MNC´s strategy implementation:
Macro-level factors of Customer Relationship Management in Emerging Markets

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Abstract

Title: MNC’s strategy implementation in Emerging Markets

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Aim: The aim of our study is to identify the strategy implementation of multinational companies operating in Emerging Markets. In order to achieve this, we identify the potential macro-level factors that influence CRM implementation in Emerging Markets.

Methods: The research was carried out using an inductive approach. This approach was used together with a qualitative research based on a single case study. The empirical data was gathered through semi-structured interviews from a multinational company operating the technology industry.

Results and conclusions: Due to national differences, different factors such as government regulations and policies, technology, culture and networking need to be considered by MNCs for CRM implementation in Emerging Markets as to developed markets. In addition, these factors need to be considered when strategy planning within these markets.

Suggestions for further research Our study focuses on a single case company in the technology industry. We investigated the macro-level factors influencing CRM implementation in Emerging Markets. Future research could use a comparative approach by comparing different industries and how different elements need to be considered for companies operating in the other sectors. We suggest future studies that look at the national micro-level factors and differences in small and large Emerging Markets.

Contribution: The present study contributes to literature by providing insight into the influencing factors of CRM implementation and how MNC’s implement strategies across borders in the technology industry.

Key Words: CRM, Globalization, Culture, Networking, Emerging Markets, developed markets, technological infrastructure, CRM strategies, Strategies.
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1. Introduction

The introduction chapter presents the background of the research study, the problem discussion, the purpose, contribution and limitations of this study. Furthermore, this chapter discusses the research questions chosen to investigate the topic at hand.

1.1 Background

In practise, Customer Relationship Management (CRM) is viewed in a similar manner all around the world (Ramaseshan, Bejou, Jain, Mason & Pancras, 2006). Firms regardless of their geographical location understand the importance of managing their relationships with their customers (Ramaseshan et al., 2006). This concept is premised on a belief that creating relationships with customers is the best way to get them to become loyal and retain them for profitable reasons (Dowling, 2002). For companies that operate globally, it is important to understand and consider the challenges this global presence brings to them, whether those differences exist in terms of culture, technology, political, economic, market or legal issues, it is required for those businesses to consider these challenges for successful CRM implementation. (Ramaseshan et al., 2006)

Relationships between businesses have always been part of our economic landscape. Relationships are becoming important as a result of the global economy. An economic crisis in one part of the world can be felt all over the world because of the connectivity between nations and businesses through globalization. (Wild & Wild, 2016)

Scholars view Relationship Marketing (RM) as the future of marketing (Buttle 1996; Berry 1995; Gronroos 1997; Ravald & Gronroos 1997). The concept of RM grabbed the attention of many different firms to be more customer-oriented by focussing on the customer relationship aspect rather than be product-oriented and focus on the value of the product. Later, the term customer was added to RM and therefore became known as CRM. CRM is a strategic approach and focuses on attracting, maintaining and enhancing customer relationships (Rahimi, Koseoglu, Ersoy & Okumus, 2017).
The term CRM evolved from marketing and aim to address customer needs by offering products and services that are better than the competitors. The main objective is to ensure customer retention through continuous communication and relationship development (Akintunde & Akaighe, 2016). The traditional CRM approach has been defined as the processes and strategies used to create customer loyalty and firm profitability, enabled by technology (Shumanov & Ewing, 2007). The integration of Global Customer Relationship Management (GCRM) is used to maintain relationships with customers in several countries. Global CRM is the strategic use of the procedures and applications of CRM by businesses running in numerous nations or by corporations serving customers who span multiple countries (Ramaseshan et al., 2006). This approach includes an integral part of the overall international business strategy that provides value from product or service centricity to customer centricity. The importance of global CRM is the ability to leverage integrated data to segment global markets, target profitable markets and meet customers’ preferences. Global markets are increasingly competitive and complex; thus, multinational firms are constantly under pressure to reassess their operations and minimise potential failure (Shumanov & Ewing, 2007).

Emerging economies can be seen as an opportunity for multinational firms to do business in these markets. The use of international comparative advantage is a crucial role in trade for promoting growth (Donges & Riedel, 1977). Hence, understanding the CRM issues encountered by multinational firms in Emerging Markets can assist firms in creating strategic CRM plans and avoid mishaps. Ganesh and Kumar (1996) state that there are several factors that affect cross-regional learning when expanding to foreign nations, such as geographic matters, culture and organizational similarities. Based on the authors understanding, there are other factors such as the local regulatory laws and IT infrastructure that affect cross-regional learning. This study focuses on the macro-level factors such as government regulations, local infrastructure, culture and networking that may influence CRM implementation in Emerging Markets.

1.2 Problem Discussion

Multinational firms constantly face ever-growing challenges and market competition increases as firms seek new ways to grow. Therefore, firms need to strategize in order to
remain competitive in a global environment. According to Ramaseshan et al. (2006), CRM is a management concept, applicable to global operations when implementing strategies. However, there are several factors affecting multinational firm’s practises when implementing CRM across borders or cultures. Different countries present different challenges, there are different CRM issues encountered when practised in different countries. Ramaseshan et al. (2006) identify these issues as the different challenges experienced by different customer expectations, customer values and culture across countries and the challenges of forming a customer-oriented organization.

Another identified issue in CRM is the difference in the competitive environment, political systems and infrastructure. Kumar, Sunder and Ramaseshan (2011) identified a gap in CRM literature that could be further examined. The authors state that there's a need to examine the diffusion of CRM strategies across borders. This is because; CRM strategies are studied and practised more in North American firms (Kumar et al., 2011). After continuous research, literature that has been cited after (Kumar et al., 2011) mainly focuses on the challenges of CRM implementation specifically on the technological factors (Abdul-Muhmin, 2012; Ahearne, Rapp, Mariadoss & Ganesan, 2012; Zhang, Song & Qu, 2011; Winkler, 2012). It seems that this gap has not been filled yet, hence, there is a promising avenue for further research in this field (Kumar et al., 2011).

1.3 Research gap

Existing research on CRM has addressed various factors such as successful implementation and benefits of the concept. There is a generic standardised literature on managing customers, however, business practises and customer management varies between countries and Industries (Frygell, Headman & Carlsson, 2017). According to Bull (2003), there is a lack of CRM empirical studies, particularly within the business environment, and up to date, there is a limited extent of literature addressing the different practises in CRM (Ramaseshan et al., 2006). Existing research on Customer Relationship Management (CRM) has often been limited to developed economies (Rahimi et al., 2017). Literature has shown little study on the implementation issues of CRM in Emerging economies, which are increasingly becoming relevant to business operations (Kumar, Sunder & Ramaseshan, 2011). Moreover, little research has been
done in the area of Global Customer Relationship Management (GCRM). Research is required to examine the differences in the usage, implementation, and satisfaction with CRM in different regions/countries. Because much of what has been studied has focused on Western and highly developed markets, research in Emerging economies such as China and India would be useful. Expectations of CRM affect the satisfaction levels with CRM, differences in expectations—if any—across countries or regions need also to be considered (Ramaseshan, Bejou, Jain, Mason & Pancras, 2006). To address this gap, our study analyses the strategy implementation of CRM in Emerging Markets and the country level factors influencing successful implementation of CRM.

1.4 Purpose and contribution

Customer Relationship Management is viewed to be a useful tool in terms of identifying potential customer groups, segmenting the customers and deciding which customers should be dropped (Bull, 2003). Successful implementation of global CRM provides multinational firms with an opportunity to gain in-depth customer knowledge, increases market share, enhances productivity and creates customer satisfaction (Hassan, Nawaz, Lashari & Zafar, 2015). According to Kiran and Diljit (2017), customer loyalty is an antecedent of customer satisfaction. Hence, to improve customer loyalty and retain customers, multinational firms need to have information about their customer’s needs, preferences and what would satisfy them (Hassan et al., 2015). Akintunde and Akaighe (2016) also state that CRM is viewed to have a significant relationship with customer retention, and this can be achieved through the development and implementation of CRM.

A successful implementation of CRM in Emerging Markets can also be seen as an opportunity for multinational firms to do business in these markets. It is therefore important for firms to understand the possible challenges encountered in Emerging Markets when implementing CRM. The aim of our study is to get a deeper understanding on the strategy implementation of CRM in Emerging Markets. In addition, the research provides an insight into the influencing factors of CRM implementation and how multinational companies (MNC’s) implement CRM strategies across borders in the technology industry. Our study focuses on the internal and external factors which influence the implementation of CRM in Emerging Markets. In doing so,
the study contributes to the growing literature on CRM and the literature on culture as a factor influencing CRM in Emerging Markets. There are many factors to be considered on which the study focuses and digs deep into. However, this study is limited to the technology industry and it could be generally applicable to other industries until a certain extent.

1.5 Research Questions

This study aims to provide an in depth understanding of multinational company's strategy implementation in Emerging Markets, specifically looking at the macro-level factors that influence CRM implementation. The study provides a conceptual CRM model for multinational firms when expanding their operations to Emerging countries. To provide the latter, a qualitative research study is conducted through semi-structured interviews as the data collection method. The study therefore aims to contribute with knowledge on MNC’s strategy implementations across borders, looking at the macro-level factors influencing CRM implementation in Emerging Markets, by addressing the following two research questions:

RQ1: What macro-level factors influence CRM in Emerging Markets? and
RQ2: How do the macro level factors influence MNC development of CRM strategies in Emerging Markets?

In order to investigate these research questions, we interview eight employees from OneTech (fictive name) to gather qualitative data. OneTech operates globally in different Emerging and developed markets, which makes it suitable for our research.

1.6 Key concepts

Global Customer Relationship Management: Includes the strategic application of CRM practises in more than one country or across the globe (Ramaseshan et al., 2006). CRM is the future of marketing; it is important to understand how to implement CRM in different markets.
Globalization: Innovation in technology and the falling of trade barriers between nations are the causes for the globalization of markets and production (Wild & Wild, 2016). The world is becoming a single market through globalization and this concept is important for businesses in order to reach out to a larger customer pool, understand their needs and develop relationships with them.

Emerging Markets: Include “newly industrialized countries that have the potential to become industrialized” (Wild & Wild, 2006:135). These markets are vital for the growth of the global economy. Although they usually possess lower purchasing power, they are deemed important and are considered as an opportunity for companies to expand through different modes of entry, which includes the necessity of developing customer relations within the local market.

