant bias. b. Ensured participant availability and willingness to assist was top of mind for minimal disruption. c. Respected power imbalances and avoided potential participant exploitation by avoiding leading questions. d. Disclosed how the data collected will be used. **2.** Interview data and analysis to inform thematic occurrences across participant samples. a. Avoided siding with participant perspectives by reporting all findings and contrary perspectives. b. Respected the privacy of individuals by assigning composite profiles i.e. pseudonyms to ensure anonymity. c. Honesty when reporting and collating the data collected to ensure the integrity of the research project was not hindered in anyway or form. **3.** Conclusion of results will be available and shared in finality thereafter across the participant sample upon request. a. Ensured the use of composite profiles assigned align to the composite stories created to maintain participant anonymity. b. Ensured language utilised was appropriate to the research audience.
7. Selection Bias	The researcher was cognitive that there will be a degree of selection bias noting the participant sample was selected based on the researchers criteria and prerequisite requirements noting:- a. Sample size was large enough to reflect the varying views of the participants, whilst considering time and cost factors of

	conducting the research. b. Participants were experts in their relevant fields i.e. participant selection notes a variety of business leaders across numerous sectors operating in B2B environments.
8. Sampling Error	The researcher was cognisant that there would be a degree of sampling error based on the anticipated sampling size, population selection and individual participant views. As such initial sampling error was noted as a possible occurrence prior to generalisation being obtained and saturation achieved.
9. Distortion of interview data	The researcher remained cognisant of possible distortion in the form of respondent data through personal bias from the interviewee, recall error and self-serving responses, however these did not occur.

3.10 GIOIA METHODOLOGY APPLICATION

The research design that was used in this research study followed the framework and features associated with the Gioia methodology. Gioia, et al, (2013) explain the following phased approached should be applied sequentially when adopting and applying this systematic technique of arranging and organising the data that was applied to this research study.

Phase one of the Gioia methodology is attributed to enhanced grounded theory application and consists of the following considerations,

- The articulation of a well-defined phenomenon targeted at rising concepts the relevant inter-relational aspects. This is associated with a well-specified research question.
- The existing literature should remain isolated to avoid preconceived judgements to allow for new insights to surface.

Phase two of the Gioia methodology is attributed to the explanation provided pertaining to the research design criteria and consists of the following considerations,

- Data collection provides extraordinary voice to the knowledgeable agents i.e. The participants.
- The preservation of flexibility associated with semi-structed and open ended questions allow for interview protocol adjustment should this be necessitated.
- Allow for interviewing backtracking should any questions arise that deem vital for final consideration.

Phase three of the Gioia methodology is attributed to the research design criteria and procedure for data collection and consists of the following considerations,

- Perform initial data coding by maintaining integrity of first order themes. These first order themes adhere to the informants terms.
- Organise first order codes into second order theory-centric themes and distil further into third order themes if necessary.
- Refine second or third order themes into theoretical dimensions if necessary to the research study.
- Assemble terms, themes and dimensions into a data structure.

Phase four of the Gioia methodology is attributed to grounded theory articulation and consists of the following considerations,

- The formulation of dynamic relationships amongst the second order concepts visible in the data structure.
- Transform static data into dynamic grounded theory model.
- Conduct additional interviews with the literature in mind to refine articulation of the emergent concepts and relations.

Renner & Powell (2003) note that the analysis of narrative data in qualitative research requires structure, regulation and creativeness for the synthesis and comprehension of the data garnered to be applied appropriately. A systematic approach relies completely on the type of data being extracted for the research study with consideration for the intended questions which need to be answered, the research needs as well as the resources available. When analysing and interpreting narrative data, referred to as content analysis, the form it takes on is reliant on the researcher to ensure synergy and synchronicity across the variable composites being included in the study.

Renner & Powell (2003) note the variety of sources which can be defined as narrative sources, applicable to this specific research study three main sources were utilised as noted below,

- Open-ended questions and written commentary – associated variables for coding included the use of single words in isolation, the use of phrases that could be utilised in verbatim form or interpreted directly with no or limited identity ambiguity.
- Individual interviews – this provided data in the form of transcriptions in the forms of notes and verbatim text extracted directly from the transcripts.
- Documents, reports and articles – published journal articles and literary works further informed the subject matter being explored.

Renner & Powell (2003), note the analysis process requires a certain sense of fluidity when reviewing the basic elements of narrative data analysis and involve the following considerations for effective analysis,

- Familiarise yourself with your data – when analysing qualitative data, this requires the researcher to have comprehend the data through an in depth review of all narrative sources being explored to ensure the originality of impressions are carried through successfully with a quality criteria that ensures validity and meaning to the research.
- Focus the analysis – this ensures that the key constructs being researched are addressed and answered as per the evaluation requirements. When reviewing the data sources specific to the primary research conducted for this study, the focus was placed on the open-ended questions, which were the same set of questions utilised for the individual interviews. The questions were arranged to ensure all respondents followed the same question structure in order to identify the consistencies and differences applicable to each respondent.
- Categorise information – referred to data coding or data indexing differing to the meaning assigned to quantitative data analysis. To add value to the meaning, an

open coding structure was applied in the format of the Gioia methodology structure and was done so as per the following,

- Narrative abstraction – specific abstracts of text were used in verbatim format to ensure the identification of patterns as per the following systematic technique and synthesis applied according to the following steps taken,
  - Step 1: assigned unique identities per respondent interview data in no particular order to ensure anonymity to the purposive sample selected, each interview was then assigned accordingly to the applicable proposition. This method of categorisation was then used to sort the data according to the interview question being answered and the applicable proposition associated with the sectional data categorisation to ensure a systematic analysis was possible thereafter
  - Step 2: first-order concepts – aligned to the respondents linguistic characterisation and use of language structure when describing the information to inform the anticipated category descriptions and taking into account and emergent categories as the research proceeded to ensure open mindedness.
  - Step 3: second-order themes – based on the first-order concepts to ensure authenticity of data gathered specific to respondent information provided and applied to the key themes noted in the theoretical frameworks addressed in the literary review
  - Step 4: third-order themes – used to further distil and synthesis the theory application into sub categories to inform the aggregate dimension further
  - Step 5: aggregate dimension – applied to the theory matching process in

- Identifying patterns, connections and categories – assessed the relative importance of the themes and noted the subtle variances applicable as per the steps described above.

- Interpretation – utilised the themes to explain the research findings through the use of representative visualised data structures pertaining to each proposition as well as the main research question.
- Enhancing the process – to reduce researcher bias noted under the considerations of purposive sampling and to increase credibility of the research findings, multiple data sources were used in the form of open-ended questionnaires and individual interviews utilising the same research question guidelines. The analysis process was documented precisely by consolidating the datasets and then applying a method of abstraction noted above to ensure revisions, amendments and additions to the coding structure was noted at every point throughout the analysis process to account for variable factors.

To conclude, the Gioia methodology was the chosen research method and format applied to this research study as it emphasises construct elaboration and development (Gioia, et al, 2013). Gioia, et al (2013) note that this method enables concept development as this guides both the creation and validation of constructs. This understanding provides unique insights relevant to organisational processes by reviewing the organisations thinking and the experiences they create for all its stakeholders which is socially constructed Gioia, et al, 2013).

4. PRESENTATION OF RESULTS

4.1 INTRODUCTION

The purpose of this chapter is to give an accurate account of the key insights derived from the findings and results achieved. The results presented have been segmented per proposition section outlined in the interview guide. The responses from the final sample selected have been profiled per industry sector within a South African B2B context and is detailed as per the amount of respondents per sector in Table 7. The form utilised to discuss the data in this section will be reviewed through the method of thematic content analysis from the results of the narrative data obtained through the interview guide represented in Appendix C. A sample of the raw interview data has been provided in Appendix D as a visual aid to provide further insight into the depth of the data coding structure.

Table 7: Profile of Final Sample

SAMPLE PROFILE	
INDUSTRY/SECTOR	**NUMBER INTERVIEWED**
Automotive	3
Construction	1
Engineering Automation	1
Engineering & Manufacturing	1
Financial Services	1
ITC / Technology	2
Manufacturing	3
Mining	1
Service	2
TOTAL	15

4.2 RESULTS PERTAINING TO PROPOSITION 1

The first proposition relates to the definition of strategic CRM, context and application and correlates with section one of the interview guide. Question 1.1 formed the basis of the discussion by requesting an organisational definition of CRM. Question 1.2 elicited the respondent to contextualise the definition provided in either an operational or strategic context. Question 1.3 requested the respondent to elaborate on their current organisations approach and Question 1.3.1 requested them to further elaborate on these in terms of priority. The structure of the questions in section one were necessary to establish a knowledge of body for both the respondent and the researcher to ascertain if the selected sample were appropriately equipped to continue with the line of questioning. The questions in section one were necessary to answer the following proposition:

P1: Organisations with an established strategic CRM framework have a clear organisational definition of CRM, context, and approach.

- Respondent 1: Source ID - INT 1 – P1

The core narratives received from Respondent 1 provided key insights into the identity ambiguity associated with customer strategy, customer centricity and customer acquisition. The respondent noted that “all information streams working together” provide a full view of customer operational criteria which is pertinent when operationalising an organisations customer strategy. It was also noted that these structures are “substandard today which is surprising in the maturity of the company” and was further contextualised as customer management should lead customer acquisition activities. The respondent noted that a ”superiority mindset to maintain revenue streams and overall profitability with 20/80 approach” was absolutely necessary when allocating customer acquisition efforts with a targeted approach for CRM criteria. It was further noted that productivity is a baseline requirements for all backend staff inputting the data required to drive these organisational decisions. Volume of data should not be the goal, but the correct criteria defined by the organisation to create and maintain the information required for each customer portfolio. The 2OT derived from this were an operationalised customer strategy, a review of the existing customer acquisition strategy and an informed decision making process to support this execution and the productivity requirements for the organisation and overall business strategy. The AD supporting this criteria were then categorised as customer strategy; customer centricity; customer acquisition; and organisational information sharing.

- Respondent 2: Source ID - INT 2 – P1

The narrative information provided by Respondent 2 provided a spectrum of insights that assisted in contextualising the core considerations of a valuable CRM structure and noted that CRM systems should essentially “provide data to identify customer trends regarding purchasing behaviour and other customer behaviours” that would assist the organisation in creating and offering a greater value proposition. The 2OT derived from this was that customer orientation should align with market orientation. The respondent further noted that value creation through these efforts would then inform and improve the customer experience management criteria. When prompted the respondent stated that “CRM is defined as a 360 view of the customer” and any individual responsible for customer information is essentially part of the customer value stream, organisational knowledge sharing becomes a priority when trying to establish a full view of the customer. The respondent stated that “operational and strategic output linked to working process and organisational definition of CRM” is pivotal to operationalising the customer strategy. The 3OT derived from this were customer strategy; experience; knowledge; performance culture; organisational information sharing and strategic organisational alignment. The AD supporting this criteria were customer centricity; customer experience; organisational information sharing; and customer knowledge led practice.

- Respondent 3: Source ID - INT 3 – P1

The narrative information provided by Respondent 3 explained that an organisations ability to sort and structure information to support “lifetime servicing requirements to achieve positive customer experiences” requires sustained customer relationship management from a strategic viewpoint and from an operational stance to ensure service alignment for repeat purchase agendas, and further notes that the CRM approach should be geared “towards shaping the standard for delivering”. Not only does this “enhance workflow streams” but “business integration of operational and strategic outputs”. This will provide the basis of a complete connected customer experience through the utilisation of CRM as a proxy to enhance overall customer centricity and drive sales performance through the necessary sales automation and workforce alignment. The 2OT derived from this were future enabled business imperatives; global operational disconnect when reviewing local agenda; and a customer acquisition focused strategy. The AD supporting this criteria were customer strategy; customer experience; decision making criteria; and system capability.

- Respondent 4: Source ID - INT 4 – P1

The narrative information provided by Respondent 4 provided insights from a customer experience orientated organisation and stated that CRM criteria are no longer viewed “isolated function” and stated that the customer journey is focused on every touchpoint encompassing “acquisition, activation, activity, retention, referral” which is holistically “focused on business strategy imperatives” to garner “visibility into customer operations”. This provides activity synergy across the organisation at an analytical, operational and strategic level by leveraging all communication touchpoints and customer triggers based purely on the behavioural attributes of the end user. Through consistent customer focused experimentations and measurements, the organisation is able to consider the entire customer journey and attribute this to the lifecycle management of the customer. The 2OT derived from this were people and system focus; behavioural and contextual attribution focus; stakeholder value; and automation criteria. The 3OT were further distilled into performance culture; customer experience; business strategy and customer led knowledge practice that supported the AD of customer experience; customer led knowledge practice; and system capability.