Culture: The meaning of ‘culture’ and its definition vary. Culture, to Hofstede is: ‘The collective programming of the mind which distinguishes the members of one group or category of people from another’ (Hofstede, Hofstede & Minkov, 2005)

Technology industry: Technology is one of the forces driving globalization (Wild & Wild, 2016). These industries develop and sell computer software, hardware and such related services. Customer relationship management is essential for companies operating in the technology sector.

1.7 Disposition

The study begins with literature review regarding CRM and the related concepts, followed by the methodology chapter. The methodology chapter presents the chosen research method, approach and the data collection instrument. The empirical chapter follows with a presentation of the findings obtained from the respondents. These findings are analyzed in comparison to existing literature. Finally, we draw conclusions to the study and present the practical implications of our study and suggestions for future research.
2. Literature Review

The aim of this chapter is to provide literature related to the area of our research (CRM). The concepts of RM, CRM, globalization, Emerging Markets, technology and culture will be thoroughly explained to provide the reader with a comprehensive understanding of the factors influencing the implementation of CRM in Emerging Markets. In addition, local government regulations and networking will be discussed.

2.1 Strategies

“Our interdependent global economy, the increasing presence of Emerging Markets and the global competition has made international strategies important for organisations to formulate and implement” (Hitt, Jackson, Carmona, Bierman, Shalley & Wright, 2017:7). The drivers of globalization such as technology and the emergence of the knowledge economy (Wild & Wild, 2016) have not only increased the market opportunities for global companies, however the challenges have also become greater. Many of the recent researches examine the effects of the home and host countries environments and cultures on strategy implementation (Hitt et al., 2017). For example, how does the method of implementation affect the organisations strategy and therefore reflect on their performances (Hitt et al., 2017). Moreover, the development and application of business strategies should occur and involve the different departments in the organisation and not based only on the organisation as a whole (Gupta & Govindarajan, 1984).

Moreover Porter (1980) identified two strategic ways in which organisations can gain competitive advantage over their rivals, low-cost and differentiation (Dess & Davis, 1984). A low-cost strategy suggest that organisations need to incur the lowest cost products and services in the industry, through cutting the cost of production of their products and/or lowering the cost of their service development (Govindarajan, 1988). This does not imply however that the quality of the product and services should be ignored. Having a differentiated strategy between markets is essential to meet the variety of demands. These products and services tailored according to the customer specifications may be of high quality or perhaps innovative, and the support services included may bring added value to the customers (Hitt et al., 2017). These exclusive
features must also be affordable to organisations, a price that they can afford. And if the product is innovative, then the company must have a strong R&D department in order to gain and maintain a competitive advantage through their unique offerings. Organisations face challenges in ensuring how to implement the strategies, in order to overcome this, they need to understand and assess what the real problem is or what is influencing the implementation (Candido & Santos, 2015). Therefore, in order to be able to implement such differentiated strategies, the firm must possess the capabilities and resources to be able to offer such high quality and innovative products and services based on the environment of its customers (Hitt et al., 2017).

2.1.1 Relationship Marketing

The service sector has faced considerable growth in recent times; therefore, RM has become essential for the growth and development of businesses in terms of customer relationships and interactions with the organisation (Gummerus, von Koskull & Kowalkowski, 2017). According to Ravald & Gronroos (1996:19) “…relationship marketing would represent a paradigm shift in marketing”. Many scholars have defined relationship marketing somewhat differently, in the literature on RM, there is no agreement on one definition however most have a common base which indicates the relationship approach rather than the transaction approach (Sheth & Paravatiyar, 1995).

Gronroos (1990:5) states that relationship marketing “is to establish, maintain, enhance and commercialise customer relationships, often but not necessarily always long-term relationships, so that the objectives of the parties involved are met. This is done by a mutual exchange and fulfilment of promises”. A similar definition stated by Shani & Chalasani (1992:44) define relationship marketing as “an integrated effort to identify, maintain and build-up a network with individual consumers and to continuously strengthen the network for the mutual benefit of both sides, through interactive, individualized and value-added contacts over a long period of time”. The two above definitions are somewhat different, however both authors imply that RM focuses on the individual relationship between the organization and its customers, and that both the business and the customer benefit from such long-term relationships.
RM focuses on involving and integrating customers, suppliers and other important partners with the businesses’ marketing activities and development plans, the fact that the emphasis is on relationship development rather than a transaction-based exchange represents this shift in marketing (Sheth & Parvatiyar, 1995). RM emphasizes the relations between organizations and their respective stakeholders, most importantly the customers, to establish a long-lasting relationship, which may lead to higher margins of profitability (Ravald & Gronroos, 1996). Therefore, achieving customer loyalty, which may lead to customer retention, has been found to be profitable for businesses.

2.1.2 CRM

In the marketing literature CRM and RM are used interchangeably. The main idea behind those two terms is the long-term cooperation and collaboration between businesses and their customers (Sheth & Parvatiyar, 1995). “CRM is based on the key principles of RM, which is considered as one of the key developmental areas of modern marketing” (Rahimi & Gunlu, 2016:90)

It is important to realize the different perspectives of CRM, the table 1 below provides definitions of five important CRM perspectives, outlining the implications for CRM success.

Table 1. Different CRM perspectives.

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Description</th>
<th>Implication for CRM success</th>
<th>Representative conceptualization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
<td>Buyer-seller relationships develop over time and must evolve and remain existent</td>
<td>CRM success is contingent upon a firm’s ability to detect and respond to evolving customer needs and preferences</td>
<td>CRM is concerned with the creation and leveraging of linkages and relationships with external marketplace entities, especially channels and end users (Srivastava et al., 1999:169)</td>
</tr>
<tr>
<td>Strategy</td>
<td>A customer’s lifetime value determines the amount and kinds of resources that a firm invests in a particular relationship</td>
<td>CRM success requires that firms continually assess and prioritize customer relationships based on their relative lifetime profitability</td>
<td>CRM enables companies to invest in the customers that are (potentially) valuable for the company, but also minimize their investments in non-valuable customers (Verhoef &amp; Donkers, 2001:189)</td>
</tr>
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</tr>
<tr>
<td>Philosophy</td>
<td>Customer retention (and hence profitability) is best achieved through a focus on relationship building and maintenance</td>
<td>CRM success requires that firms be customer-centric and driven by an understanding of customers’ changing needs.</td>
<td>CRM is not a discrete project—it is a business philosophy aimed at achieving customer centricity for the company (Hasan, 2003:16).</td>
</tr>
<tr>
<td>Capability</td>
<td>Long-term, profitable relationships result only when firms are able to continuously adapt their behaviour towards individual customers.</td>
<td>CRM success is contingent upon a firm’s possession of a set of tangible and intangible resources that afford it the flexibility to change its behaviour towards individual customers on an ongoing basis.</td>
<td>[CRM] means being willing and able to change your behaviour toward an individual customer based on what the customer tells you and what else you know about that customer (Peppers et al., 1999:101).</td>
</tr>
<tr>
<td>Technology</td>
<td>Knowledge and interaction management technologies represent the key resources firms need to build long-term, profitable customer relationships.</td>
<td>CRM success is primarily driven by the functionality and user acceptance of the technology firms implement in an attempt to build customer knowledge and manage interactions.</td>
<td>CRM is the technology used to blend sales, marketing, and service information systems to build partnerships with customers (Shoemaker, 2001:178).</td>
</tr>
</tbody>
</table>

(Zablah, Bellenger & Johnston, 2004b)

**CRM objectives and Benefits**

CRM includes many objectives and brings several benefits to organizations. Different studies conducted on CRM have elaborated on the purpose of CRM and what added value they bring to businesses. According to a study by Reichheld and Sasser (1990) when organizations lower the defection rate of their customers, the profitability margins increase significantly. Berry (1995) analysis suggested that a 5% decrease in the defecting customers generated higher profits margins; an increase between 25% and
85%. In addition to that, Rosenberg and Czepiel (1984) conducted a study and found out that customer retention is more profitable and less risky than attracting new ones.

**CRM strategies**

In today’s business world, businesses have recognised the importance of managing the relationships with their customers as they represent the core of the business. Not long before, many companies did not consider making their customers happy as an important factor and ignored their preferences; as a result, these customers did not come back and defected from the organisation (Nguyen, Sharif & Newby 2007). A CRM business strategy influences the organisation as a whole, whether its operations, marketing plans, human resources, finance or the internet, CRM strategy maximizes the profitability of customer interactions. For the customers, CRM provides customization, personalization, simplicity, and suitability for completing transactions, irrespective of the channel used for this interaction (Chen & Popovich, 2003). Below we discuss three important CRM strategies.

**Customer Strategy**

The basic principle of CRM is that keeping existing customers is cheaper than attracting new ones. Customers are different; they are not all the same in terms of profitability and desirability, however the importance of customer strategy is being able to determine the profitable ones. The best approach is to determine those customers who have a lifetime value, and develop differentiated strategies dealing with the different customer lifetime value. Different writers have pointed out that 20% or less of the organisation’s customers produce 80% of the profits. Moreover, it is necessary to identify the unprofitable segments and either try to make them profitable or terminate them. (Roberts, Liu & Hazard, 2005)

In order to succeed in the implementation of a relationship program, companies need to form a customer strategy, otherwise they would risk failure (Brown & Gulyecz, 2002; Rigby, Reichheld, & Schefter, 2002). The customer strategy not only focuses on attracting new potential customers, however developing the relationships with existing customers is important as they would prove less costly to maintain (Christopher, Payne & Ballantyne, 1991; Grönroos, 1994; Jackson, 1985). Building and managing trust between the company and its customers would enhance the profitability of the company.
(Grönroos, 2000; Morgan & Hunt, 1994). Moreover it is necessary to identify the customers who are most profitable in order to manage them properly (Kenyon & Vakola, 2001), this means that in order to effectively manage the customer relationship, it should be founded on “customer-segmentation analysis, which is based on the lifetime-value of customers for which qualitative or quantitative objectives are set” (Lindgreen, Palmer, Van hamme & Wouters, 2006:17). The lifetime value can be described as the “estimate of the net present value of the stream of benefits from a particular customer less the burdens of servicing the account or managing the relationship” (Lindgreen et al., 2006:16). To achieve the program’s objectives, segment-specific management must be undertaken for each customer independently in a personalized way (Lindgreen et al., 2006). This means that the value of each customer is basically all the purchases or service usages he obtains from the organisation, less the costs related to managing that specific account.

Value Creation Strategy
Through the coordination and collaboration of organizations and their respective customers and other stakeholders, value can be added and created, which is significant for defining marketing strategies (Anderson & Narus, 1999). The main aim of these relationships is to create value for the organisation and their customers; therefore, any strategy must focus on such value creation for the entity and its stakeholders. A successful strategy enhances the value to individual customers, which in turn yields higher profit margins from each relationship. Furthermore, and through the value creation strategy, competitive advantage can be achieved and strengthened which makes it difficult for competitors to copy this capability (Day & Wensley, 1988; Doyle, 2000; Kothandaraman & Wilson, 2001).

Customer Interaction Strategy
After identifying the customers in which organizations wish to develop their relationships with, and with the technological advancement and the inception of social media platforms, customer interactions can be achieved in numerous ways. The customer interaction refers to how organisations get in touch or communicate with their customers, and how they distribute their goods and offer their services to them (Brown & Gulyucz, 2002). This includes all the interactional processes and distribution channels used. The aim revolves around how customers want to interact with the organization. It
is important to identify the value of each customer to the organization, for example low value customers should be contacted or communicated with through low value channels, and more important customers need to be highly regarded and apply the necessary method of interaction which brings them closer to the organization. (Lindgreen et al., 2006)

2.2 Globalization

Companies within all sectors, regardless of their size, have become involved in international business. Some businesses tend to outsource, others look to increase their level of control over operations by forming joint ventures or owning subsidiaries. And although the global market is mainly dominated by large organisations, other businesses coming from Emerging Markets such as China and India are increasingly entering the global market to gain a portion of the market share (Wild & Wild, 2016). Understanding globalization, its influences, and how the international competition has increased the presence of MNC’s, small businesses and entrepreneurs, is important for businesses in order to develop a CRM strategy that fits globally across different markets.

Globalization has been on the rise rapidly for the past few decades. This growth is a result of the advancement in communication and information technologies in Emerging economies, as well as the emergence of the global customer. As globalization still continues to grow with the emergence of global companies, customer relationships have become of great importance for them (Ramaseshan et al., 2006). The word Globalisation has become a catchphrase for various political, sociological, and economic trends. Nunnenkamp, Gundlach and Agarwal (1994:1), define globalization “as the increasing interdependence of markets and production in various countries through trade in goods and services, cross-border flows of capital and technological exchanges”. The increasing interdependence of the international market has made the organizational landscape filled with multinational companies (MNC’s) (Rozenweig & Singh, 1991).

MNC’s can be understood as a network of capital, product, and knowledge transactions among units located in different countries (Gupta & Govindarajan, 1991). MNC’s generate many jobs in the countries they exist in, thus reducing unemployment levels,
which improve the economic situation. Moreover, the presence of such entities brings more tax gains and generates major investments, which improves the livelihood of the people living there (Wild & Wild, 2016). The international competition has made way to a new entity called the born global firm. These firms since establishment or within their beginning years interact in international business (Wild & Wild, 2016). They are different than MNC’s, whereas instead of adjusting their product and practises in each market at high costs, these born global firms do not modify their product offering and engage in similar practises across different markets they are present in; they regard the global market as one large single market (Levitt, 1993). Moreover, born global firms are known to have “innovative cultures and knowledge based organizational capabilities” (Wild & Wild, 2016:33).

Global CRM is the strategic application of the CRM practises existent in different countries. Many firms can practise CRM, whether they are part of the service, manufacturing or industrial sector. Therefore, CRM becomes GCRM when the firm exists in more than one country or if they serve customers globally as in customers’ existing in different markets (Ramaseshan et al., 2006). Companies need to implement CRM successfully across global markets, having a standard approach in different regions that is successful reduces the costs associated with adjustments, whether it’s the products being altered to fit a certain market or the practises being different to attain to the needs of the local market, having a global and standard approach is less time consuming and more cost efficient (Levitt, 1993).

2.3 Emerging Markets

The term Emerging Markets is one of the most studied concepts in international business. The term came about in 1981, created by the World Bank, in the International Finance Corporation division, with the aim of having a unified term of a set of promising stock markets that are attractive for foreign investments (Economist, 2017). These markets are defined to be economies that are not closed off to foreign investment, not too rich or poor but they have a probability of creating economic growth by efficiently using existing factors of production and attracting more resources (Annushkina, Merchant, Colonel & Berselli, 2016).
Emerging Markets are often viewed to be less efficient than developed markets. Aguiar and Gopinath (2007) demonstrate a business cycle model which includes a richer productivity process that explains key differences and similarities between Emerging and developed markets. In particular, the model outlines the differences in the basic productivity process, investment, consumption behaviour and the net exports in Emerging Markets that fits well in the optimizing framework of successful characteristics of advanced markets. (Aguiar & Gopinath, 2007)

As Emerging Markets evolve from the outside to the core of marketing, multinational companies from developed markets need to contend with their characteristics and question their existing perspectives and practices, which have been historically developed in the context of industrialised markets (Sheth, 2011). Most Emerging Markets are governed by socio-political institutions by which public policies matter. These markets also suffer from a shortage of resources and inadequate infrastructure (Sheth, 2011). Griffin, Kelly and Nardari, (2010) state that transaction costs in Emerging Markets are considerably higher than in developed markets, which leads to lower return patterns of profits in Emerging Markets. Emerging Markets are found to be more volatile than developed markets and they tend to be somewhat uncorrelated with each other and with developed markets. Thus, in contrast to popular beliefs, investments in Emerging Markets lead to lower portfolio risk for global investors (Divecha, Drach & Stefek, 1992).

Competition in Emerging Markets usually come from unbranded products or services and consumption is more of a `make` decision and its less about the product or service brand (Sheth, 2011). Consumption is identified to be more volatile than income, thus, implying that consumption is more sensitive than income (Aguiar & Gopinath, 2007). Multinational companies make the mistake of applying many beliefs of fundamental marketing such as market segmentation, brand equity and market orientation, because these are at odds with the realities in Emerging Markets. Emerging Markets however offer great opportunities to discover or develop new perspectives and practices in marketing. This becomes valuable for the neglected advanced markets (Sheth, 2011). As Emerging Markets grow and become more developed, firm strategies change as a result of local institutional infrastructure. As the market develops, foreign firms may
reconsider their presence and operation mode in Emerging Markets (Wright, Filatotchev, Hoskisson & Peng, 2005).

2.4 CRM elements in Emerging Markets

In Emerging Markets, it is important to know how multinational companies successfully implement customer relationship management due to several factors that may influence relationship management. Possible factors such as the local government regulations, technology, culture and company networks need to be considered when developing CRM.

2.4.1 Government regulations and policies

Government regulations and policies on consumer data have an influence on MNC’s CRM implementation. The discussion on data protection and privacy has been driven by companies and governments who are data centric. The government national approach to impose consumer data regulations is to have an asymmetric distribution of control over information (Monterelo, 2014). With these laws governing consumer data, it can be challenging for MNC’s to obtain customer data and process this data for its CRM activities. McKenzie (2002) states that companies collect consumer data to fuel CRM, however, it also poses concerns regarding privacy. International differences in policies can be a challenge for MNCs seeking to use CRM to customise their products and services based on individual customer preferences (McKenzie, 2002). This is because the consumer data regulations are strict. For example, the general data protection regulation act as an outline for organizations that gather and process personal data of European residents. The European Commision regulatory framework provide consumers with the right to data confidentiality and principles for processing personal data, while also imposing hefty fines for companies that fail to comply with the law (European Commision, 2016).

2.4.2 Technology in Emerging Markets

The Technological factor is part of the Macro-level factors which affect the implementation of CRM. These factors differ in terms of their development between
different economies. These characteristics are important influencers in the determination of successful CRM practises (Shengdong & Xue, 2011). Technology, “Refers to computing capabilities that allow a company to collect, organise, save, and use data about its customer. Technology is the enabler for CRM systems to achieve their objectives of collecting, classifying, and saving valuable data on customers” (Almotairi, 2009).

Abdul-Muhmin (2012) states that the technological infrastructure component of CRM addresses both computer software and hardware systems for capturing, storing and evaluating customer data in order to identify profitable customers whom the company can build and maintain relationships with. The infrastructure of information technology has significantly changed business processes and CRM has become more prevailing within multinational companies with the expansion of technology (Bavarsad & Hosseinipour, 2013). Information technology can be used to achieve communication among dispreads geographical nations. Thus, organizations need to know about cross-cultural perspectives and how to adopt IT as a tool for successful CRM systems (Ali & Alshawi, 2004).

With the rapid change of technology, customers have higher expectations than in the past. Customers want to purchase products and be served through various channels such as the World Wide Web, emails and telephone, and with the capabilities of technology, CRM is considered to be an important aspect within organizations. CRM is important for the use of effective marketing and service processes (Bavarsad & Hosseinipour, 2013). Multinational companies use CRM technologies in order to obtain certain insights and analyse their customers drivers of value and track information. They use customer analytic capabilities to gain information about their potential customers and their past customers, in strategy development. Irrespective of the industry sector, organizational size and the type of CRM, the use of CRM technology can create improved customer insight and employee efficiency (Abdul-Muhmin, 2012).

According to Kincaid (2003), IT can be used in the development of CRM. It can be used to enable and automate certain CRM processes and also create CRM strategies which manage the data used to understand customers behaviour. The use of IT in CRM enables data collection that determines the economics of customer acquisition, life-time
value and retention. Information systems and information technology play a significant role in enhancing CRM processes in satisfying customer needs and preferences. It is used to analyse data of the customers patterns, create predictive models, study customer behaviour, communicate in a timely and effective way and deliver products or services of value to individual customers. Optimising interactions with customers through technology creates a 360-degree view of the customers by learning from previous interactions and improving future interactions. Implementation of CRM through IT can be a huge investment that may lead to favourable profits (Milad & Tannaz, 2014).

2.4.3 Networking

The rationale for forming relationships is applicable to networks. The social, economic and structural bonds between businesses and public organizations, as well as other organizations; are ties of networks (Donaldson & O’Toole, 2007). Companies are embedded in network connections with their customers, competitors, suppliers and to a wider business environment. Dyche (2002) states that companies that interact with customers through different channels of network are able to notice the importance of having an integrated, update view points of the customer. These networks can be resistant to change, but they are able to handle change within their structure (Donaldson & O’Toole, 2007).