- Respondent 5: Source ID - INT 5 – P1

The narrative information provided by Respondent 5 provided insight into organisation specific criteria and stated that “CRM is a tool which is specific to each organisations objective for storing and sharing customer data”. The respondent further stated the disparity in actual usage verses proposed usage by explaining the intended automation criteria “CRM system used to churn out information based on guides created by individuals who don’t understand the customer or journey”. The 2OT derived from this was a toolset for enhanced organisational productivity to support customer facing employees to support the operationalising of the recommended output criteria of the CRM system. The 3OT were further distilled into organisational information sharing which supported the AD of system capability.

- Respondent 6: Source ID - INT 6 – P1

The narrative information provided by Respondent 6 noted that a purely “operational mandate, generally not a reliable one” when structuring the outputs of a CRM workflow process and is often “based on CRM ideologies of what it should do”. This causes messy information input as there is no clear organisational agenda of what the purpose of the information will be used for. The respondent attributed this to the fact that an organisations CRM initiatives are unique systems based on an organisational specific workflow and should “provide sales force with all the necessary information” to support “sales optimisation through information gathering” it is not a system implementation exercise and should be tailored accordingly to the needs of the organisation. The 2OT derived from this were execution of business strategy criteria and organisational knowledge sharing to support customer acquisition and retention. The 3OT were further distilled into business strategy and customer knowledge led practice that supported and correlated to the AD.

- Respondent 7: Source ID - INT 7 – P1

The narrative information provided by Respondent 7 noted that “solution based selling ideologies” generally attributed to B2B organisations is evident through historical considerations and previous knowledge when reviewing the CRM application and requires clearly defined parameters for operational outputs. CRM systems should be viewed as a “customer engagement tool that provides support for aftersales commercial management” and requires system alignment as “new infrastructure relies on the backbones of legacy systems” to provide a singular view of the customer. The 2OT derived from this were operational outputs and disparities in system usage that supported the 3OT of organisational information sharing and strategic organisational alignment. The AD derived from this were attributed to organisational information sharing and technology bias.

- Respondent 8: Source ID - INT 8 – P1

The narrative information provided by Respondent 8 noted that their organisational CRM initiatives "supports our business productivity and performance" and stated that the systems are regulated dependent on the customer. The respondent explained the notion of system reliance and that it was "organisational imperative to support day to day business functionality", this not only supported future operational enablement but also served to "dictate future considerations and risk" where customer information management are the lead criterion for business continuity. The 2OT derived from this were continuous assessment and a strategic level and systems and people working in tandem for operational synergy. The AD derived from this were attributed to business strategy and performance culture.

- Respondent 9: Source ID - INT 9 – P1

The narrative information provided by Respondent 9 noted that when considering their CRM initiatives, the people involved in the customer value stream are considered as "valuable assets", this is to support the business and "end goal through customer interfaces". The respondent noted that an "all-inclusive system orientation with people and culture being the main considerations" support organisational foresight and future customer considerations to "ensure and sustain existing and new revenue streams". The 2OT derived from this were high performance culture and mandatory organisational frameworks that supported the AG of performance culture and strategic organisational alignment.

- Respondent 10: Source ID - INT 10 – P1

The narrative information provided by Respondent 10 noted that within their organisation CRM is utilised as a "tool to record customer interaction and engagement" and used as a "major detail consideration in the sales and commercial strategies". The respondent also noted that as a sales driven organisation, the sponsors for CRM initiatives “sits within our sales department to ensure sales processes are top of mind” and is a “collaborative approach with internal sales and support functions within organisation” to ensure customers remain a priority to sustain business profitability. The 2OT derived from this were streamlined new processes and productivity that supported the AG of strategic organisational alignment and customer knowledge led practice.

- Respondent 11: Source ID - INT 11 – P1

The narrative information provided by Respondent 11 the importance of CRM as an overall business imperative and stated that it should “encompass customer strategy directive and supporting the customer portfolio analysis” to adequately support the organisation. The respondent also stated that “internal stakeholders are associated with customer workflows” and are pivotal when considering information sharing within different organisational structures. The 2OT derived from this was that systems are reliant on human input. The 3OT supporting this was customer strategy that led to system capability being the main AD associated with this.

- Respondent 12: Source ID - INT 12 – P1

The narrative information provided by Respondent 12 noted that effective CRM is reliant on “strategic categorisation” within the operational structures of an organisation and state that “technical capability provides a total view of the customers which assists in retention strategies”. As such, an organisations mindset on how they share and receive customer information to support their customer intelligence criteria is hugely dependent on how well their CRM is aligned to the business strategy and operational criteria, these aspects of an organisation should work in a synchronistic manner and not in isolation as they are pillars of support for the organisation. The 2OT derived from this was customer insights and supported the AD of customer knowledge led practice.

- Respondent 13: Source ID - INT 13 – P1

The narrative information provided by Respondent 13 noted that an organisations CRM should support and ideally should align to “functionality and assists sales organisation with monitoring and measurement”. They note that providing a criteria for measurement where the customer is involved is only possible if the CRM application can support the strategy of assessment and evaluation relevant to the customer information available to assist the necessary sales functions. This is necessary to support and “increase productivity for frontline customer facing staff” to provide them with the necessary data to aid their efforts in closing a sale. The 2OT derived from this was sales force optimisation with the supporting AD being customer experience.

- Respondent 14: Source ID - INT 14 – P1

The narrative information provided by Respondent 14 noted that the use of a CRM system should not only be concerned with sales attribution but should consider efforts to “increase customer loyalty by managing brand perception in the market”, this is vital when considering a holistic approach where the customer is involved and should support multiple dimensions of functionality to support the efforts and measurements when reviewing customer related activity. The respondent further elaborated that from an organisational perspective “brand focused criteria supports brand credibility” and assists CRM efforts by providing a platform to target effectively and assist in the management of customer information”. The 2OT derived from this was brand value that supports selling criterion. The AD attributed to this was decision making criteria.

- Respondent 15: Source ID - INT 15 – P1

The narrative information provided by Respondent 15 noted that the application of CRM initiates should “manage customer data available to inform pricing strategies” especially when considering high value capital goods often applicable in a B2B organisation. The respondent noted the disparity when operating from the premise of a global mandate and stated that “cannot depend on global criteria when selling locally especially when price consideration pre-empts brand loyalty”. In a South African specific context, the brand attributes are misaligned which often causes misunderstanding with reporting to a global function and these should be adjusted accordingly to account for specific market conditions. It’s not simply a plug and play solution which will mirror operations in each market that the product is available. The 2OT derived from this was system and process management that informed the 3OT of business strategy which was attributed to the AD of system capability.

4.3 RESULTS PERTAINING TO PROPOSITION 2

The second proposition relates to the framework of strategic CRM and cross-functional adoption of knowledge-based CRM practice and correlates with section two of the interview guide. Question 2.1 formed the basis of the this discussion by requesting the respondent to contextualise strategic CRM. Question 2.1.1 requested the respondent to elaborate on whether their current organisation implements a strategic CRM framework. Question 2.1.2 requested the respondent to elaborate on their current organisational challenges associated with the implementation of a strategic CRM capability. Question 2.2 requested them to further elaborate if strategic CRM and knowledge management terminology was used interchangeably. Question 2.2.1 requested the respondent to explain what customer knowledge management meant within their organisation. Question 2.3 requested the respondent the respondent to explain if customer knowledge management was defined separately from CRM practice. Question 2.3.1 requested the respondent to explain how this was integrated their current strategic CRM framework and Question 2.4 requested the respondent to note the challenges experienced through the implementation phase of strategic CRM. The structure of these questions in section two were necessary to the interrelated constructs associated with knowledge management and strategic CRM capability. The questions in section two were necessary to answer the following proposition:

P2: Organisations with an established strategic CRM framework are more likely to adopt cross-functional knowledge-based CRM practices.

- Respondent 1: Source ID - INT 1 – P2

The core narratives received from Respondent 1 noted that creating a strategic system that will inform “customer insight to drive decision making” through a framework that allows data outputs which will help with decision making for the “criteria’s to achieve this is x,y,z”. The respondent noted that although the “strategy led CRM is at infancy stage” it provides quality data input for tangible customer data outputs and states that “the right data, enabling the company to make the right decision”. The respondent noted that within the organisation, the idea of a strategic framework is still a new concept “most just hear CRM and visualize a system” also noting that there are historic organisational issues and challenges that need to be addressed to really feel the change that this will bring. The respondent noted that the organisation is still “behind in adopting technology to their advantage” and although this is the plan for the organisation, it requires a lot of fixing as “the customer information in the system is questionable” as they lack the reliability and credibility to be used as tangible insights. The 2OT derived from this was customer management should lead; stakeholder value; future enabled business imperatives; workforce agility; and operational and functional disparities. The 3OT derived from these were customer strategy; customer knowledge led practice; customer experience; organisational culture and morale. The AD supporting these notions were deduced to customer centricity; customer knowledge led practice; strategic organisational alignment; decision making criteria and operational alignment.

- Respondent 2: Source ID - INT 2 – P2

The core narratives received from Respondent 2 noted that the main idea when introducing a strategic CRM framework is to ensure alignment across multiple perspectives of the business to succeed in creating a “single data source for customer data” that supports and embraces the “overarching strategy of customer first, and continuous improvement”. The respondent noted that one of the main challenges faced and is consistent with customer information is to “to get value-adding information from the systems data”, through outdated reporting processes this becomes more excessive and less valuable. Another consideration is that “each stakeholder in this organization has a strategy for their respective area” due to the fact that “everyone has their own unique needs regarding business tools and business intelligence”. There is limited synergy due to organisational and departmental bias due to the “various points of data input, and there is no single data validation or data verification process that is being followed”. This becomes problematic and “difficult to manage the data that is being extracted as there is no standardised data management process”. When implementing new systems it is necessary to go the recommended “change management” to ensure “organizational adoption” especially when considering strategic business imperatives. Another consideration is the disparity with “global framework with local application” global these mandates rarely consider the and local country specific capabilities and infrastructure. Reporting across system with a mix of system generated and manual reporting structures that add to the business challenges of being “unable to decide on KPIs”. The 2OT derived from this was future enabled business imperatives; data integrity; automation criteria; people and system focus; operational and functional disparities; and global operations disconnect from local agenda. The 3OT were further distilled as customer experience; organisational information sharing; business strategy; performance culture; organisational culture; and organisational culture. The AD attributed to these were customer experience; organisational information sharing; business strategy; performance culture; training and development; and strategic execution.

- Respondent 3: Source ID - INT 3 – P2

The core narratives received from Respondent 3 noted that strategic frameworks should be “shaped to support all functions in the business”, “data inputting is subjective even if following strict guidelines” and is “important in order to reach targets set by global and to measure organisational performance”. The respondent noted that the a strategic “tool kit provided to the sales operation teams specifically whilst including all other support facets of the business” is necessitated to “ensure they have the necessary support from a strategic level to achieve targets” whilst utilising the “KM processes and procedures being applied within the CRM framework”. The respondent noted that within their organisation “creating customer insight to drive decision making” is a behavioural and contextual attribute, and emphasised that “multiple perspectives as a cognitive inhibitor to process synergies” is necessary when considering workflow processing, whether this is attributed to the customer or the organisation. The respondent noted the challenges by reiterating that “cascading a global strategy to regional level whereby different environments requires a different approach” and “integrating multiple strategies into a single platform” becomes challenging when trying to consider all possible funnels associated with the customer and the management thereof. The 2OT derived from this were continuous assessment at a strategic level; future focused sales criteria; high performance culture; people and system focus; behavioural and contextual attribution focus; and global operations disconnect local agenda. The 3OT further distilled this into business strategy; sales forecasting; performance culture; customer experience; and decision making criteria. The AD attributed to these aspects were business strategy; customer experience; customer centricity; strategic organisational alignment; and decision making criteria.