An analysis of relationship networks is categorised into two perspectives: the micro and macro approach. The micro approach consists of analysing at an individual firm level. This approach is direct to appeal to business strategies and practitioners. Whereas, the macro approach consists of a broader view of industry and social system level. The influence of industrial policies, social and cultural organization patterns are some of the key parameters in which the firm operates. (Donaldson & O’Toole, 2007)

The competitive business world nowadays has brought challenging times for marketers. Historically, customer interaction was minimal and transactional, however more recently businesses are able to form close relationships with their respective customers in numerous and relevant ways (Woodcock, Green & Starkey, 2011). A combination of social media and CRM enables businesses in all sectors have financial benefits. These
benefits evolve around the development of customer interactions, which include a major factor in driving the performance of businesses. The financial gains relate to the customers life cycle, in terms of acquiring, retention, and value maximization (Woodcock et al., 2011). With the increasing popularity of social networking platforms around the globe, the ever-growing interest is continuing to build. Facebook, one of the main social networking platforms, recorded more than 200 million users back in 2009, but sorting the fact from the hype can be a challenge. Advanced social networking platforms can be described as the merging of different technologies which presents the opportunity for different users to interact, communicate, share information, and form online communities all with relative ease (CRM dynamics, 2009, July 09).

2.4.4 Culture

Multinational companies are often in contact with customers from different cultural backgrounds. The use of CRM systems in companies is to attract new customers, create customer satisfaction and retain the customers, and in most cases these interactions may be different with customers from different cultural contexts. (Ali, Brooks & Alshawi, 2006)

Recent study on CRM has shown failure in the implementation of CRM, that it is not just technical, but it also includes behavioural and cultural factors of customers. Multinational companies are thus faced with an issue of how they can build strong customer relationships with customers from different backgrounds. Ali and Alshawi (2004) state that national culture may impede information system design (CRM systems) due to the different ways it may be interpreted. Thus, the successful use of CRM systems largely depends on social, organizational and individual cultures. Ramaseshan et al., (2006) identified three categories that affect the success of CRM across borders. The first category is external to the company and it rises from the differences in customer expectations, satisfaction drivers and customer value across cultures. The second category is also external to the company and it rises from the differences in competitive environments, technological infrastructure and political systems. The third category is internet to the company, and it rises from the challenges that MNCs face when forming customer-oriented companies. The first two categories are further grouped into a customer level group, while the third category falls under the
firm level group. Ali and Alshawi (2004) seem to dig further by stating that the relation of culture and CRM systems are divided into two aspects, namely: the effects of national culture on CRM systems and the effect of the organizational culture on CRM. Customer interactions are then divided into macro and micro cultural levels in the context of CRM. The macro level consists of cultural differences at the national level such as organizational structures. The micro level concerns the individual level of cultural acceptability of distinctive organizational structures. Both levels are thus considered to have an effect on CRM systems (Ali & Alshawi, 2004).

**Cultural dimensions**

The most popular cultural theory discussed in literature is Hofstede’s cultural dimension. These cultural dimensions are used to identify and study differences and similarities in cultures (Hofstede, 1984). The conceptual model was published in the late 1970’s, after decade of research. Over time, the model has been developed and more dimensions have been added. Currently, the cultural dimensions consist of power distance, individualism vs collectivism, masculinity vs femininity, uncertainty avoidance, long-term orientation vs short term orientation and indulgence vs restraint (Hofstede, Hofstede & Minkov, 2010).

**Power distance**

The power distance dimension is described to be the extent of which power is distributed within a society and how the society accepts unequal distribution of power. Power distance is further divided into high and low power distances. This concept assumes that high power distance societies tend to accept hierarchical social structures and people accept that there is no further justification to this type of structure. The concept is based on value systems of those that are less powerful in a society. (Hofstede, 1984)

**Individualism/Collectivism**

This dimension differentiates between societal cultures that are individualistic and those that have collectivistic traits. An individualistic society is assumed to have beliefs that individuals are supposed to look after themselves and that there is no loyalty to those around you. This type of society consists of people that put their individual needs first
above all other. An example would be employees from an individualistic society who have no loyalty to an organization, and this could affect the employee turnover. On the other hand, a collectivistic society is described to be that which is tightly knit together. This type of society consists of people that look at those around them to look after them with unquestionable loyalty. People in a collectivistic society depend on one another, they consult each other and consider each other’s opinions. (Hofstede et al., 2010)

Masculinity/Femininity
This dimension assumes that societies are made up of either masculinity or femininity. Masculine societies are identified to be assertive, success driven and heroism. This type of society has a clear distinction between genders; describing men to be tough, determined and striving towards achievements. In contrast, feminine societies tend to build relationships, care for one another and quality of life. This type of society entails emotional roles of gender overlap when both women and men are seen to be soft, tender and caring. (Hofstede et al., 2010)

Uncertainty Avoidance
The uncertainty avoidance dimension is described as the extent to which societies are comfortable with uncertain events. This dimension is differentiated between cultures that are uncomfortable with uncertainty and ambiguity. Thus, dealing with the fact that the future is uncertain, some societies try to control it and others let it just be (Hofstede et al., 2010). Dey (2016) states that low uncertainty avoidance cultural societies can have an influence on the working performance in an organization. This is because the society believes that nothing has to go as planned.

Long-term orientation/ Short-term orientation
This dimension is described as how a society fosters present virtues and future rewards. Short term-oriented societies tend to cultivate virtues that relate to the past and the present. This type of society specifically tries to satisfy social expectations and traditions. Whereas, long term-oriented societies tend to obtain cultivating virtues that are future oriented, in terms of prudence and endurance. (Hofstede et al., 2010)
Indulgence/Restraint
This dimension refers to social norms and the degree to which freedom is given to citizens in fulfilling their human desires. Societies that indulge allow free gratification of human desires that are related to having fun and enjoying life. Whereas, societies that restrain usually subdue and regulate gratification of needs by maintaining and upholding strict social norms. (Hofstede et al., 2010)

GLOBE study
The Global Leadership and Organizational Behaviour Effectiveness (GLOBE) is a large-scale application of dimensions paradigm. This dimension paradigm was first conceived by Robert J. House in 1991, a U.S management scholar. His study focused on national and organizational cultural aspects. Robert House's GLOBE expanded Hofstede's cultural dimensions from five to nine. The power distance and uncertainty avoidance remained the same. This conceptual model changed masculinity-femininity to assertiveness and in group collectivism, the long-term orientation changed to future orientation and collectivism was divided into in-group collectivism and institutional collectivism. Two other dimensions were further added: performance orientation and human orientation, which were inspired by the masculinity and femininity distinctions. (House, Hanges, Javidan, Dorfman & Gupta, 2004)

These dimensions were surveyed by 78 questions, of which half of the questions focused on letting the respondents describe their culture, while the other half questions aimed to assess the respondent’s culture. Additionally, there were two versions of the questionnaire, one version consisted of questions about the respondent’s culture in their society, while the other version consisted of questions about the organization, they work in. (House et al., 2004)

The Lewis model is another model that is used to describe cultural categories. This model is embedded to Edwards Hall’s concepts of monochoronic and polychronic cultures and it was developed in the 1990’s. Lewi’s proposed a distinction of human behaviour based on three different categories. These typologies are: liner-active, multi-active and reactive (Cross culture, 2019). Firstly, the linear-active category assumes that humans are task-oriented, organised and well-structured. Additionally, humans execute chain actions by doing one thing at a time by being in line with a linear-agenda, e.g.
Germans. Secondly, the multi-active category assumes that humans are talkative, impulsive, emotional and they value tight relationships with family and friends. Humans execute several activities at once and they don't strictly follow an agenda, e.g. Brazilians. Thirdly, the reactive category assumes that humans are good at listening and that they rarely initiate actions, they react to other people's reactions. This typology states that communication is indirect and very polite. People don't show their true feelings openly; an example would be countries like China and Japan. (Lewis, 2003)

Cross-cultural management approach
The study of comparative management tries to identify how managerial activities differ in different contexts when MNC’s try to accommodate local cultural needs (Schollhammer, 1969). There are therefore cross-cultural management approaches that could be used. Negandhi (1975) identifies two cross-cultural management approaches: environmental and behavioural approach. The environmental approach puts emphasis on the impact of external factors such as socioeconomic practises on business effectiveness, politics and culture. This approach is also known as the macro approach (Negandhi, 1975). It useful in drawing attention to external variables that affect business activities. whereas, the behavioural approach explains behavioural patterns between individuals and groups in an organization. The macro approach consists of three aspects, namely: perception and attitude, national character profile and, the prevalent value systems, beliefs and social hierarchies of functions of a given culture (Negandhi, 1975). It is thus important to develop a strong relationship between managerial practices and these three concepts in order to minimise the impact of cultural variables on effectiveness and managerial activities (Negandhi, 1975).
The CRM conceptual model presented above has been created based on the concepts presented in the literature review. Each factor has an impact on CRM implementation (see figure 1 above).
3. Methodology

This chapter discusses the research design, data collection, ethical considerations, and the reliability and validity of the study. The research method and strategy has been designed to support the study by answering the two research questions. In addition, the interview questions were formulated to align with the research strategy in answering the research questions as well.

3.1 Research strategy

The research strategy presents research philosophies that influenced our research process, the type of research our study conducts, chosen single case study and research approach.

3.1.1 Research philosophies

There are two philosophies that influenced the author's research process: ontology and epistemology. Ontology is concerned with the beliefs of reality (Saunders, Lewis & Thornhill, 2009). There are different studies founded on beliefs about what is thought to be the truth. It is thus important to understand ontology when learning and criticizing research. Realism and relativism are the two types of ontology and this study uses the relativism approach (Easterby-Smith, Thorpe & Jackson, 2015). Relativism believes that there are multiple realities that exist and that what is real is attached to the meaning of the truth, meaning that the truth does not exist without a meaning. This study thus focuses on relativism because the authors believe that there are multiple factors that change and can influence CRM implementation in different Emerging Markets. The philosophy of epistemology explains the relationship between the researcher and the research study (Easterby-Smith et al., 2015). It identifies how we discover knowledge and new findings. The gathered data is used in an amic manner which believes in a subjective approach to reality. This approach involves interacting with people in order to find out about their truth and we do this through semi-structured interviews for our research.
3.1.2 Research design

This research uses a qualitative case study research method. A case study is described by Simon and Francis (2001:31) as a “descriptive research based on real life situations, problems or incident”. A case study can bring a phenomenon to life and help the readers understand its meaning (Gall, Gall & Borg, 2003:434). Our research study is therefore a relevant description for a case study research, as the definition consists of a qualitative and case study approach (Merriam, 1998). A qualitative case study research is described as “an intensive, holistic description and analysis of phenomenon or social unit” (Merriam, 1998:27). The chosen case study is based on a multinational company “OneTech”, that operates in the technology industry and has operations in Emerging Markets. A fictitious name has been given to the case company as OneTech because the original company choose to remain anonymous. To protect the company and its information, we gave the company a different name. If there is an operating company by this name, we assure you that the study was not based on it. This single case study approach is considered to be appropriate because it best suits the objective of the study. The chosen research method, therefore, allows the researchers to examine an environment or an organization in its natural setting in order to obtain rich insights of complex processes (Yin, 1994).