- Respondent 4: Source ID - INT 4 – P2

The core narratives received from Respondent 4 noted that strategic frameworks are "cyclic in nature" and dependent on whether the "strategy has a clear starting point and a clear end goal" as "different application scenarios are evident and the strategy is mapped according". The respondent attributes this being "dependent on customer segments at the various stages in the journey" whilst considering the internal organisation and the end-user being the customer. The "focus is on activation, ratings, retention all based on a scoring system", this is necessary to "hypothesis all potential customer interactions to estimate the impact on the revenue and the metric". The respondent notes an array of "unique needs across a wide variety of customer engagement" and that the organisation "can only communicate when you can identify the criteria and the necessary variable in the customer management system or customer data". When considering an integrated strategic customer interface "considerations are noted according to the development capacity". This is often attributed to "taking into account what is essential by pinpointing the necessary experiences vs the experimental experiences" and states that "focus on the customer journey and the experiences" with the necessary measurement that "focuses on satisfaction and loyalty criteria". The respondent notes that "collaboration is a myth, it functions at a basic level" and that "integrating all aspects is difficult, lack of communication at HOD levels is evident as everyone is trying to achieve their own individual targets". When assessing the nice to haves a "holistic view of the customer is great" but "not necessarily a real life view of an organisations current ability". "Creating customer insight to drive decision making" should be mandatory in every organisation as it "defines and identifies the customer and the risk of churning". The considerations are endless when integrating current knowledge with new and potential customer knowledge such as clearly "Identifying the segmentation the targeting abilities" this also has its challenges, when reviewing specific "criteria is difficult when utilising several systems that hold customer data". The 2OT derived from this information were operational outputs; customer acquisition focused strategy; toolsets for enhanced productivity; communication; organisational knowledge; increased satisfaction; workforce agility; resource capacity; execution of strategy criteria; automation criteria. The 3OT derived from this were organisational information sharing; customer strategy; performance culture; customer knowledge led practice; customer satisfaction; technology bias; decision making criteria and business strategy. The AD attributed to these included organisational information sharing; customer acquisition; customer strategy; performance culture; customer knowledge led practice; technology bias; decision making criteria; system capability and business strategy.

- Respondent 5: Source ID - INT 5 – P2

The core narratives received from Respondent 5 noted that a strategic framework should encompass and "offer services based our ability to support their functional needs". The customer chooses the brand to ensure all their needs are taken care of, from initial consideration to post-purchasing servicing, this not only considers the organisations view of the customer but every touchpoint and potential touchpoint that the customer may come into contact with. It is necessary to ensure that "maintaining our customer base is what they utilise to increase market share". When considering decision making criteria, especially where customer insights are a pivotal consideration to strategic input, it is a "priority as our ability to share information provides us with the opportunity to yield greater prospects". To comprehend this importance throughout every level of the internal organisation, it is absolute necessary to "hire based on credentials and the individuals ability to perform". When considering the input required by different stakeholders involved in the customer journey throughout the organisation, to "support the unique needs across a wide variety of customer engagement" becomes challenging, this is evident due to the lack of understanding associated with "leadership disparity". The 2OT derived from this were operational and functional disparity; system and people alignment; and workforce agility. The 3OT derived from this were organisational culture; training and development; and morale. The AD attributed to these were customer knowledge led practice; training and development; and morale.

- Respondent 6: Source ID - INT 6 – P2

The core narratives received from Respondent 6 noted that “system usage informs our customer management tactics” which are then used to “create customer insight to drive decision making”. The respondent also elaborated on the cognitive ability associated with the way and individual processes information and notes that the “way people process information is different, no one processes the same information the same way”, this is often one of the main challenges if not the most important issue to address across the organisation as it is difficult to “difficult to monitor and manage how people perceive variable information”. The respondent stated that often when the organisation is not understood by the stakeholders driving change, the associated business challenges become harder to comprehend and more often than not “implementation is often the point of awakening”. Implementation fails not because it was a bad idea froth with superficial ideas but rather issues with due diligence and understanding often attributed to “managing data quality and integrity, this relies on people”. The respondent further notes that “it is impossible to gather flawless customer information”, there will always be an element of imperfection, but with the correct checks and balances that are constantly reviewed and assessed, these can be addressed timeously. The 2OT associated with this were resource capacity; operational outputs; operational and functional disparity; and system and people alignment. The 3OT derived from this were performance culture; organisational information sharing; organisation culture; and training and development. The AD attributed these aspects were distilled into performance culture; organisational culture; and operational alignment.

- Respondent 7: Source ID - INT 7 – P2

The core narratives received from Respondent 7 noted that strategic frameworks and system integrations rely on “multiple system use”, although “difficult when you are relying on information from several data sources, often with duplicate or inconsistencies.” Some considerations would be addressing information which always originates from one department as this speaks to pre-existing “processing challenges” that require “change management” initiatives to be in place and to ensure that when planning a project to this magnitude that “operational teams are aware of the structural system upgrades”. Customer knowledge management tools are viewed and considered as “customer relationship management tools that considers organisational capabilities” as these rely on the “metrics used to measure customer satisfaction and loyalty amongst our customers”. It is imperative for the business to address “historic system issues” and to really address these by finding the route cause within the internal organisation prior to outsourcing. The 2OT associated with this were resource capacity; operational outputs; technology upgrade; and system and people alignment. The 3OT derived from this were third party sourcing; organisational information sharing; morale; technology bias and training and development. The AD attributed these aspects were distilled into technology bias; morale; decision making criteria; system capability; and operational alignment.

- Respondent 8: Source ID - INT 8 – P2

The core narratives received from Respondent 8 noted that strategic CRM frameworks are “defined by the business and supported by the organisation” this entails a focus on “all internal and external touchpoints” and are “subjective based on departmental objectives”. Noting the necessary risk is pivotal as “non-compliance, makes the job that much more difficult when dealing with multiple stakeholders” it is necessary to ensure that requirements are actively “aligned to our organisational infrastructure”. “Customer knowledge management is attributed to our knowledge management structures” this is a necessary consideration when “considering regulatory requirements in one of the most regulated sectors” where customer data and information is required to create a “single holistic view of the customer considering Popia / GDPR” mandates. This becomes difficult in such a large and multifaceted organisation when most of the “challenges we face are people centred” and are attributed to a “lack of skill set”. When dealing with systems and third party suppliers in relation to our “business requirements specifically within the technology and vendor management units” this often leads to more “checks and balances”. The 2OT derived from this included operational outputs; high performance culture; systems and people; productivity; data policy; consistent organisational definitions; workforce agility; and continuous assessment at a strategic level. The 3OT distilled from this included organisational information sharing; performance culture; strategic organisational alignment; decision making criteria; and business strategy. The AD attributed to these included organisational information sharing; performance culture; decision making criteria; customer experience; training and development; and strategic execution.

- Respondent 9: Source ID - INT 9 – P2

The core narratives received from Respondent 9 noted that strategic frameworks serve their purpose when its clearly defined and understood within an organisational context, when "every metric becomes the priority measurement" its becomes difficult to truly understand what is required, this leads to mass confusion and maintaining the "correct skills and retaining them is a business imperative". Strategic frameworks should ideally encompass cross-functional organisational "enablement directly correlates to implementation from a technical perspective". In order to execute this requires "mindset and change management for the internal organisation as a key success factor". Often the factors leading up to successful change lead with "operational criteria is clearly defined with measurable goals" this not only leads to "customer insight to drive decision making" but also speaks to the entire customer experience management as a complete integration of "customer journey; customer experience management (CXM) and enforces the user experience (UX)". Within our organisation this terminology are "priority aspects". The 2OT derived from this was resource capacity; communication; customer intelligence and CXM strategy. The 3OT distilled from this were performance culture, decision making criteria and strategic execution. The AD supporting these were performance culture; customer experience and customer knowledge led practice.

- Respondent 10: Source ID - INT 10 – P2

The core narratives received from Respondent 10 noted that "customer knowledge management and CRM considered the same" and used interchangeably as there is no clear definition of either within their organisation. "The customer strategy indicates the tactical benchmarking criteria for the CRM system" although this is a core consideration for "customer engagement, servicing, measurement and reporting according to the global standard becomes difficult" due to the disparity in the information at a strategic level due to "miscommunicated system criteria at exco level". "Gaining cooperation to support strategic CRM improvement efforts" have proved challenging due to this as there is no "real set standard or managed process". The 2OT derived from this included continuous assessment at strategic level; resource capacity; and technology upgrade. The 3OT distilled from this included customer knowledge led practice; technology bias; and decision making criteria. The AD supporting these were customer knowledge led practice and operational alignment.

- Respondent 11: Source ID - INT 11 – P2

The core narratives received from Respondent 11 noted that the "nature of our operation requires customer intimacy" and as a result of this "business strategy informs operational outputs". The respondent noted that their strategic CRM framework was built to encompass "customer acquisition, retention, customer loyalty and satisfaction that resulted in organisational profitability", it was necessary as it "defined and enabled a framework that would support the business object". The respondent noted that there is always a way to make parallel systems work together as there will always be "several supporting systems that feed into the master ERP system" and being cognisant of "bad data inputs jeopardise the information" which the business utilises to make informed decisions. The 2OT derived from this included single view of customer strategy; streamlined processes; and usage capability challenges. The 3OT distilled from this included customer strategy; customer knowledge led practice; and technology bias. The AD supporting these were customer knowledge led practice; customer centricity; and technology bias.

- Respondent 12: Source ID - INT 12 – P2

The core narratives received from Respondent 12 noted that the "CRM strategy was highlighted to include serval aspects associated with customer management" as it was defined as "a business tool when reviewing operational criteria". "Creating customer insights is a difficult task when there is misalignment of information" as "business intelligence is collective and relies on stakeholder management". As such "fixing the inconsistencies of employee satisfaction becomes crucial when it starts crucial when it starts to effect the overall business operation". Clear definitions are pivotal when the organisation clusters terminology "CRM used interchangeably alongside customer data management ,customer life cycle management and customer experience management". The benefit of clear definitions is that it "requires so many facets of the operation to already be in place". The 2OT derived from this included increased satisfaction; resource capacity; sales force optimisation; workforce agility; and stakeholder confusion. The 3OT distilled from this included customer satisfaction; morale; and decision making criteria. The AD supporting these were customer knowledge led practice; morale; and operational alignment.

- Respondent 13: Source ID - INT 13 – P2

The core narratives received from Respondent 13 noted that strategic CRM initiatives became possible when they "managed the correct recording of the information" as the organisation could then "based decisions on that information with more accuracy". The respondent further noted that it is an organisational "mindset that is supported by a tool" as this creates "an environment which supports customer management". Through reassessment of "managing data quality and integrity" the organisation were able to evaluate the situation as you "can't achieve customer satisfaction if you are not aware of what the unaccounted interactions are". "Information in CRM provides the customer knowledge to the business" even if the "execution of the process according to current organisational structures". The 2OT derived from this were single view of customer; workforce agility; customer intelligence; systems and people. The 3OT distilled from this were customer strategy; performance culture; customer knowledge led practice; and technology bias. The Ad supporting this were customer centricity; performance culture; strategic organisational alignment; and organisational culture.

- Respondent 14: Source ID - INT 14 – P2

The core narratives received from Respondent 14 noted that a strategic CRM initiative would ideally involve “synchronising sales, marketing and services” to monitor and measure customer “acquisition, retention and aftersales” activities that support the various revenue streams. The respondent noted that currently within their organisation “customer knowledge is generated from market research” and is “used and reviewed in isolation”. The respondent further noted that due to the nature of the organisation and the challenges associated with mindset the “marketing department is tasked with achieving customer knowledge through market research” as the organisation is currently not reliant on “technology (CRM system)”. As a result of the current organisational mindset it sets the precedence that the organisation is currently a “customer centric unfocused organisation”, this notion is then supported by the fact that “each department work in silos”. Currently the organisation is upgrading technology and organisation interfaces so that the “business to consider the additional aspects” associated with strategic operational frameworks that support CRM initiatives. The 2OT derived from this included customer journey; processing capability; systems and people; operational and functional disparities; and change management implementation. The 3OT distilled from these were customer experience; market research; technology bias; and organisational culture. The AD supporting these were customer experience; customer knowledge led practice; decision making criteria and organisational culture.

- Respondent 15: Source ID - INT 15 – P2

The core narratives received from Respondent 15 noted that “customer knowledge is the criteria and CRM is the system” within their current organisation, the “current data does not allow for strategic insights”. Although it is evident that there is “one central business objective when considering customers” the actual “streamlines” of supporting processes to achieving this differs through the organisation and is applicable in differing contexts. Currently field staff are “fielding correct process implementation that accounts for our operating criteria” even though this remains “unacknowledged by leadership”. There is a clearly evident “disconnect with internal stakeholders to create customer value” as “multiple processes are effected due to senior management not being unaware of system and people" challenges within the current organisational structure. The 2OT derived from this include future focused sales criteria; workflow alignment; system and people alignment; staff appreciation; work ethic; CRM strategy not realistic. The 3OT distilled from this include sales forecasting; customer knowledge led practice; training and development; morale; and technology bias. The Ad supporting this is business strategy; customer knowledge led practice; training and development; morale; and technology bias.