The sample size is of interview candidates of the case company's employees, who have relevant work experience in foreign operations, specifically those who have knowledge on Emerging Markets. Saunders et al., (2009) state that a study that uses an inductive approach is better to use a small sample group rather than a large number. The figure below presents the research phases and methods used to answer the research questions.
The research design above illustrates the study process. We started by investigating the study topic through secondary data by identifying a gap in literature. We then found OneTech as the suitable case company to base our research on. OneTech is suitable for the chosen topic based on its CRM operations in Emerging Markets. In order to obtain quality data, respondents working in customer relations department were chosen, specifically those with years of experience and those that could provide useful data. These candidates were interviewed through semi-structured interviews, over Skype call. This is because Skype allowed us to carry out the interviews in an efficient way, especially in an affordable manner due to respondents being located in different geographical locations. Lo Iacono, Symonds and Brown (2016) state that using skype interviews can be an alternative way than face-to-face interviews. This is considered to be adequate, efficient and effective. The gathered data has thus been transcribed and analysed in comparison to the theoretical model presented in chapter 2. Finally, the gathered data and analysis has been used to answer the research questions and fill a gap in literature.
3.1.3 Research approach

The aim of this study is to provide insight into the Customer Relationship Management phenomena by applying an inductive research approach which provides analytically generalisable theory (Yin, 1984). An inductive approach consists of collecting data and developing theory from the analysed data (Saunders et al., 2009). Given the unexplored nature of the research topic (MNC’s strategy implementation of CRM in Emerging Markets), this study made use of the exploratory qualitative research strategy (Yin, 1994). Hoskisson, Eden and Lau (2000) state that exploratory methods used in case studies are useful for examining strategies in Emerging Markets. In addition, this form of study is valuable for seeking insights and assessing phenomenon’s (Saunders et al., 2009).

3.2 Data Collection

This study conducted both primary and secondary data research. The primary data was collected through semi structured interviews. Saunders et al., (2016) state that semi-structured and in-depth interviews are not standardised, and they are often referred to as qualitative research. With semi-structured interviews, we needed a list of questions to be covered and these interviews helped us gather valid and reliable data that is relevant to our research questions and objectives (Saunders et al., 2009). In order to obtain quality data, respondents working in customer relations department were chosen, specifically those with years of experience and those that could provide useful data.

The semi-structured interviews were recorded and then transcribed. The interviews were conducted in the month of April and May 2019, and they lasted for about 50 minutes to one hour. The interviews were conducted in English because this is the common language both the interviewers and interviewees shared. Additionally, one interview has been conducted both in English and Arabic because when the respondent could not express himself in English, he would speak in Arabic, which made the interviewee comfortable. The interview questions were grouped into sections of introductory questions, general, company specific and Emerging Markets specific questions. This was organised this way in order to have a clear flow. The respondents are identified
with alphabetical letters because they choose to be anonymous. Table 2 below presents a description of the interview and interviewee’s information.
<table>
<thead>
<tr>
<th>Respondent</th>
<th>Position</th>
<th>Years of experience</th>
<th>Nationality</th>
<th>Interview Date &amp; Time</th>
<th>Interview Duration</th>
<th>Authors present</th>
<th>Interview language</th>
<th>Office location</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Customer services</td>
<td>5.5 years</td>
<td>Jordan</td>
<td>25.04.2019 15h15</td>
<td>46 min</td>
<td>Both</td>
<td>English</td>
<td>Amman-Jordan</td>
</tr>
<tr>
<td>B</td>
<td>Customer services</td>
<td>13 years</td>
<td>Jordan</td>
<td>02.05.2019 15:00</td>
<td>73 min</td>
<td>Both</td>
<td>English &amp; Arabic</td>
<td>Dubai-UAE</td>
</tr>
<tr>
<td>C</td>
<td>Customer services</td>
<td>3 years</td>
<td>France</td>
<td>05.05.2019 11:00</td>
<td>56 min</td>
<td>Both</td>
<td>English</td>
<td>Dubai-UAE</td>
</tr>
<tr>
<td>D</td>
<td>Customer services</td>
<td>2.5 years</td>
<td>Jordan</td>
<td>07.05.2019 10h30</td>
<td>43 min</td>
<td>Both</td>
<td>English</td>
<td>Amman-Jordan</td>
</tr>
<tr>
<td>E</td>
<td>Customer services</td>
<td>3.5 years</td>
<td>Lebanon</td>
<td>08.05.2019 10:00</td>
<td>49 min</td>
<td>Both</td>
<td>English</td>
<td>Beirut-Lebanon</td>
</tr>
<tr>
<td>F</td>
<td>Management</td>
<td>20 years</td>
<td>Jordan</td>
<td>13.05.2019 15:00</td>
<td>54 min</td>
<td>Both</td>
<td>English</td>
<td>Dubai-UAE</td>
</tr>
<tr>
<td>G</td>
<td>Customer services</td>
<td>4.5 years</td>
<td>Jordan</td>
<td>14.05.2019 16h30</td>
<td>67 min</td>
<td>Both</td>
<td>English</td>
<td>Dubai-UAE</td>
</tr>
<tr>
<td>H</td>
<td>Customer services</td>
<td>5 years</td>
<td>Jordan</td>
<td>16.05.2019 9hr30</td>
<td>50 min</td>
<td>Both</td>
<td>English</td>
<td>Amman-Jordan</td>
</tr>
</tbody>
</table>
Our study entails secondary data research, which is used in building a theoretical framework that allowed us to gain knowledge from previous studies and understand primary data (Walliman, 2011). In this study, the forehand data has been gathered from peer reviewed scientific articles that consist of literature in relation to the studied topic at hand. In addition, the secondary data has been gathered from OneTech’s website and brochures.

3.3 Data presentation and analysis

Our data has been gathered through recorded Skype interviews. Hair, Money, Samouel and Page (2007), state that the purpose of analysing data is to understand, examine and interpret the findings obtained through primary and secondary data collection. To begin, we adopted the open coding approach, as suggested by Strauss and Corbin (1990). Open coding is described by Khandkar (2009) as defining, labelling concepts and developing groups based on dimensions. This was done by reading the transcripts and identifying the key areas which formed particular groups. Since the primary data that has been obtained using audio-recording, we transcribed all the audio-recordings into text form (Saunders, Lewis & Thornhill, 2016). Transcribing records involves arranging data from a voice recording to written or printed form and this took approximately 45 hours.

With the chosen data analysis approach (open coding), Miles and Huberman, (1994) discusses two stages after data collection, namely: data reduction and data display. The data reduction stage is used to make the gathered data easier to understand, simplify data management and categorise data (Hair et al., 2007). We followed this by dividing our data into conceptual categories that is guided by our theoretical framework presented in chapter two (CRM factors and strategies). The second data display stage consists of organising data into information that helped us analyse the data, draw conclusions and present it in figures (Hair et al., 2007). The gathered data has been analysed and constantly compared to the theoretical framework. This helped us improve our theoretical framework and make minor changes to the research questions. Once we were able to improve the theoretical framework in comparison to our research topic and research questions, we then started discussing the findings based on the presented concepts in the theoretical framework.
Table 3. The process of developing themes, Own.

<table>
<thead>
<tr>
<th>Illustrative codes from interview data</th>
<th>Memos</th>
<th>Themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>The use of customer-based strategies differs in different markets.</td>
<td>The CRM strategies used by MNCs. If the strategies change in different markets.</td>
<td>1. Strategies</td>
</tr>
<tr>
<td>A standardised CRM program used across markets.</td>
<td>The CRM Programs used by MNCs. If the used differ in Emerging Markets.</td>
<td>2. Programs</td>
</tr>
<tr>
<td>Several CRM approaches used, looking at different aspects in different markets.</td>
<td>The CRM approaches used by MNCs. If MNCs use different approaches in different markets</td>
<td>3. Approaches</td>
</tr>
<tr>
<td>The local government regulations and policies such as consumer data regulations influence MNC’s CRM implementation.</td>
<td>The influence of Gov regulations and policies on CRM implementation</td>
<td>4. Government regulations &amp; Policies</td>
</tr>
<tr>
<td>Local level of IT infrastructure and internet connection influences CRM.</td>
<td>The influence of technology on CRM</td>
<td>5. Technology</td>
</tr>
<tr>
<td>The local cultural context influences how CRM is implemented.</td>
<td>The influence of culture on CRM implementation</td>
<td>6. Culture</td>
</tr>
<tr>
<td>It's important to create and maintain customer and partner networks in order to retain customers and grow sales revenues.</td>
<td>The importance of creating customer and partner networks</td>
<td>7. Networking</td>
</tr>
</tbody>
</table>

Table 3 above illustrates the process of developing themes based on the interview data. This has been done using the open coding approach as stated above.
3.4 Ethical considerations

This part of our methodology relates to the ethical considerations that have reflected the appropriateness of our behaviour with regards to the subjects of our research work and anyone affected by it. As defined by Cooper and Schindler (2008:34) ethics are the “norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others”. Therefore the ethical part in our research relates to questions regarding how we formulated the research topic, how we designed our research, how we collected-processed-stored the data, analysed the data, and how we presented our findings in a moral and ethical way (Saunders et al., 2009). In order to ensure the fulfilment of our ethical obligations, we have followed the ten points developed by Bryman and Bell (2007) which include objectives aimed at ensuring the safety, privacy, respect for the dignity of the participants, ensuring the protection of the research data collected, transparency throughout all kinds of communication with relation to the research, avoidance of any kind of misleading information or data misrepresentation, complete anonymity for participating individuals and organizations, an adequate level of confidentiality must be guaranteed as well as obtaining full consent from the participants before carrying on with the study (Bryman & Bell, 2007).

3.5 Trustworthiness

This part of our methodology is essential to our research. Trustworthiness ensures the validity and reliability of our research. According to Shenton (2004) trustworthiness can be categorized into four different elements, namely, credibility, transferability, dependability and confirmability.