4.4 RESULTS PERTAINING TO PROPOSITION 3

The third proposition relates to an established strategic CRM framework and its supporting structures for organisational digital diversification and correlates with section three of the interview guide. Question 3.1 formed the basis of the this discussion by requesting the respondent to elaborate on how the current strategic CRM practice supported the organisations digital business processes. Question 3.1 requested the respondent to elaborate on how this strategic CRM framework was built to manage future considerations. Question 3.3 requested the respondent to elaborate on how the implementation of strategic CRM capability informed other digitalisation projects. The structure of these questions in section three were necessary to the provide future focused considerations in an era of digital transformation. The questions in section two were necessary to answer the following proposition:

P3: Organisations with an established strategic CRM framework have a complete idea of digital diversification.

- Respondent 1: Source ID - INT 1 – P3

The core narratives received from Respondent 1 notes that change management initiatives creates the "system synergy required for the interconnectivity of different systems into the CRM system" and elaborate on the benefits of having one system attributed to customer management applicable to different structures within the organisation. The respondent noted that customer centricity is really important as this provides the knowledge utilised by the organisation and states that "the value here is that the company is person dependent and enables 1 to 1 relationships". CRM is a digital process that relates to a digital system and that it purely depends on "the management on what data to look for and deciding a course of action". When considering future projects, the customer experience management criteria should ideally take precedence as this aids "sales, finance, and aftersales" this enables one central point of "access to the customer portfolios in one system" to support the business imperative. CRM assists the business if applied correctly according to the business needs as it enables a "steering function" if executed correctly and successfully. The 2OT derived from these were customer orientation aligned to market orientation; environmental change; workforce agility and digital readiness. The 3OT distilled from this were customer strategy; strategic execution; workforce agility and digital readiness. The AD supporting this were customer centricity; customer knowledge led practice; morale and operational alignment.

- Respondent 2: Source ID - INT 2 – P3

The core narratives received from Respondent 2 that "change management through clear project articulation" is possible when relation the main business objectives in a measurable way. "Tie in a lot of our digital initiatives with the implementation and adoption process mapped to the CRM initiative" and that "organisational practices will be designed to support our digital processes in the near future". It is necessary to be prepared for the "changes to regulatory information" as "when required with the support of the Global Head Office and contracted developers" to ensure this criteria is met accordingly to support a "customer centric and value creation culture" through the necessary "technical infrastructure support and troubleshooting criteria", this would be done through the correct "due diligence when rolling out and implementing" as flexibility is required when "integrating future tools and systems" and ensuring that the required "Infrastructure is in place for future digital initiatives" through "continuous improvements". The 2OT derived from this is people and system focus; future enabled business imperatives; global operational support; global operations disconnect from local agenda; continuous assessment at strategic level; automation criteria; and high performance culture. The 3OT distilled from this include performance culture; customer experience; decision making criteria; business strategy. The AD supporting this is performance culture; customer experience; decision making criteria; strategic execution; and system capability.

- Respondent 3: Source ID - INT 3 – P3

The core narratives received from Respondent 3 notes that the “environment leads in terms of strategy implications” when referring to organisational structures and cross functional system usage. The respondent further noted that “System scalability to sufficiently guide decision making and different user requirements” should also be an organisational consideration at all. The respondent noted that “shared platforms helps with seamless cross collaboration within the organisation noting the snowball effect”. The respondent noted that vertical use of shared platforms similar to CRM applications allow for “ongoing tracking of adoption metrics throughout the organisation”. The respondent noted that when implementing any project in a digital nature follows the “narrative of the environment and always leads but organisations choose not to use what they have”, instead the information and lessons learnt are disregarded and experience within the same capacity again for future projects. The respondent noted that within an organisation it is necessary to “consider drivers between influences impacting strategy and implicit drivers such as cognitive ability for successful CRM” this is necessary to consider from a behavioural aspect of human behaviour. The 2OT derived from this were operational outputs; people and system focus; high performance culture; ensure increased satisfaction; and behavioural and contextual attribution focus. The 3OT distilled from this were organisational information sharing; performance culture; customer satisfaction; and customer experience. The AD supporting these were attributed to business strategy; customer knowledge led practice; performance culture; and strategic organisational alignment.

- Respondent 4: Source ID - INT 4 – P3

The core narratives received from Respondent 4 noted that the constantly changing business intelligence requirements put pressure on system outputs to “ensure a singular view of the customer” is achieved accurately through the current data. The respondent notes that typical “customer interactions, or customer journey criteria is dependent on our digital system infrastructure”. The respondent notes that whether this is true for the internal organisation is neither here nor there but the creation of “perceptions are key as they dictate customer intimacy”. The respondent notes that currently they are utilising multiple cross functional systems, but the information provided to the customer is so synchronised that the end user is unable to decipher this. Considering multiple system use “ongoing tracking of adoption metrics throughout the organisations” is necessitated to ensure synergy between interfunctional departments. The respondent noted that “measurement criteria and constantly evaluating metrics to achieve CLV, UX metrics is a key metric to try engineer the potential paths of the customer, through simulation, iterative processes” that are associated with the customer specific paths. Further to this, customer centricity and a value creation culture is also necessary as “CLV is the no1 metric” attributed to this dimension of the customer to evaluate the relationship with the business since the customer's inception. Supporting this is scalability to sufficiently guide decision making as “different user requirements through constant measurement of results and through finding and attracting the right skillset” maintain this aspect of the structure. A concern noted by the respondent was that he believed a CRM department is necessary, but due to the restructuring on multiple levels of the business, there is no clear directive as to where the “CRM department should sit” and the challenges associated with this are vast considering “it's challenging as it’s not clear as who is responsible for this - sales, marketing, product unit or IT”. The 2OT derived from this were operational outputs; behavioural and contextual attribution focus; system and people alignment; system and people dependent operation working in tandem; system usage; environmental change and digital readiness. The 3OT derived from this were organisational information sharing; customer experience; training and development; performance culture; strategic organisational alignment; strategic execution; and operational alignment. The main AD attributed to these are customer centricity; customer experience; training and development; and operational alignment.

- Respondent 5: Source ID - INT 5 – P3

The core narratives received from Respondent 5 noted that a major consideration when upgrading and aligning system capability from a digital perspective relies heavily on “full

C-Suite support and this buy in from senior management team" is the critical success factor that often results in a positive or negative project implementation process. This criteria assists by ensuring that "we meet the necessary criteria in order to achieve the objectives of the business". The respondent further noted that the "core business processes should align to the digital amiability of an organisation", by this he explains that ambiguity in the form of systems is detrimental to workflow processes as individuals then chose the process which is better suited to their end objective. The respondent notes that as "the organisation grows the systems and processes should equally evolve", a consideration is the lack of available infrastructure due to cost saving, budget cuts or simply put, a clear lack of understanding when comprehending what is required for the business process to run optimally. When this happens "implementing supporting systems" to ensure the knowledge within the business is adequately accounted for often results in various systems which run parallel to each other to "ensure we have sufficient information from a business intelligence perspective". The 2OT derived from these were execution of strategy criteria; digital readiness; and system and process management. The 3OT derived from these were business strategy and operational alignment. The AD attributed to these were business strategy; strategic execution; and system capability.

- Respondent 6: Source ID - INT 6 – P3

The core narratives received from Respondent 6 noted that technical infrastructure support the troubleshooting criteria and states that "our infrastructure is currently a major challenge" due to troubleshooting capability, the business lacks the foresight of this from an infrastructure perspective due to budget constraints. As a result of historic system issues and infrastructure challenges, there has been a clear "lack of process implementation for data governance within the organisation". The changing landscape for data regulations has not been considered at all but the business continues without the necessary requirements and negates all elements of risk and compliance where customer data is involved. One of the core challenges with data governance lies with "data input sources". There are currently no checks and balances in place and the lack of an evaluative process is also problematic as the problem never gets solved, it keeps growing and evolving into more challenging issues for the organisation to address. The

2OT derived from this were technology upgrade and continuous assessment at strategic level. The 3OT derived from this were morale; business strategy; and technology bias. The final AD attributed to these aspects were decision making criteria and strategic execution.

- Respondent 7: Source ID - INT 7 – P3

The core narratives received from Respondent 7 noted that opposed to upgrading and fixing the legacy issues with the main business interface or ERP system, and due to "the amount of capital expenditure" applicable to an exercise like this, the decision was made at an executive level to run new parallel systems however it does not justify the new challenges we are discovering from the dual system integration. Some of the challenges include "migrating the data currently on those legacy systems to the new system interfaces", this has resulted in a loss of data or "data gaps" due to insufficient migration processes. Another challenge is the lack of accountability when outsourcing system criteria, noting that you can never adequately account for all the "variable factors associated with your organisational structures". Another challenge is with leadership itself, as "decision makers make decisions when they do not understand the operational fundamentals of a system", this has resulted in over expenditure, system inefficiencies and overall disparities across the main customer workflow streams. The 2OT derived from this were technology upgrade; monitor productivity; change management implementation and continuous assessment at strategic level. The 3OT derived from this were decision making criteria; strategic organisational alignment; organisational culture and business Strategy. The AD attributed to this include decision making criteria; organisational culture; technology bias and strategic execution.

- Respondent 8: Source ID - INT 8 – P3

The core narratives received from Respondent 8 noted that for ensured business continuity it is imperative that "systems go through regular updates and upgrades to try account for this". "Every system upgrade is done so with future usability and capacity in mind", this is important when future considerations are being noted as "digital infrastructure supports strategic execution". Regulated industries need to comply especially where customer data and information are required, “mandatory policy implies that business continuity is reliant on transparency” to ensure that “technology and infrastructure model adoption”. The respondent further noted that “Due to compliance aspects, you can be 100% certain if the data compliance that is met today will be applicable tomorrow”, this can always be planned for if given adequate timelines to execute dependent on the extent of the project and the internal stakeholders affected. Noting this, the respondent highlights that “change management criteria is often met, not always according to the initial project timelines”, this is attributed to the “human error during implementation” which needs to be accounted for at every point during implementation. The respondent notes that the correct business supporting structures are also necessary and that “having leadership support it important when dealing with a multifaceted organisation”. The 2OT derived from this were operational outputs; resource capacity; communication; behavioural and contextual attribution focus; and technology upgrade. The 3OT distilled from this was organisational information sharing; performance culture; customer experience and decision making criteria. The main AD attributed to this were organisational information sharing; performance culture; strategic organisational alignment; morale and training and development.

- Respondent 9: Source ID - INT 9 – P3

The core narratives received from Respondent 9 noted that customer centricity is necessary in order to drive a truly value creation culture and notes that “we ensure that out solutions meet a superior level of quality and our service delivery echo’s this”, the respondent explains that synergy across the organisation and consistency when manging customer workflows is pivotal for sustained value. The respondent emphasises that “mindset drives our experiences through our technical infrastructure” and that “we deliver in terms of successfully managing change through efficient integration of existing and new frameworks to support business development needs” for both their business and the businesses of their customers. The respondent also noted that there will always be system challenges evident in any business regardless of core functionality, it is imperative to note that ensuring these “systems work synchronistically” within the main organisational framework regardless of historic issues is achieved for future digitalisation projects to take shape considering “with the changing requirements of business intelligence criteria, data science is a crucial aspect” and that “not every aspect of measurement can be attributed to a figure”. The respondent highlights that “variable factors include the internal workforce”. The respondent stated an example that keeps surfacing in this specific technical environment and states “linguistic differences and environmental factors which are specific to that specific country like South Africa”. The 2OT derived from this was productivity; continuous assessment at strategic level; analytical capabilities; and environmental change. The 3OT derived from this were strategic organisational alignment; customer knowledge led practice; system capability; and strategic execution. The main AD attributed to these were strategic organisational alignment; customer centricity; performance culture; strategic execution; and operational alignment.

- Respondent 10: Source ID - INT 10 – P3

The core narratives received from Respondent 10 notes that business intelligence is a “huge focus” and the legacy issues attributed to historic data management is a core contributor to disparate system issues which results in difficulties associated with reporting success ratios and measurements. The respondent notes that “data would need to be reviewed at an enterprise level” and is aligned to “data governance also a priority consideration” in this regard as the business is “currently not compliant at group level”. The respondent explains that dealing with systems and digitally dependent workflows come with numerous redundancies and states that as you “fix one disruptive process, it’s time for a new system implementation”. Other contributing factors include “issues with global HQ due to lack of infrastructure upgrades” locally and notes that all criteria cannot realistically be addressed. The 2OT derived from this was systems output relies on human input; technology upgrade; streamline the new process; usage capability challenges; environmental change; and analytical capabilities. The 3OT distilled from this were customer strategy; decision making criteria; customer knowledge led practice; technology bias; strategic execution; and system capability. The AD attributed to this were customer strategy; decision making criteria; technology bias and system capability.