3.5.1 Credibility

Credibility is the internal validity of our research, it involves whether the findings relate to reality, in other words it establishes that the representation of the data through the research is valid and believable (Shenton, 2004). We have adopted several mechanisms in order to achieve credibility. These mechanisms include, familiarizing ourselves with the all the interviewees before starting with the interview questions, this helped us
create a friendly environment to establish trust between us and the participants with the aim of getting more insights and concrete findings from each interview. Another mechanism includes triangulation, according to Saunders et al. (2016) this mechanism includes gathering data from two or more independent sources within one study to verify that the data is correct. For our primary data, we conducted 9 semi-structured interviews with different personnel located in different subsidiaries around the globe, moreover we have also collected secondary data from OneTech’s brochures and websites. This ensures variety in our findings which makes our study more valid. Another mechanism we have adopted include tactics to help ensure honesty in informants. In order to achieve this, we only interviewed employees who are voluntarily willing to help and participate, therefore anyone who was less interested was able to decline taking part in our study. The final mechanism we undertook include member checks, this includes sending the data back to the participants to ensure that the data collected is true and reflects their thoughts correctly.

3.5.2 Transferability

Transferability relates to the external validity, it involves to what degree does our study relate or can be applied to other situations (Shenton, 2004). Since our study is based on a small number of participants and contributors coming from one organization, it is not possible to demonstrate that our findings and conclusions are applicable to different situations. However, since our key concepts demonstrate different perspectives obtained from various studies and we present a table consisting of all participants enabling the readers to be able to make comparisons to other groups or research findings, it makes our study more transferable and applicable to different studies (Curtin & Fossey, 2007).

3.5.3 Dependability

According to Lincoln and Guba (1985:299), dependability ‘seeks means for taking into account both factors of instability and factors of phenomenal or design induced changes’, this means whether the findings of our research will be the same if the research is conducted again using the same methods and participants (Elo, Kääriäinen, Kanste, Pölkki, Utriainen & Kyngäs, 2014). To address the criteria of dependability, the steps and processes of this study should be reported in detail in order to enable researchers interested to repeat the work to understand and know the exact process
undertaken in this study, in order to possibly obtain the same results (Shenton, 2004). In
the methodology section, the research design and approach, details of data gathering,
and an analysis of the methods used have all been provided in detail. Through this
dependability is achieved and interested researches could carry out the same exact
research.

3.5.4 Confirmability

According to Elo et al., (2014:2) “Confirmability refers to the objectivity, that is, the
potential for congruence between two or more independent people about the data’s
accuracy, relevance, or meaning”. Meaning that the findings of our research has been
based on the data gathered through primary and secondary resources, without the
interference of the researchers and without any form of bias (Shenton, 2004). To
achieve confirmability, we transcribed all the interviews and kept recordings of them to
verify that no bias behaviour has taken place, we also have described our research
methods, how we collected all the data used in this study, whether primary or secondary
data.
4. Empirical findings

In this chapter, we present the gathered empirical data that has been obtained through semi-structured interviews at OneTech. This chapter intends to provide the macro-level aspects that influence CRM implementation in Emerging Markets and how multinational companies implement their CRM strategies in Emerging Markets.

4.1 Case company

The empirical findings have been extracted from OneTech, a company that operates in the technology industry. OneTech originates from the USA and it has successfully expanded its operations both in developed and Emerging Markets. Its business activities consist of technological software and hardware development. In 2018, OneTech recorded over 100,000 employees world-wide, with sales revenue exceeding 100 billion USD. (OneTech website, 2019)

Since OneTech originates from the USA and it operates in Emerging Markets, it poses to be a suitable case study that provides insight into their CRM strategy implementation in Emerging Markets. Furthermore, influencing factors of CRM will be identified. OneTech has been operating successfully for over 40 years, which is beneficial to gain information from a company that has many years of experience in the technology industry. (OneTech website, 2019)

*The company is in an interesting position in Emerging Markets, such as the African market because it’s one of the biggest growing markets with potential for more growth, where their resources are allowing them to have good infrastructure.* (Respondent C, 2019)

4.2 OneTech’s CRM

Around one-third of OneTech’s workforce is designated to the customer service department. These employees engage with customers through face-to-face interactions, emails, and over the phone. In addition, these employees are responsible for caring, maintaining and building relationships with the customers and ensuring that they are
happy with the company's services. Having employees who know how to approach and interact with customers can result in sales growth and customer retention, which is the company's vision. One respondent state:

“Customer Relationship Management is the core in all businesses. If you don't have CRM and don't care about CRM, then you will not succeed in your work.” (Respondent B, 2019)

Customer Relationship Management skills are vital for OneTech. This makes work easier when the employees know how to handle customers. Those that don't have strong customer relationship skills are usually sent to take customer service courses to improve their skills because this is an important skill for the firm.

“When I hire people, the first questions I usually ask focuses on soft skills. How the candidate will talk to the customers, how they will handle certain situations and how they engage and build relationships with customers. Without these skills, I would not hire them. I don't focus at the core of your work, it's important for me to know your customer relationship skills and how you will handle customers from different backgrounds.” (Respondent B, 2019)

Managing customer relationships in Emerging Markets is important; especially that OneTech is trying to penetrate these markets more. A different CRM approach is used in every market depending on the local context. Hence, examining Emerging Markets is vital before engaging with the customers. This makes it possible for OneTech to strategize their CRM approach and its implementation.

4.2.1 Importance of CRM to the firm
OneTech is a service and product provider, which means that OneTech’s operations revolve around customer interactions and ensuring customer satisfaction. As a global company, services are built on customer satisfaction in order to remain competitive in a global market. OneTech takes a close look at how the customers are treated by the employees and whether they are getting satisfactory services they initially opted for. In a case where customers are not satisfied, the employees try their best to ensure that the issue is resolved, and continuous customer-firm relationship is maintained. The latter
also builds customer trust which leads to customer referrals to others through word of mouth. Since OneTech’s key services are based on consumption, every service provided is intended to try to make the customers feel comfortable to return even if it's just for enquiries or to provide feedback to improve the company’s offerings. This relationship approach is related to how OneTech focuses on their customers in order for them to reach their goals. The concept of CRM has brought more business to the organization. Respondent C states that through this, he has been able to build contacts and relationships in Africa, Middle-East and in Europe over a period of 3 years. He further states that the company has handled its customer relationship management very well with multiple employees working on specific customer accounts. He believes that CRM is one of the main pillars for OneTech, and that the whole success of the company relies on customer relationships.

“If you don't have good customer relationships, you will likely lose the customer's trust and if you lose the trust, you lose everything!” (Respondent B, 2019)

4.2.2 CRM programs
A standardised CRM program is used between developed and Emerging Markets. However, every customer interaction is treated differently based on the customers’ needs and preferences. The standardised program is continuously tailored based on the customers’ expectations. After every interaction with the customers, the customers are given a survey to complete that is filled under management and is kept as part of the departments KPI’s (Key Performance indicator). The latter is used to maintain a full mark percentage of customer satisfaction which is not allowed to decline. Meaning that for every interaction with customers, the employees’ performance and customer satisfactions should increase annually. Sometimes the technical account managers go along on site with the engineers helping the customers, in order to make sure that the scope of the engagement is property made, the engineers cover everything that needs to be covered and that the customers are happy with what has been accomplished during the visit.
4.2.3 Strategy

Different strategies are used in different Emerging Markets depending on the revenue potential in each market. In Emerging Markets, there are constantly new directives, regulations or political problems, so OneTech’s strategies constantly change too. How a market deals with its customers and the revenue potential in an Emerging market can influence the strategy plan. Different local aspects are considered, and this can turn out to be costly for the firm, especially in Emerging Markets.

“We basically look at the local regulations and the nature of our current and potential customers when strategically planning... Each region will have a different strategy on how to build our customer relationship considering local regulations, culture, politics, technical infrastructure and so on...” (Respondent B, 2019)

The sales pitch is different in Emerging Markets compared to developed markets. Most of the developed markets have technology that has been around for years and customers are mostly more knowledgeable about the OneTech’s products and services. A different sales pitch is used in Emerging Markets where the company goes into details about their products and services in order to ensure a certain level of quality amongst all markets. Because the OneTech is involved with government entities, banks and hospitals, the strategy plan is altered. These entities contain sensitive information, and this is always considered during strategy planning. This is because OneTech aims to deliver services effectively by building trust with their customers, whether it's with the government, bank, health care or normal day to day customers.

4.3 Managing relationship portfolios

OneTech classifies their customers into different categories. They have categories for large enterprises such as the government and banks and others such as individual customers, start-ups and entrepreneurs. Based on these categories, the CRM approach and interaction are different. Because OneTech is extremely customer centric, they try to meet their customers where ever they are, meaning that if their customer is operating within a governmental entity where it is extremely hierarchical, they try to blend in that ecosystem. If they are dealing with an organization that is extremely dynamic, then we
try to approach it from that angle. If the company is dealing with end-users, then they try to use a different set of tools that meet their needs. All the respondents state that they try to make sure that every interaction with the customer is positive.

The respondents pointed out several CRM approaches used by the company. For example, when OneTech releases a new product, it will contact its top 25-50 clients (customers) world-wide and pitch their products to them. After this, they ask for feedback on what their thoughts are on the product and how they can improve it. This approach involves customers at the beginning of the product life cycle, with intentions of making the customers feel part of the process. Respondent B stated that he noticed how this makes the customers happy to be included in the product decision making process and that their feedback is valued.

Another approach identified is how the company observes, communicates and listens to its customers in all markets, especially in Emerging Markets. The respondents state that this is the best way to understand the customers problems, allocate resources effectively and efficiently, and build customer relationships. Because OneTech is trying to grow their presence in Emerging Markets, they are attentive to this approach and understand it as an effective way to communicate.

“The way you talk and listen to the customers is the most critical approach for a successful customer relationship.” (Respondent B, 2019)

A different form of communication is applied depending on the customer’s case. In cases of critical situations, OneTech prefers to handle customers in Emerging Markets face-to-face over phone calls. This is because face-to-face interactions bring solutions quicker, it protects confidentiality in critical situations, boosts effectiveness and builds relationships better. Building trust is important in Emerging Markets. Respondent C states that he believes that this can happen through human interactions because customers love to have a tailored approach through human interactions. He further states that this gives them a sense of importance.

“In Emerging market, the resources are a little bit limited I would say than developed countries, so it’s important for them to know their investments are going for a good
cause, that it will help them in the short-term and long-term, I think that whenever you are able to build that human connection, that really plays a role in how successful you are in making them return to us.” (Respondent C, 2019)

The respondents state that developed markets are often more flexible with their budget spending. In contrast, Emerging Markets are usually budget conscience, less profitable and sometimes unprofitable. Keeping this in mind, OneTech has a different approach to those markets with less budget flexibility in order to ensure that their customers are equally satisfied with their services, regardless of their budget constraint. They do this by designing products or services within the means of their customers in order to ensure customer satisfaction.