- Respondent 11: Source ID - INT 11 – P3

The core narratives received from Respondent 11 elaborated on customer centricity as the "aim" of the organisation to "provide value through the journey so we can maintain the life cycle attributes of the customer". The respondent noted the challenges with working on isolated systems to get an adequate view of customer interactions and engagement points throughout the customer lifecycle. "Projects run side by side without system integration being considered as a priority" to achieve this holistic account of the customer. The respondent further noted that system scalability is important as it allows for "multiple functionality for different departments or user groups" to utilise the data as per their own requirements. The 2OT derived from this were customer journey; confusion amongst stakeholder; and environmental change. The 3OT distilled from this was customer experience; decision making criteria and strategic execution. The AD attributed to these pillars were customer centricity; operational alignment; and system capability.

- Respondent 12: Source ID - INT 12 – P3

The core narratives received from Respondent 12 noted that digital project implementation relies on clear project directs, although this is dependent predominantly in "sales operation from a servicing and contracting perspective" some have been executed successfully and some poorly. The "changing business intelligence requirements" is problematic when "trying to establish a flow of consistent information". The respondent notes that "a plan for upgrades and change criteria should be scheduled in systematically" opposed to when leadership have a change of mind, this creates undue pressure on the organisation to amend existing processes which are working adequately to meet the criteria required for stakeholders not utilising the systems. The respondent noted that "change management is an area which requires more emphasis" as "for greater productivity and to sustain performance levels", the respondent elaborates on the inconsistencies and notes that these are the manageable attributes that result in failure. The 2OT derived from this were systems output relies on human input; customer intelligence insights; confusion amongst stakeholder; and operational and functional disparity. The 3OT distilled from this were customer strategy; customer knowledge led practice; decision making criteria; and organisational culture. The AD attributed to this were customer strategy; strategic organisational alignment; morale and organisational culture.

- Respondent 13: Source ID - INT 13 – P3

The core narratives received from Respondent 13 noted that as systems are upgraded, “upskilling is important” and states that “staff usability and new systems” need to work and function in unison in order to measure system success. The respondent notes that “understanding the process in theory and applying the criteria in a real life scenario is two different things”. The respondent notes that inadequate system implementation “makes one consider that manually recorded data were more efficient”. The respondent elaborates on inconsistencies relating to “downtime required for upgrades and system challenges which often occur during the work day”. The respondent elaborates on the “technical trouble shooting and change management when implementing organisation wide system upgrades” as a pivotal factor that is relevant to all departments involved especially the sales and commercial organisations associated with customer engagement. The respondent noted that these challenges “results in high stress level when month end arrives and reporting cannot occur”. The 2OT derived from this were system and people alignment; usage capability challenges; and change management implementation. The AD attributed to this were training and development; technology bias and organisational culture.

- Respondent 14: Source ID - INT 14 – P3

The core narratives received from Respondent 14 noted that currently the “CRM capability does not support the digital infrastructure” as these are “isolated programs to track and measure activity” and are run by separately by the marketing and sales related organisations which cause a disparity in customer information. The respondent noted that “changing data regulation is a huge consideration” especially when needing to utilise the customer information to sustain demand generation activities for new projects, and requires “adaption to suit the changing environment”. The respondent notes this as a “variable that should always be accounted for” within the organisation to promote business continuity with these considerations. The respondent notes that tracking metrics associated with customer engagement and interaction is difficult when they are not originating from the same platforms let along the same systems and states that “when you are reviewing information from various systems, you play the matching game which is based purely on subjective assumptions”. The 2OT derived from this were workflow alignment; data policy; and analytical capabilities. The 3OT distilled from these were customer knowledge led practice; strategic organisational alignment; and system capability. The AD attributed to these were strategic organisational alignment and operational alignment.

- Respondent 15: Source ID - INT 15 – P3

The core narratives received from Respondent 15 noted “internal organisational consideration” that training criteria is a necessity when considering “the people who are required to upskill to use the platforms effectively” as it provides an “indication of whether more emphasis needs to be placed on staff or the system”. The respondent also notes that “project articulation assists with so many aspects of the business operation” as this “readies the organisation for what is coming through clearly defined objectives”. As this provides the business and individual stakeholder groups “enough time to trouble shoot per step” as “opposed to dealing with multiple issues that arise together”. The 2OT derived from this were system and people alignment; change management implementation; and operational and functional disparity. The AD attributed to this were training and development; organisational culture; and technology bias.

5. DISCUSSION OF RESULTS

5.1 INTRODUCTION

The data retrieved per respondent will be presented and categorised under each section and details the initial narrative information that was analysed to establish the first order concepts which provided a substantive voice to the particular knowledge agent being reviewed and their specific experience within their organisational context, the second order themes reiterated the theoretical viewpoint, in some instances a third order theme was applicable to further distil the contextual meaning for the final stage being the allocation of an aggregate dimension, the coding structure detail was assigned as per the depiction in Table 8 below.

Table 8: Thematic Coding Structure

THEMATIC CODING STRUCTURE	
CODE STRUCTURE	**ABBREVIATION**
Source ID	INT X - P X
Narrative Information	NI
First Order Concept	1OC
Second Order Theme	2OT
Third Order Theme	3OT
Aggregate Dimension	AD
Code 1 - Second Order Theme	C1-20T eg. A, B, C, etc
Code 2 - Aggregate Dimension	C2-AD eg. A, B, C, etc

Gioia, et al (2013) note that individuals referred herein as the knowledgeable agents which are present in an organisation are intrinsically aware of what they are trying to do and achieve within their specific organisational structure, as such they can contextualise their thoughts, intentions, actions and experiences appropriately. These behavioural attributes assigned to the individuals within an organisational context foregrounds the respondents' interpretations and provides an adequate account of the experiences for review by the researcher. The researcher uses these accounts to provide voice to the respondents in the stages associated with the narrative information and first order concept analysis that derive the final second order themes and aggregate dimensions. This process provides rich opportunities for the discovery of new concepts with applicable constructs opposed to reaffirming existing conceptual frameworks.

5.2 DISCUSSION PERTAINING TO PROPOSITION 1

Based on the data from the narratives detailed, the thematic coding structure was applied according to the illustration noted in Table 8. The results of which provided the data visual evident in Figure 16 illustrated below. Based on the data provided by the respondents. The following were evident, the second and third order themes informed the following core dimensions relevant to proposition 1,

- Customer strategy and process management considerations were attributed to the aggregate dimension of business strategy as the main consideration
- Customer orientation considerations were attributed to the aggregate dimension of customer centricity as the main consideration
- Organisational knowledge sharing were attributed to the aggregate dimension of system capability

The research question associated with Proposition 1:
To what extent do organisations have a framework for strategic customer relationship management in place?

The results obtained for Proposition 1 speak to three core dimensions applicable to the efficacy of strategic CRM and are detailed as per the below:

- Business strategy - Fierro, et al (2017) note the aggregate form of CRM strategy to the perspectives and end objective of obtaining a customer lifetime value (clv) criteria. Payne & Frow, 2009 reiterates this as the first step required and includes, traditional industry analysis referred to as market orientation and competitor orientation by Fierro, et al, (2017); Reiterated by respondent 1 as "CRM Strategy should lead operational output", respondent 6 as "execution of business strategy criteria" as a mandatory imperative that the organisations "CRM ideologies" are based on, respondent 8 as "Continuous assessment at strategic level" and respondent 4 as "automation focused on business strategy imperatives". This provides the foundational theory presented by Payne & Frow, 2005; 2009; Buttle, 2001;Buttle & Iriana, 2007 that an all-encompassing strategic framework was relevant at application, implementation and final execution phases of a holistic strategic CRM program to ensure consistency and synergy across the organisational workflows.

  - Customer strategy – As noted by Payne & Frow, (2005) follows from the business strategy and is referred to as the customer orientation stage by Fierro, et al, (2017). Reiterated by respondent 1 as " an operationalised customer strategy", respondent 3 as "customer service alignment" and "customer acquisition focused" strategies, respondent 2 as " customer orientation aligned to market orientation criteria" and respondent 11 as " all internal stakeholders associated with customer workflows" and sustains the notions presented by Elmuti, et al, 2009; Basit, et al, 2018, that customer strategy as a pillar of the overall business strategy especially when considering this in an organisation that utilises CRM as a tool kit to sustain revenue streams.
  - Process management – Gebert, et al, (2002) note this as business process reengineering and aligns to the constructs of CRM process flow indicated by Gebert, et al, (2003) and notes the discipline of customer knowledge management accounts for the potential complexities associated with of customer information.

- Customer Centricity
  - Customer orientation - Fierro, et al, (2017) note customer orientation (co) as the correct marketing approach. Whilst Gebert, et al, (2002) identify this within the customer knowledge management framework as information for, about and to customers. This is reiterated by respondent 15 as " system and process' criteria, respondent 11 as "system output relies on human

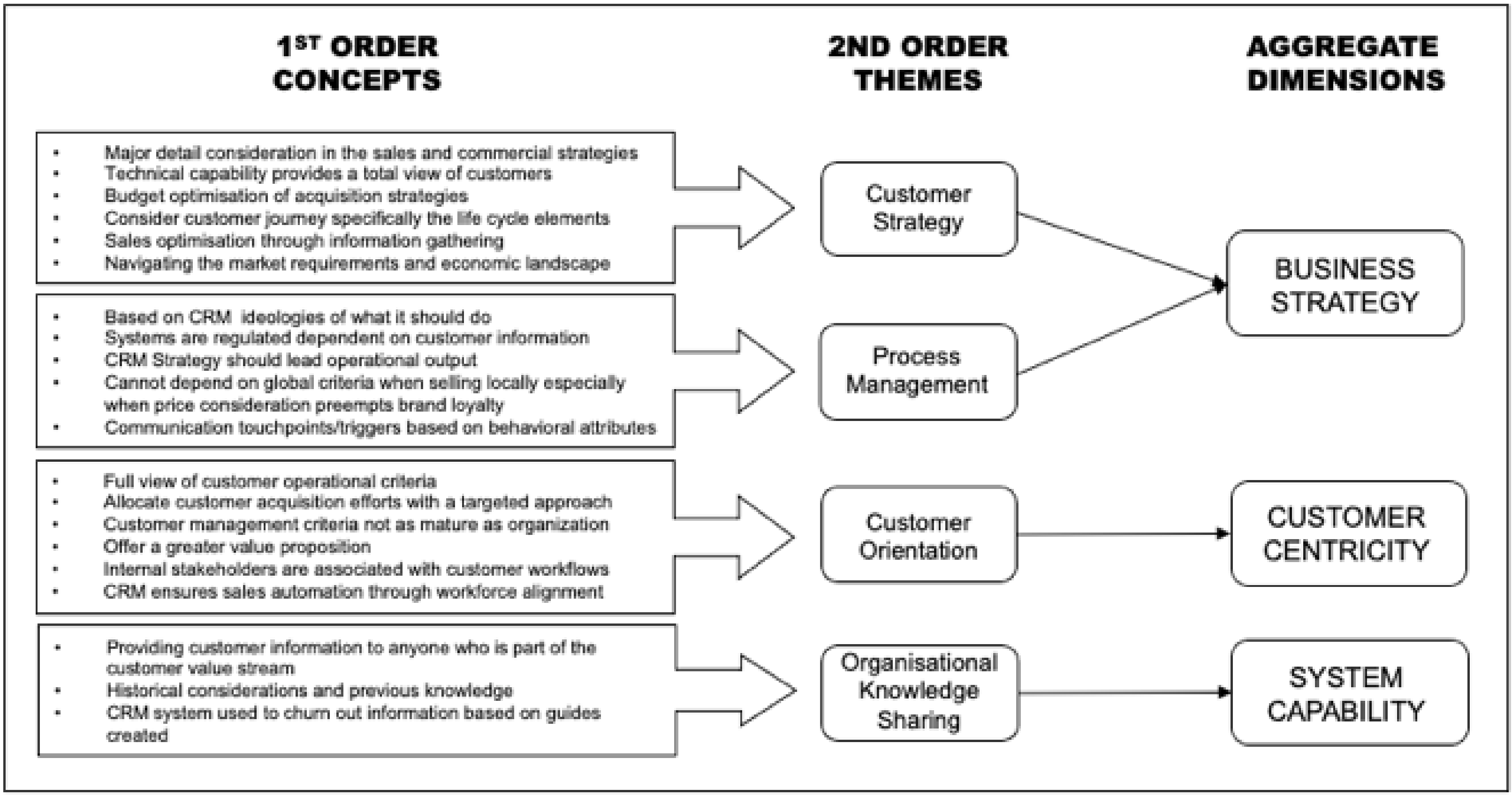
input" and respondent 3 as "delivering a complete connect customer to drive future enabled business".

- System Capability
    - Organisational knowledge sharing – Donnelly; 2019; Mouzas & Ford, 2012; Pilar, et al, 2015; note adequate knowledge sharing, and effective knowledge management as pivotal constructs necessary for clear parameters for an organisations strategic imperative
    - Performance monitoring - Referred to by Payne & Frow, (2005) as the detailed analysis required to adequately evaluate the key performance indicators.