OneTech tries to use an approach that is best suitable for the customers, an approach that the customers can relate to, without imposing a customer relationship approach that is not familiar to them. Respondent F gives an example of dealing in a closed market where customers in this market don't expect to receive phone calls, they would rather work with a machine or interact via email. If the company calls, then the customer would not appreciate this. Respondent B further states that the best CRM approach is one approach which puts the customers first and meets the customer where they want and how they want, not what OneTech wants.

4.4 Elements influencing CRM in Emerging Markets

The identified macro-level factors are those that are external to OneTech. This includes country specific factors such as technological infrastructure, government regulations and policies. Other consumer specific factors are networking and local culture.

4.4.1 Government regulations and policies

The local government policies and regulations influence the OneTech’s operations in the local market. In addition, it affects how the local customers data is processed. This influences the customer-firm interaction. One aspect has been identified, namely: how customer data should be processed.
Data processing
OneTech provides cloud services; hence, it works with big data. In this instance, dealing with certain clients involves looking at certain data regulations or directive laws posed by the government they are under. Some governmental laws restrict certain data to be stored on the cloud system. For example, customers in Europe are protected by the European General Data Protection Regulation (GDPR) which is strict with processing and storing customers data. Customers in Emerging Markets are also protected by their local data regulations, meaning that before dealing with these customers, OneTech and its employees should be knowledgeable of the local data regulations that may restrict them to store, process or interact with their customers. Some of these data regulations consist of obtaining customer consent to store their data which makes it challenging for the company to openly interact with customers (especially when marketing personalised services).

“I'll give you an example, if I'm going to try and help a certain customer reach a certain strategy or plan that they have, I need to know if there are governmental laws for cloud solutions and whether they are permitted. If they are not, I would not go into the conversation with the customer to begin with...” (Respondent A, 2019)

This is because OneTech tries to ensure that the customer feels like they are heard and that the company cares for their best interest. In an Emerging market like Jordan, most of the policies are not coming from the government but from the central bank. Dealing with customers from this market leans more towards the financial sector. Meaning that OneTech would have a different conversational approach to cater to these customers. The services are also tailored to meet the local regulations the customer abide by. In addition, respondents state that Emerging Markets usually have strict security measures due to cyber hacking and these security measures are implemented to protect local data. Certain Emerging Markets, such as China, banned the use of certain social media platforms (social media limitation) due to political matters. This affects the company's customer interactions, as they have to think of other ways to engage with their customers.
4.4.2 Infrastructure

Technological infrastructure has major influences on OneTech’s customer relationships. When an Emerging market has low levels of technological infrastructure, relationship building, and maintenance can be challenging. The respondents state that there are customers from Emerging Markets who have low quality internet services. There's often internet disconnection when communicating with customers in Emerging Markets due to weak internet services. For example, one respondent stated that they would call a customer and suddenly there's a disconnection. The customer would then forget about their local difficulties regarding their local internet infrastructure and get frustrated. In this instance, the employee cannot do much during such difficulties. The employees then need to put in huge efforts and consider their customer by meeting up face-to-face with the customer. This ends up being time consuming and is costly for the firm. As a result of lost time, the customers can end up discouraged to continue interacting with the employees.

“Technology is a big factor and it is different between developed and Emerging Markets. In Emerging Markets, you need to put in a lot of effort and use different techniques such as verbal face-to-face communication, just to maintain a good relationship.” (Respondent B, 2019)

4.4.3 Networking

As a global company, networking is a crucial factor in relationship building. Networking empowers OneTech to reach more people across the globe. Establishing networks requires a lot of time and effort, and it also requires a lot of relationship building, but it is something that the company counts on and bank on in building their marketing and sales strategies. OneTech has been growing due to its networking partners across regions. Having these networks has made it possible for OneTech to gain connections, resources and sharing of know-how in different regions. Creating customer networks improves customer interactions such as gaining feedback which is useful for OneTech to improve its offerings.
“I believe that networking is one of the best ways to spread positive marketing. This is when word-of-mouth and referrals can play in favour of the firm.” (Respondent C, 2019)

Respondent F states that OneTech cares about its brand and its customers, hence they use social and event networking as listening engines. They do this to see where the company is being mentioned, hear about the sentiment of their products and services, and also try to follow up on these and recover from mishaps or amplify the positive interaction.

Social networking
Social networking is a platform for engagement with customers both in Emerging and developing markets. OneTech engages with customers on Twitter, Facebook, LinkedIn etc. LinkedIn is used as a platform to interact with possible employees and information sharing in terms of what's new in the market. Respondent C states that sometimes customers would ask for his LinkedIn profile to stay in touch, ask questions and look for working opportunities in the company.

Another platform used is a blog that is available to the public for queries regards to the products and services provided. OneTech’s employees are responsible to be active on social networks. On a weekly basis, these employees make time to go on these social media platforms and network with the customers to answer their questions. The respondents state that customers appreciate when the employees interact and relate with them and this builds better relationships. Social media networks also make it possible for OneTech to create more connections which is helpful when they are in need of something from their networks.

“LinkedIn really helped us build a bridge with our customers. We are able to build strong and successful customer relationship through this platform.” (Respondent B, 2019)
Customer relationship management events
Another form of customer engagement and networking is through company events. OneTech has a large ecosystem environment and they organise events where they invite their partners and customers. They sell and work with partners in Emerging Markets that also engage with customers, which enhances the connection web. OneTech holds multiply events annually where customers are invited to know more about their new services or specific offerings. During these events, they provide information to make the customers feel acquainted with the services they are about to adopt. In addition, respondents state that they avail themselves at every blockchain conference in their industry of operation.

“We organise big events, not only to show what the company can do but also to listen to any given feedback from the customers.” (Respondent C, 2019)

Two respondents state that there are side effects to social media networking, as a small issue can be amplified into a bigger issue. However, OneTech still tries to be part of what the new generation is using and what new businesses are using. So, if they’re customers are using Facebook, then they will be there, if they are using twitter, they are there. The two respondents state that they are advised to meet the customers where they are without having an imposing approach. OneTech tries to make sure that the customers feel like they are part of them through these channels.

4.4.4 Cultural context

OneTech is a global company that consists of and deals with different cultures both internally with their colleagues and externally with all the customers in their global market. Understanding the nature of the customer is important in order to engage and communicate according to the customers’ requirements rather than the employee’s because simply they are simply there to serve their customers and ensure that they are satisfied with the products and services. Culture plays an important role in terms of engagements with customers/clients from different backgrounds.
In every market OneTech operates in, it experiences different cultural dynamics. Some are similar to others and some may be totally different. Before interacting with any market, OneTech looks at the local culture and how they conduct themselves. In Emerging Markets specifically, OneTech requires an expert who has experience in CRM in order to assist in building customer relationships.

“It is important to determine the cultural aspects in order to know how to interact with individual customers. It's important to understand the country level policies in order to see what services you can provide to your customers and it's important to understand the levels of technology in an Emerging market in order to see what works in each environment. Creating networks is also quite important for forming relationships. Basically, these are the four important factors to expand your territory.” (Respondent A, 2019)

**National culture**

The local national culture affects the OneTech’s interactions, especially in some communities. Specifically looking at the Middle East and Africa, relationships and bonding with customers is important. It is important to be more of a friend in these relationships because that is how the local people do business. For instance, breaking lunch or dinner with a customer becomes important due to their cultural norms and values. So OneTech addresses cultural differences specific to the market, while still making sure that they abide by international laws that govern their operations. Meaning that if a market is known for corruption, when OneTech operates in these markets, it will not follow the local corruption norms, rather, it abides by its international laws that govern their operations. It is not always that they follow the local norms.

In Emerging Markets, OneTech looks at the communication culture. The respondents state that they usually meet face-to-face with these customers because they don't prefer phone meetings, especially if they last for hours. If the supporting employee resides in a different market, he or she would travel all the way to an Emerging market to support their customer for satisfaction purposes. This may be costly for the firm, but it is what the customer prefers. Mostly in communities where trust lacks, customers prefer to meet the service provider face to face, interact and build a relationship. For them, this makes the interaction smoother and trust is built. OneTech thus try to educate its employees on
different cultures. One way that they do this is by offering language courses to its employees to learn three or four languages that would help them interact easier with their customers. OneTech considers cultural differences in different markets. For example, in the Middle East, the company takes into account the prayer times. Other working styles are also considered such as the required one-hour break in Germany. The purpose of this is to serve customers from different cultural backgrounds and to ensure that they get the best services at their comfort.

Another cultural difference identified between Emerging and developing markets is time management and punctuality. Respondent E states that customers in Emerging Markets are usually late for meetings. Rather than complaining, the respondent states that she adopts and understands the local culture’s time management. Adapting to the customer’s local culture makes the interaction easier. To implement an effective CRM strategy, OneTech must cater or adjust the communication techniques and methods to suit the specific client. This is to maintain an effective CRM technique which considers the cultural backgrounds of the client. For example, being direct and pragmatic with clients coming from developed countries and being a little bit indirect and more patient in Emerging countries.

“I think your research topic of CRM is the most important topic in our daily lives for businesses and individuals; it is the heart of everything.” (Respondent B, 2019)

4.5 Empirical summary

Overall, based on the respondent’s feedback, we were able to identify similarities in feedback from the respondents and also different views on certain aspects. All the respondents spoke about the company being customer centric and they take CRM serious in their daily interactions with customers. They believe that this has made it possible for them to retain customers and boost sales growth. All the respondents also had the same feedback on the OneTech’s CRM strategy, stating that their strategy plan is different depending on the market they're operating in. However, the respondents pointed out different aspects such as the macro-level factors and the market revenue potential. Based on the CRM program used, all the respondents stated that they use surveys to obtain customer feedback in order to improve their offerings. The
respondents however provided different CRM approaches used by OneTech. Respondent F stated that they approach customers based on the customer category. Other respondents state that they approach the customers based on their expenditure budget and most of the respondents stated that they use the best communication approach which best relates to the customer. Based on these responses, we believe that OneTech approaches their customer based on the customer category they belong to and then they use the best communication approach that relates to the customer the best. All the respondents mentioned that local government regulations and policies influence their CRM implementation in Emerging Markets. In addition, OneTech networks with its partners and customers through event and social networking. Respondent F specifically stated that “networking is the key to building relationships”. OneTech takes into consideration of the cultural norms, values and language conventions such communication and time management.
5. Analysis

This chapter presents an analysis of the gathered data that has been presented in the empirical chapter. An analysis is carried out to discuss the factors that influence MNC’s CRM implementation in Emerging Markets and the strategies used by MNC’s in these markets. From this chapter, the authors are able to draw conclusions.