Based on the narrative information, the hierarchal themes being business strategy; customer centricity and system capability highlighted against their supporting pillars to adequately review the linkages discussed above. Based on the criteria established from the data sets, it is evident that a relational constructs does exist however the process differs to the contemporary models discussed in the literacy discussion. A key determinant found in the findings is that process management and organisational knowledge sharing are critical success factors when establishing a framework geared towards strategic CRM initiatives. As noted by respondent 5 as "toolsets to enhance activity", respondent 2 who notes that "providing important customer information to anyone who is part of the customer value stream" and respondent 7 as "clearly defined operational outputs", it is clear that a substantive alliance of knowledge exists.

In conclusion it can be noted that proposition one has been formally accepted based on the findings presented on chapter 4 and the applicable literature presented in chapter 2 as the formal supporting theory to this proposition.

Figure 16: Results Pertaining to Research Proposition 1



5.3 DISCUSSION PERTAINING TO PROPOSITION 2

Based on the data from the narratives detailed, the thematic coding structure was applied according to the illustration noted in Table 8. The results of which provided the data visual evident in Figure 17 illustrated below. Based on the data provided by the respondents. The following were evident, the second and third order themes informed the following core dimensions relevant to proposition 2,

- Stakeholder value and process workflows considerations were attributed to the aggregate dimension of customer knowledge led practice as the main consideration
- People and system alignment; behavioural and contextual attribution focus; and customer experience considerations were attributed to the aggregate dimension of performance culture as the main consideration

- Workforce agility and technology upgrade were attributed to the aggregate dimension of morale.

The research question associated with Proposition 2:
What do these frameworks consist of, and how do these build customer value creation?

The results obtained for Proposition 2 speak to three core dimensions applicable to the efficacy of strategic CRM and are detailed as per the below:

- Customer knowledge led practice
  - Stakeholder value – Payne & Frow (2005) notes this as a provision of in depth review of the micro and macro level criteria that drive performance within the organisation to ensure the profitability of the customer portfolio. As noted by respondent 1 as “the right data, enabling the company to make the right decisions”, respondent 3 this as “data inputting is subjective even if following strict guidelines” and stresses continuous assessment at a strategic level, respondent 3 also notes the need to “obtain a single view of the customer”. Respondent 5, 8, 14, and 15 all note the importance of system and people alignment within the organisation as a core consideration when driving stakeholder value for both internal and external parties.
  - Process workflow – Inków (2020) as a framework of collection, processing, sharing, and use of measurement for both internal and external information potential of an organisation similarly to the process explanation. Reiterated by respondent 2 as “organisational adoption”, respondent 3 as “ multiple perspectives” with the relevant behavioural and contextual considerations, and respondent 10 as resource capacity and respondent 15 as workflow alignment.
- Performance culture
  - People and system alignment – Noted by Buttle (2002) as the first supporting structure referred to organisational culture and leadership.

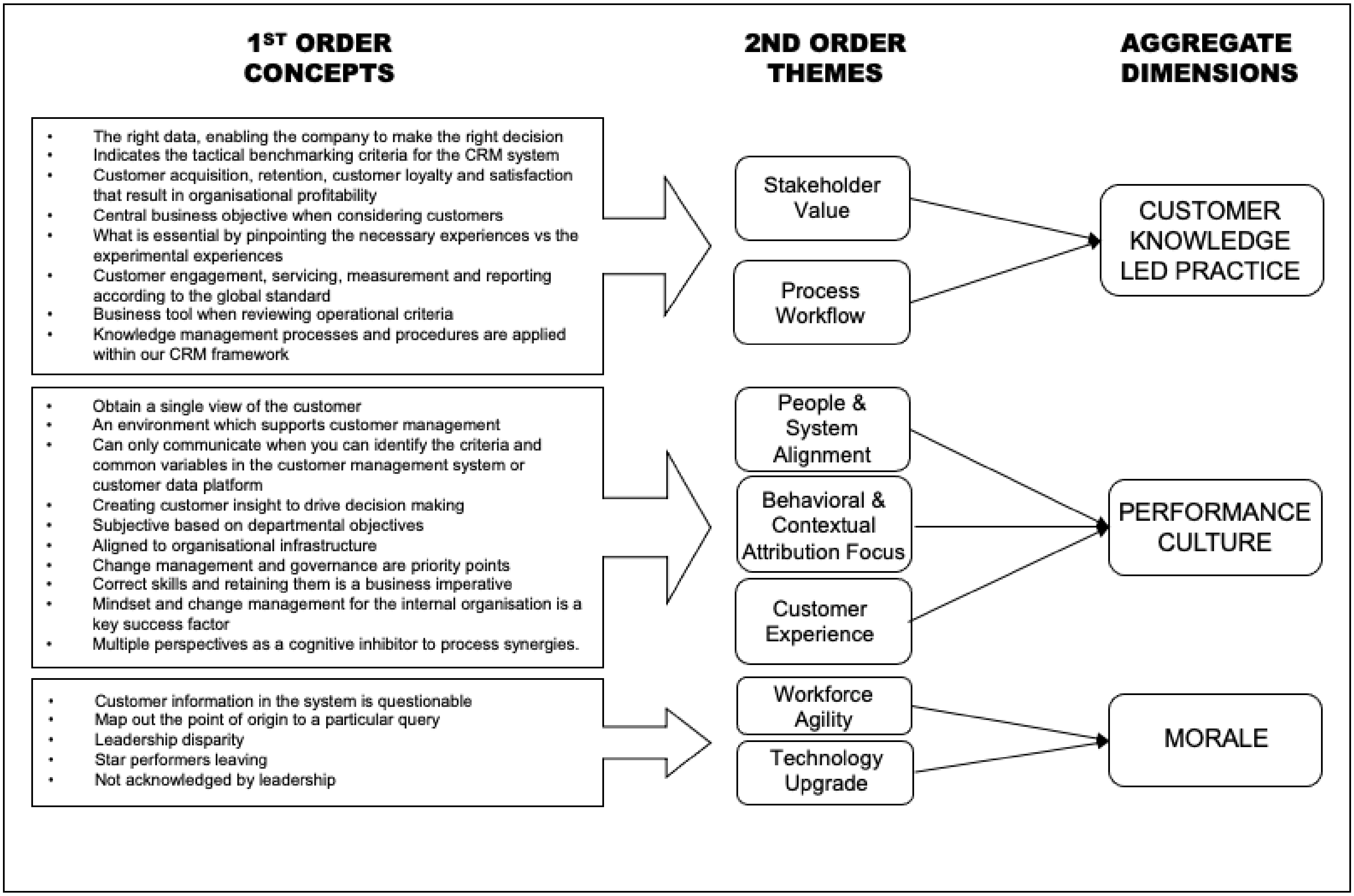
Reiterated by respondent 3 as “high performance culture” which is necessitated in order to drive a single holistic view of the customer, respondent 4 as “you can only communicate once you identify the variables”, respondent 6 as “system usage informs customer management”, and respondent 8 as “alignment to organisational infrastructure”

  - Behavioural and contextual attribution - Noted by Buttle (2002) as the third supporting structure refers to human capital resources and management. Explained by respondent 3 as “subjective input” dependent on human capacity to filter an sort the necessary information, as well as “cognitive inhibitor” that enforces workflow alignment.
  - Customer experience – Contextualised under customer orientation criteria by Fierro, et al, (2017) and described as “a strategic framework” by respondent 1, as “an embrace of the overarching business strategy” by respondent 2, and as “the necessary support” by respondent 3.
- Moral
  - Workforce agility - presented by Elmuti, et al, (2009) as organisational performance – concurring with the definition as the fundamental organisational dimensions required for increased human capital commitment, productivity and quality. Reiterated by respondent 13 as “mindset supported by a tool”, respondent 4 as “ complete integration of all aspects”, respondent 5 as “supporting the unique needs” evident throughout the business.
  - Technology upgrade – described by Valmohammadi (2017) as CRM practice and refers to capability assigned to information sharing, technology enforced criteria, customer involvement, partnerships and problem-solving. Reiterated by respondent 4 as the automation criteria to “ support segmentation and targeting”, respondent 10 as “ a managed process”, respondent 7 as “mapping out the point of origin”.

Based on the narrative information obtained from the respondents and supporting the hierarchal themes being customer knowledge led practice; performance culture and morale these were the supporting pillars that are considered necessary when reviewing parameters to implement a strategic CRM system that supports the business infrastructure when considering end-to-end customer value. Based on the criteria established from the data sets, it is evident that relational constructs exist however these are not stressed enough in the contemporary models discussed. A key determinant found in the findings is that morale and performance culture are directly linked to organisational information sharing, highlighting the importance of culture and diversity within a customer orientated business. As noted by respondent 6 as “the way people process information is different” highlights that this is a variable factor directly associated with a clearly defined operational output, in this scenario that output refers directly to strategic CRM criteria, respondent 3 note that “behavioural and contextual attributes are a cognitive inhibitor” and respondent 12 as “requires multiple layers of the organisation to work in alignment”, it is clear that a relationship of organisational culture is a driving factor of strategic CRM imperatives.

In conclusion it can be noted that proposition two has been formally accepted based on the findings presented in chapter 4 and the applicable literature presented in chapter 2 as the formal supporting theory to this proposition.

Figure 17: Results Pertaining to Research Proposition 2



5.4 DISCUSSION PERTAINING TO PROPOSITION 3

Based on the data from the narratives detailed, the thematic coding structure was applied according to the illustration noted in Table 8. The results of which provided the data visual evident in Figure 18 illustrated below. Based on the data provided by the respondents. The following were evident, the second and third order themes informed the following core dimensions relevant to proposition 3,

- Stakeholder management and global vs local considerations were attributed to the aggregate dimension of decision making criteria as the main consideration

- Productivity; system usage and data policy considerations were attributed to the aggregate dimension of strategic organisational alignment as the main consideration
- Digital readiness; analytical capability; and environmental change were attributed to the aggregate dimension of operational alignment.

The research question associated with Proposition 3:
Is strategic customer relationship management an accelerator or inhibitor of organisational digital transformation?

The results obtained for Proposition 3 speak to three core dimensions applicable to the efficacy of strategic CRM and are detailed as per the below:

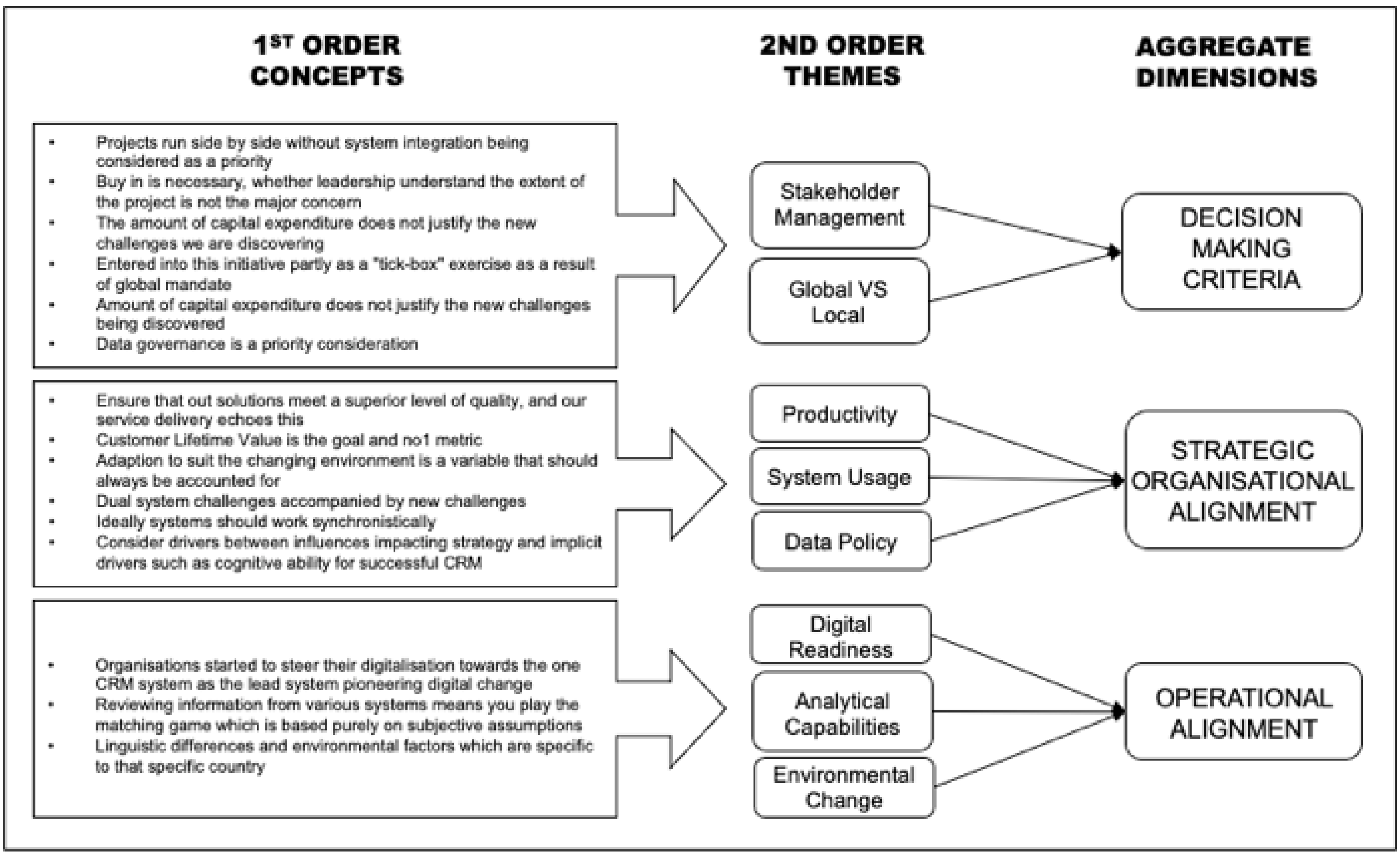
- Decision making criteria – noted by Basit, et al (2018), as strategic enablers and reiterated by Sousa & Rocha (2019) encompassing the importance of people, systems and the associated responses to change currently occurring in the global economy.
    - Stakeholder management – as noted in the context provided in proposition 2.
    - Global vs local – Noted specifically by respondent 2 as "changes to regulatory information" and relates to country specific criteria, respondent and as "global framework with local application", respondent 3 notes this " integrating multiple strategies into a single platform"
- Strategic organisational alignment – referred to by Valmohammadi (2017) as innovation capability – concurring with the process and product innovation described as CRM process flows stipulated in the customer knowledge management framework present by Gerbert, et al (2002) encompassing
    - Productivity – aligns to performance culture and morale discussed in proposition 2.
    - System usage – aligns to system capability discussed in proposition 2

    - Data policy – respondent 14 notes this as the necessary adaption to "suit changing environment", respondent 8 notes this as "considering the customer and regulatory requirements" and respondent 2 as "value adding information from the system".
- Operational alignment – presented integration factors by Elmuti, et al (2009) and applicable for fundamental strategic application taking into account strategic related capabilities in the form of internal resource-based interfunctional coordination within an organisations technology infrastructure to increase cross-functional collaboration to increase interfunctional coordination noted by Buttle, 2001; Bose & Sugumaran, 2003; Payne & Frow, 2005.
    - Digital readiness – Noted by respondent 4 as clearly defined operational standards, respondent 7 as "supporting systems", respondent 5 notes this "as the organisation grows, so does the system".
    - Analytical capability – Noted by respondent 5 as "sufficient information" to ensure system and process management, respondent 2 notes this as "integration of future tools", respondent 10 as "reporting capabilities"
    - Environmental change – respondent 9 notes this as "variable factors include internal workforce", respondent 10 notes this as "system integration is not possible with all the current inefficiencies" and respondent 11 as "allows multiple functionality for different uses".

Based on the narrative information obtained from the respondents and supporting the hierarchal themes being decision making criteria; strategic organisational alignment and operational alignment these were the supporting pillars that are considered necessary when reviewing parameters to sustain a strategic CRM system when reviewing digital infrastructure and future enabled business imperatives to achieve a fully integrated customer journey and engagement criteria within an organisation. Based on the criteria established from the data sets, it is evident that relational constructs exist however these are not discussed in the contemporary models reviewed. A key determinant found in the findings is that strategic and operational alignment need to be evident when reviewing system upgrades and when considering technological advancement. As noted by respondent 3 as “delivering a complete connected customer experience” highlights the need for future enabled business initiatives to review current operational structures to accommodate for updated process workflows. it is clear that a relationship of organisational strategy and operations is needed with the correct decision making criteria to drive change for strategic CRM imperatives.

In conclusion it can be noted that proposition three has been formally accepted based on the findings presented in chapter 4 and the applicable literature presented in chapter 2 as the formal supporting theory to this proposition.

Figure 18: Results Pertaining to Research Proposition 3



In conclusion to the discussion relating to research findings, the following can be confirmed:

Proposition 1:

To what extent do organisations have a framework for strategic customer relationship management in place?

Proposition one can be formally accepted based on the information derived from the literature reviewed and based on the research findings.

Proposition 2:

What do these frameworks consist of, and how do these build customer value creation?

Proposition two can be formally accepted based on the information derived from the literature reviewed and based on the research findings.

Proposition 3:

Is strategic customer relationship management an accelerator or inhibitor of organisational digital transformation?

Proposition three can be formally accepted based on the information derived from the literature reviewed and based on the research findings.

6. CONCLUSIONS & RECOMMENDATIONS

6.1 INTRODUCTION

The current research examined the efficacy of strategic CRM frameworks in South African B2B organisations. Incorporating both traditional CRM models and contemporary strategic CRM models, a theoretical lens was then cast on the interrelationship factors of CRM and CKM attributes necessitated to establish the adoption of the criteria as an inclusive form of customer management criteria. The final chapter outlines the overall conclusions of the study, the relevant implications, recommendations for various stakeholders and closes with the limitations and suggestions for further research.

6.2 CONCLUSIONS OF THE STUDY

The research entitled “the efficacy of strategic CRM in South African B2B organisations” has provided key insights into route causes attributed to successes and failures of this programme implementation amongst various B2B organisations within South Africa. It found that attributes related to performance, strategic alignment and customer centricity were the main considerations when considering these as business imperatives from an organisational context (Gioia, et al, 2013). The study concluded that when considering a strategic CRM framework, the critical factors for successful implications depend more on the associated organisational structures prevalent.

As a result of this research study, the following sub-problems have been addressed and concur with the formal acceptance of the research propositions,

1. To what extent do organisations have a framework for strategic customer relationship management in place?
2. What do these frameworks consist of, and how do these build customer value creation?

3. Is strategic customer relationship management an accelerator or inhibitor of organisational digital transformation?

6.3 IMPLICATIONS

6.3.1 *CUSTOMER KNOWLEDGE LED PRACTICE*

Customer knowledge led practice is a vital consideration when executing a strategy that involves internal and external stakeholders within a framework that determines the success of the customer journey and every applicable touchpoint along the way. Whether the customer is aware of these implications or not. The aggregate dimensions attributed to this were performance culture and indicates that a high performing organisational culture truly understand what is necessitated in creating a holistic customer experience and live the notion of customer centricity. This directly relates to the aspect of customer satisfaction which is predominantly only attributed to metrics associated with sales and commercial operations when considering the sales funnel. The research considered customer satisfaction as an overall happiness scale that included all customer interaction and engagement points. The last supporting pillar attributed to a high performing organisational culture was strategic execution considerations when considering clearly defined criteria for implementation, execution and measurement. A key determinant that directly affect the implications is the use of knowledge sharing criteria evident to succeed at a strategic and operational level when considering strategic CRM programmes.

The research findings derived from proposition 1, address sub-problem 1,

> *To what extent do organisations have a framework for strategic customer relationship management in place?*

6.3.2 *CUSTOMER CENTRICITY*

Customer centricity was also tabled as a vital consideration and this directly correlated to a clear customer strategy that was informed by the organisations criteria and operationalised across all facets of the business. Organisational information sharing was considered a dependent variable of the customer strategy as it indicated that adequate customer knowledge management workflows were necessitated to support the customer strategy through an end-to-end process where the customer was directly and indirectly involved. The last supporting pillar of a truly customer centric organisation is the aspect noted as customer experience. This consideration aligned to the customer knowledge led practice and was accounted for by the variable factors such as behavioural and contextual synergies associated with creating and sustaining the customer experience criteria. Respondent 3 noted that the “environment leads when determining the business strategy” and this needs to be fully considered alongside the behavioural and contextual attributes which are generally the soft points or variable factors associated with establishing a “fully connected customer experience”. These considerations are directly related to organisational culture and rely heavily on morale, productivity and system usage whilst accounting for the human factor associated with each aspect in the process.

The research findings derived from proposition 2, address sub-problem 2,

> *What do these frameworks consist of, and how do these build customer value creation?*

6.3.3 *PERFORMANCE CULTURE*

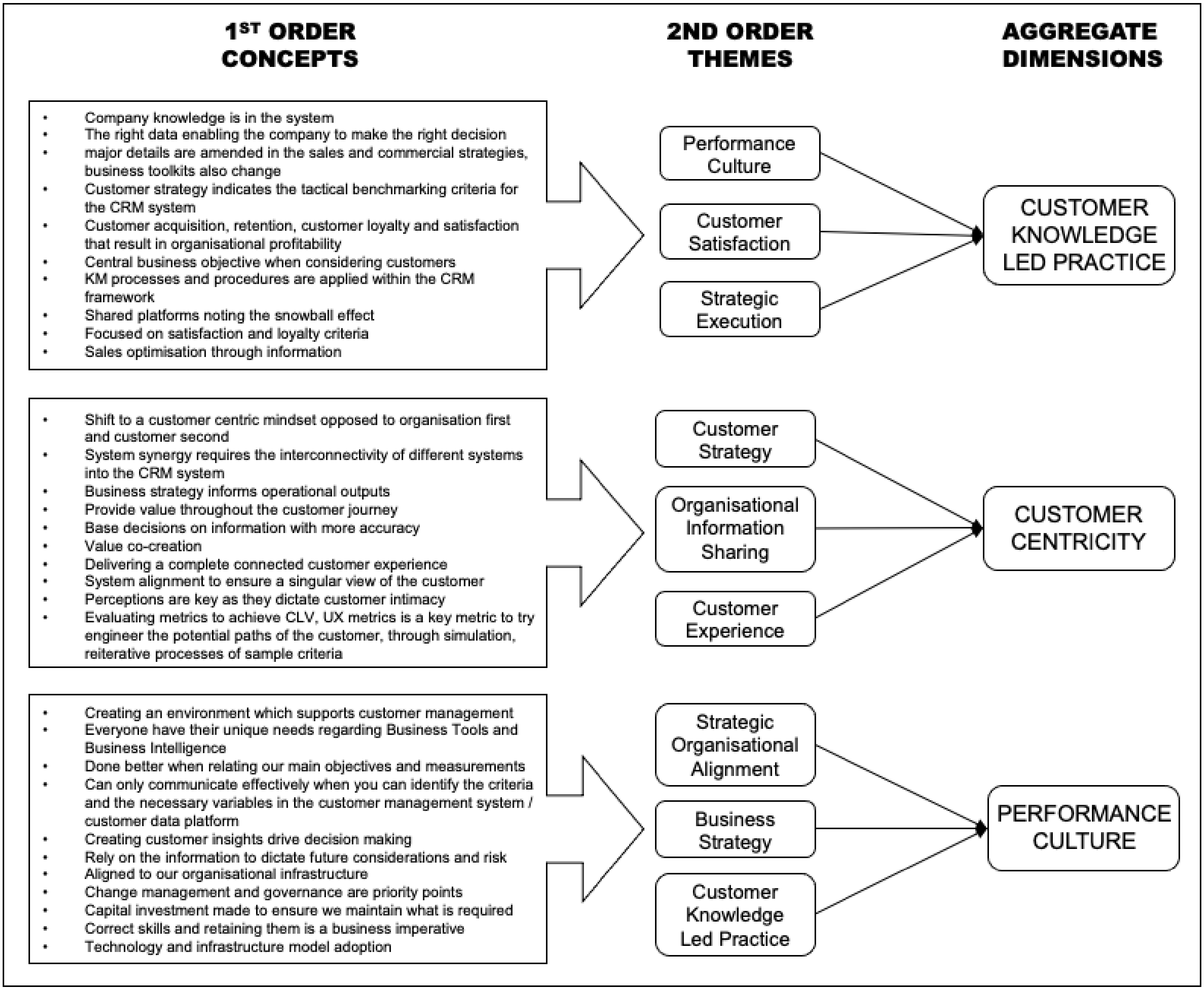
Performance culture was the last dimension evident, although indicative as a supporting pillar in the customer knowledge practice dimension, it was further emphasised as a free standing business imperative when noting the efficacy of strategic CRM. Strategic organisational alignment and business strategy imperatives were considered as mandatory functional attributes for organisational synergy when considering strategic CRM initiatives in context of the reviewed organisational structures relevant in a South African B2B context. The last supporting pillar, although noted as a core dimension and noted as customer knowledge led practice were attributed to the pillars utilised and considered in a high performance culture. A clear relational attribute of strategic CRM were the implications of workforce agility, although also related to organisational culture, this focused on internal sales force optimisation alongside strategy criteria of the operational outputs required. Environment change, and change management being two areas that require integration that add immense value to the synergy and internal consistency associated with the process.

The research findings derived from proposition 3, address sub-problem 3,

> *Is strategic customer relationship management an accelerator or inhibitor of organisational digital transformation?*

The final conclusions made from this research study are present in the results illustrated in the data visual evident in Figure 19.

Figure 19: Consolidated Results Pertaining to Research Proposition 1, 2, 3



6.4 LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

The literature reviewed indicated a clear gap in relation to factors directly associated with traditional CRM models in comparison to less adopted contemporary strategic CRM models, and the soft points that remain to be reviewed such as the behavioural and contextual attributes applicable to human capital and the organisational dynamic of sensegiving and sensemaking criteria as per Gioia, et al, (2013).

An emergence of collaborative organisational structures or the lack thereof are clearly evident in the results obtained. Areas for future research include strategic organisational alignment attuned to customer knowledge management processes to achieve true customer centric protocols that create end-to-end customer related value.

Co-creation criteria for strategic involvement in digital transformation projects include key business imperatives for successful customer engagement and measurement.

- Due to the fact that the study was inductive in nature, the results may not be viewed as conclusive, and will require further research.
- Due to the nature of this research, being a master's dissertation, the data coding and thematic structure was conducted by the researcher alone and negates the inclusion of multiple perspectives from other experts.

Further recommendations for this research could include the following parameters. For an organisation to lead on the frontiers of strategic customer relationship management, three critical success factors require consideration in a South African specific organisational context.

The first can be broadly stated as customer knowledge led practice and are informed by both internal factors such as human capital as well as market related factors. Fierro, et al, (2017) note the varying aspects of successful CRM implementation from a multitude of stakeholder perspectives within organisational structures, and conclude these as foundational considerations.

- Further exploration into the involvement of technical and system capabilities could provide valuable insight when reviewing decision maker involvement and end-user satisfaction when considering a strategic CRM framework from an emerging market perspective.
- The factors associated with Interfunctional coordination can be reviewed further when considering executive leadership sponsorship of the change management initiative associated with strategic CRM, to facilitate correct knowledge management and sharing criteria. This could potentially review the customer and market orientation and how this information is captured, stored and utilised to enhance the organisations competitor orientation through strategic execution.

The second can be noted as customer centricity, which requires the customer journey to be accounted for and monitored by different internal stakeholders within an organisational structure. Basit, et al, (2018) state that due to the emergence of the digital economy, the expectations of the end-user far exceeds that of traditional customer service models. A review into current organisational knowledge sharing criteria could potentially inform the customer strategy set forth by a B2B organisation to sustain synergistic business innovation with regards to its customers (Payne & Frow, 2005).

- Further research into how a strategically focused CRM strategy could potentially impact the customer life cycle paradigm to substantiate end-to-end customer value.
- Another consideration for further research could be how these strategic CRM insights can be operationalised for profit gain through customer centric focused criteria accounting for all touchpoints in the customer journey.

Thirdly, the performance culture adopted by the organisation is the vital for successful implementation and maintenance of strategic CRM capability.

- Further investigation into organisations investing in digital transformation as a means to sustain a competitive advantage over competitor brands through strategic organisational alignment can be reviewed to inform system upgrade expenditure in mature organisations.

- Lastly, due to the volatility associated with the current economic state in South Africa, how would strategic CRM initiatives enable B2B organisational readiness as a result of Industry 4.0.

To conclude this research report, it is noted that the recommendations in the aforementioned for further research is dependent on the results pertaining to this research study and the insights garnered from a purposive sample of industry experts selected for this research study.

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APPENDICES

APPENDIX A: Candidate Information Sheet

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG | Wits Business School

Dear Sir / Madam,

My name is Sasha Singh and I am a Masters student in the Masters of Management: Strategic Marketing programme at Wits Business School, Johannesburg. As part of my studies, I have to undertake a research project. I am investigating the efficacy of strategic CRM within South African business-to-business organisations under the supervision of Neale Penman (CM) SA. The aim of this study is to adequately explore the current strategic customer relationship management frameworks within the evolving operational structures in South Africa.

As part of this study, I would like to invite you to participate in an interview by answering an opinion-based questionnaire. You have been approached as a professional who could provide valuable and intricate insight into this subject matter from a strategic, operational or developmental perspective within a business-to-business organisation. This task will involve answering a series of questions and is estimated to take no longer than 45 minutes.

There will be no personal costs to you should you agree to participate in this study, you will not receive any direct benefits from participation. There are no disadvantages or penalties should you choose not to participate, you may withdraw at any time. Your participation will remain confidential and anonymous, and the information you provide will be held securely and undisclosed until destroyed.

Should you experience any concerns at any point during this process, these will be addressed prior to resuming. If you have any questions during or after about this research, please contact me on the details listed below.

This study will be written up as a research report which will be available online through the university library website. Pseudonyms will be utilised to represent your insights in the final research report. The data collected from this study will be stored online for five years before being destroyed.

Please acknowledge receipt of this information, willingness to participate and consent for sharing the information gathered from this interview process.

Yours sincerely,
Sasha Singh

Researcher:
Sasha Singh
0714988T@students.wits.ac.za

Supervisor:
Neale Penman (CM) SA
Neale.penman@wits.ac.za

APPENDIX B: Participant Consent Form

PARTICIPANT CONSENT FORM			
RESEARCH TITLE:	**THE EFFICACY OF STRATEGIC CUSTOMER RELATIONSHIP MANAGEMENT IN SOUTH AFRICAN BUSINESS-TO-BUSINESS ORGANISATIONS.**		
RESEARCHER DETAILS:	SASHA SINGH (MMSM)		
SUPERVISOR DETAILS:	NEALE PENMAN		
PARTICIPANT DETAILS:			
I, ..., agree to participate in this research project. The research has been explained to me and I understand what my participation will involve. I acknowledge and agree to the following:			
		YES	NO
I acknowledge that the anonymity of my participation in this research study cannot be guaranteed by the researcher and institute.			
I agree that the researcher may use anonymous quotes in her research report.			
I agree that the interview may be audio recorded			
I agree that the information I provide may be used anonymously after this project has ended, for academic purposes by other researchers, subject to their own ethics clearance being obtained.			
PARTICIPANT NAME:			
DATE:			
PARTICIPANT SIGNATURE:			

APPENDIX C: Discussion Document - Interview Guideline

INTERVIEW QUESTIONS:
1.1 How does your organisation define customer relationship management?
1.2 Is this definition applicable at an operational or strategic level? (i.e Automation vs Business Strategy)
1.3 What is your organisations current CRM approach?
1.3.1 Please list the top three (3) priorities of CRM within your organisation, please elaborate on your selection? - Improve customer experience (End-to-end value creation) - Attract and acquire new customers (Sales Automation) - Retain existing customers (Customer Service) - Visibility into customer operations (value co-creation) - Offer new products and services (Marketing Automation) - Reduce operational costs of marketing, selling and servicing (eCommerce) - Improve productivity of customer-facing employees (Field Services)
2.1 In your opionion, contextualise strategic CRM?
2.1.1 Does your organisation implement a strategic CRM framework?
2.1.2 What is your organisation's biggest challenge with implementing a strategic CRM capability? Please list the top three (3) challenges and elaborate on your selection choice, -Creating a single holistic view of customer data and information -Creating customer insight to drive decision making -Gaining cooperation to support strategic CRM improvement efforts -Finding, attracting and retaining the right skills -Managing data quality and integrity -Supporting your industry specific requirements -Ensuring your CRM processes are compliant with data and privacy regulations -Measuring results -Changing existing business processes -Coordinating across different layers of CRM platforms -Support the unique needs across a wide variety of customer engagement -C-Suite involvement
2.2 Is the terms strategic CRM and customer knowledge management used interchangeably within your organisation?
2.2.1 What does customer knowledge management mean within your organisation?
2.3 Is customer knowledge management practices defined separately from CRM practices within your organisation?
2.3.1 How is customer knowledge management criteria integrated within the strategic CRM framework?
2.4 What are / were some of the challenges experienced during the strategic CRM implementation phase? -Defining the CRM strategy i.e. kpi's, governance, change management -Defining the strategic CRM processes -Enabling strategic CRM adoption
3.1 How does your organisations strategic CRM practices support your organisations digital business processes?
3.2 Is your organisations strategic CRM framework built to manage future considerations? - Changing business intelligence requirements - Is it scalable to sufficiently guide decision making and different user requirements - Changing data regulatory requirements? - Ensuring a competitive advantage through balanced employee usability and technology infrastructure
3.3 How has the implementation of strategic CRM informed other digitalisation projects within your organisation? Please list the top three (3) considerations and elaborate on your selection choice, -Change management through clear project articulation -Customer centricity and value creation culture -Customer experience management criteria -Ongoing tracking of adoption metrics throughout the organisations -Full C-Suite support -Technical infrastructure support and troubleshooting criteria

APPENDIX D: Raw Data Sample – Open Coding Structure

SOURCE ID	NARRATIVE	1ST ORDER CONCEPTS (INFORMATION)	2ND ORDER THEMES (THEORY)	CODE 1	3RD ORDER THEMES	AGGREGATE DIMENSIONS	CODE 2
Int 15-P2	Management of customer data	current data does not allow for strategic insights	Future focused sales criteria	L	Sales Forecasting	Business Strategy	A
Int 3-P2	Managing data quality and integrity - * Obtaining Qualititave Data free of Bias is challenging due to the human factor,	data inputting is subjective even if following strict guidelines.	Continuous assessment at strategic level	A	Business Strategy	Business Strategy	A
Int 3-P2	Measuring results to monitor and manage business objectives	important in order to reach targets set by global and to measure organisational performance	Future focused sales criteria	L	Sales Forecasting	Business Strategy	A
Int 3-P3	System scalablility to sufficiently guide decision making and different user requirements	Environment leads in terms of strategy implications	Clearly defined operational outputs	E	organisational information sharing	Business Strategy	A
Int 4-P2	strategy with a clear starting point and a clear end goal	cyclic in nature	Clearly defined operational outputs	E	organisational information sharing	Business Strategy	A
Int 5-P3	Full C-Suite support - buyin from senior management team	is important to ensure we meet the necessary criteria in order to achieve the objectives of the business.	Execution of strategy criteria	A	Business Strategy	Business Strategy	A
Int 6-P1	operational mandate, generally not a reliable one	Based on ideaologies of what is should do	Execution of strategy criteria	A	Business Strategy	Business Strategy	A
Int 8-P1	supports our business productivity and performance	systems are regulated as our business model is dependent on updated customer information	Continuous assessment at strategic level	A	Business Strategy	Business Strategy	A
Int 1-P1	Have all information streams working together	full view of all customer operations	Operationalised customer strategy	B	informed customer strategy	customer strategy	B
Int 10-P3	BI is a huge focus area	does not solve the historic issues of bad data management	Systems output relies on human input	B	informed customer strategy	customer strategy	B
Int 12-P3	Not all digital implementation has failed	Some systems have been implemented successfully in the after sales operation from a servicing and contracting perspective	Systems output relies on human input	B	informed customer strategy	customer strategy	B
Int 3-P1	lifetime servicing requirements to achieve positive customer experiences	Customer Service alignement	Repeat purchase	B	informed customer strategy	customer strategy	B
Int 1-P1	Superiority mindset to maintain revenue streams and overall profitability with 20/80 approach	allocate efforts to prospects and retail customers who account for the remaining 80% with a less targeted approach	review of existing customer acquisition strategy	C	Customer acquisition	Customer acquisition	C
Int 4-P2	Different application scenarios are are evident and the strategy is mapped according	dependent on customer segments at the various stages in the journey	Customer acquisition focused strategy	B	informed customer strategy	Customer acquisition	C
Int 1-P1	Substandard today which is suprising in the maturity of the company	customer management criteria not as mature as organisation	Customer management should lead not fit in	B	informed customer strategy	customer centricity	D
Int 1-P1	productivity of all back end staff is necessary	shift to a customer centric mindset opposed to organisation first and customer second	improve productivity of customer-facing employees	D	customer centricity	customer centricity	D
Int 1-P2	get more customers in this specific area	the criterias to achieve this is x,y,z.	Customer management should lead not fit in	B	informed customer strategy		D
Int 1-P3	Change management: Describing the benefits of having one system in place for different organisations in the company.	System synergy requires the interconnectivity of different systems into the CRM system	Customer orientation aligned to market orientation	B	informed customer strategy	customer centricity	D