5.1 CRM implementation

Our findings stress on the importance of CRM to organisations, specifically to the technology industry as per our case company. Gummerus et al. (2017) argue how relationship marketing has become an essential part of business development and strategies, and our findings and most of the data gathered relate to how it is of utmost importance for OneTech to manage relationships in a successful manner, which would reflect on the surveys they provide their clients to fill after each visitation or engagement.

Raval and Gronroos (1996) argue how RM has shifted the marketing paradigm and that it has emphasized on the relations between organisations and their stakeholders and (Sheth & Paravatiyar, 1995) discuss how there are different definitions of RM, however a common ground of those definitions is that engagements with customers have shifted from the traditional approach where it is transactional and firm induced to a relational approach through collaboration with different stakeholders whether customers, suppliers or others. Hence our findings complement the statements by the authors above as the interviewees pointed out how they are not only interested in selling their products and services to their customers, however they must ensure their satisfaction through after sales services and continuous updates to maintain and retain their customers.

Moreover (Reichheld & Sasser, 1990; Rosenberg & Czepiel, 1984; Berry, 1995) present arguments in their studies, which relate to organizations enjoying higher profit margins as a result of lowering the defection rate of customers and therefore retaining them. In relation to those studies and comparing them to our findings, we can confirm that from the data gathered, OneTech seeks customer retention and aims to fulfil their client’s requirements, in order to develop their relationship further by satisfying them and
meeting their demands as part of their business strategies. In addition to that, our findings also relate to the importance of succeeding with the customer engagements to enhance the reputation of OneTech, as well as benefit from expanding their network through the word of mouth.

5.1.1 Customer preference strategy

Nguyen et al., (2007) discuss how organizations ignore their customers preferences, and what makes them happy and satisfied, which leads them to defect from the organization and seek competitors. Our findings suggest otherwise, and our data supports that. We have found that in order to achieve satisfactory engagements which is reflected on the KPIs of the organisation, the client's preference is essential and OneTech has to deliver according to that and not too according to its own preference. Understanding the needs of their global customer will enable them to allocate their resources more efficiently. OneTech adopts a standardised approach of customer engagements in Emerging Markets and developed markets, whether it's on-site visitations, emails, online support, or all of them, however the nature of engagement slightly differs when it comes to the preference of the clients in Emerging Markets, as it has been found out that in these markets they tend to prefer the on-site visitations which are face-to-face and more understandable, as they feel they acquire the necessary information when the support is on-site rather than online. And in developed markets, they tend to be more flexible and confident in whatever method of interaction occurs, they usually look for the issue to be resolved as soon as possible. Therefore, these markets are understood to be more mature and more efficient to OneTech because of their ability to engage easily in whatever method is available, and their preference lies in the organisation being able to respond in a timely manner.

In the study made by (Lindgreen et al., 2006), it shows that different customers require different methods of interactions, specifically relating to the amount of engagements or the level of importance a specific account may possess. Our data find the statement above to be true, and it has been found that OneTech differentiates its customers based on their importance or recurring transactions. Moreover, with the availability of many interaction platforms, it is important to categorize each customer in a way which matches the methods of interactions used, for example key accounts must be unique in
the way the organization handles its relationship with them in order to make them feel closer and part of a bigger network and that their investments are being taken care of.

5.1.2 Customer value strategy

According to (Day & Wensley, 1988; Doyle, 2000; Kothandaraman & Wilson, 2001) value creation enables businesses to have a competitive advantage. Our findings relate to this, however more specifically, as the data suggests that value creation can be achieved through successful engagements and resolving issues occurring to the customers. OneTech brings value to its customers through continuous interactions regarding product development, feature add-ons and one on one visitations to strengthen the organisation-client relationship. Moreover, value is also created through their tailored products and services which is sometimes designed for a specific type of customer as per their working environment, need, and/or budget.

5.1.3 Customer retention strategy

According to (Brown & Gulycz, 2002; Rigby, Reichheld & Schefter, 2002) forming a customer strategy to manage and implement a successful relationship is of great essence. Additionally (Christopher, Payne & Ballantyne, 1991; Grönroos, 1994; Jackson, 1985) also discuss that the strategies should not only include attracting new customers, however developing existing relationships with current customers as again retaining customers could prove more efficient for organizations. Taking the above studies into consideration, and comparing them to our findings, we can only confirm those statements and stress on the importance of developing a strategy befitting to the wide range of customers OneTech has in its ever-growing global market.

Forming an appropriate customer strategy would enhance trust between the organisation and its customers (Grönroos, 2000; Morgan & Hunt, 1994). And realising which customers are more profitable is also of great importance for businesses in order to strategise accordingly and manage each relationship independently (Kenyon & Vakola, 2001; Lindgreen et al., 2006). Our findings suggest that trust must exist between the organization and its clients, because trust leads to satisfaction, and satisfaction leads to
loyalty, which results in customer retention and referrals through positive word of mouth. Moreover, our findings also indicate that it is better for organizations to categorize their customers according to the size of business they have, because one cannot dedicate the same resources and efforts to all their clients in the same manner, firstly because some customers prefer a specific and more direct form of engagements such as face-to-face. Secondly, clients which exist in Emerging Markets have limited budgets and therefore cannot enjoy the wide-range of products and services which OneTech offers, therefore this must be taken into consideration and organizations need to design their offerings in a more personalized and customized way in order to satisfy all and not part of their customer base. Thirdly, the technology levels vary between developed and Emerging Markets, thus clients operating in Emerging Markets may be less knowledgeable about OneTech’s offerings, therefore the company needs to promote their products and explain their features in details to make them familiar and understand the functions and purposes of any related product or service.

According to Roberts et al. (2005), organisations need to address unprofitable customers, and either make them profitable or terminate their business. Based on our findings, we partially agree with this statement, as of course businesses always try to profit from all its customers, however terminating the contract or interaction with an unprofitable customer is not something OneTech undergoes. For them customers do not only bring monetary benefits to the organisation only, however forming relationships and expanding their networks is one of the businesses core strategies and terminating unprofitable contracts would only reflect negatively on the size of the network OneTech has. Moreover, a bigger percentage of the unprofitable customers tend to come from Emerging countries as they have limited budgets and expertise, hence terminating unprofitable businesses in Emerging Markets will make the company less knowledgeable about those markets and this would reflect on their international experience, which is extremely important for a global company such as OneTech.
5.2 Influencing factors of CRM in Emerging Markets

The case study highlights several factors that influence CRM implementation in Emerging Markets. These factors have been identified in the empirical analysis as: the government regulations and policies, technological infrastructure, networking and the local culture in an Emerging market. By identifying these factors, MNC’s are able to develop CRM implementation strategy plans to actively interact and retain existing and potential customers.

5.2.1 Legal and regulatory laws as a factor

We identified government regulations and policies as an additional factor to the conceptual model of CRM implementation in Emerging Markets. This finding shows that the local government regulations and policies can influence the way MNC’s interact with their customers. The respondents state that they look at the local government regulations and policies concerning consumer data processing and social interactions. Some governmental laws restrict consumer data processing by MNC’s and this is supported by existing literature. McKenzie (2002) states that companies collect consumer data to fuel CRM, however, it also poses concerns regarding privacy. International differences in policies can be a challenge for MNCs seeking to use CRM to customise their products and services based on individual customer preferences.

Multinational firms from developed markets seeking to do business in Emerging Markets need to adhere to local government regulations and policies concerning consumer data processing. Companies that try to build their relationships with their customers often engage in marketing activities such as targeted offers via e-mail, LinkedIn, Facebook, personalized pricing, promotion and interpersonal communication in hope of fostering a relationship with customers. Ramasehan et al., (2006) states that these marketing activities by companies can directly affect their relationship with consumers and the perceived investment. However, based on the case study, certain government regulations and policies restrict MNC’s to use social platforms to interact with their customers. For example, China's social media platforms are highly regulated and restricted. Facebook is one of the social media platforms that is used globally, and companies often use mass marketing on this platform. However, certain Emerging
Markets like China restrict the use of certain social media, making it challenging for the firm.

The respondents state that certain Emerging Markets pose strict constraints due to data hacking. Hence, the government poses these restrictions in effort to protect consumer data. According to Wio (1983), in authoritarian societies, media operation is controlled and restricted. These societies with high authoritarian political systems often enforce strict constraints on the possibilities of obtaining certain type of information. A dependency model is used to emphasize the on the social conditions that influence the shape of media while ignoring the viewers as active (Sun, Chang & Ty, 2001). When companies interact with societies through different communication systems, societies are able to vary their needs and motives from context to context. In addition, Sun et al., (2001) states that certain media systems and societal structures consist of individuals who opt for personal and mediated channels in order to gratify their needs, requirements and preferences. From the government regulations and policies, we found that legal laws and regulations influence social media interaction. As minor as this may seem, it is done so to protect the local’s consumer data. Hence, we add the social media interactions as a concept factor to be considered by MNCs implementing CRM in Emerging Markets. We noticed a lack of adequate literature on government regulations and policies and how they influence CRM implementation. We place this concept (social limitations) under the government laws and regulations in our conceptual model, adding to the minor existing literature.

5.2.2 Technology factor

Technological infrastructure in Emerging Markets has influences on MNC’s CRM implementation. Abdul-Muhmin (2012) states that the technological infrastructure component of CRM addresses both computer software and hardware systems for capturing, storing and evaluating customer data in order to identify profitable customers whom OneTech can build and maintain relationships with. Although OneTech tries to capture, store and evaluate customers data in Emerging Markets, it experiences low quality internet services which affect the customer-firm communication and data collection. In addition, these becomes costly for MNC’s. This is because CRM information technology investments can be limited due to frail IT infrastructure or weak
economies that are not sufficient for CRM solutions (Quan, Hu & Wang, 2005). Hence, a great emphasis should be placed on acquiring good technology to implement CRM in Emerging Markets. Although this may be a small matter for some markets or firms, the cost of implementing CRM can be costly.

The IT capabilities in Emerging Markets have an influence on a company’s ability to communicate through the phone, e-mail etc. Significant computer software and hardware is required for CRM initiatives, especially for companies with big number of customers. In this instance, a four-level conceptual model is proposed by Stefanou and Sarmaniotis (2003) for CRM development stages. The first stage consists of non-IT CRM which mainly relies on manual systems. The second stage is the IT based CRM that collects data manually and uses IT to analyse the customer data. The third stage is the automated CRM IT that is used for customer interaction. The final stage is the integrated CRM that involves integrated systems and CRM analytical systems. This shows that the level of technological infrastructure in Emerging Markets can affect the firm’s ability to analyse data, the quality of customer information available and the communication capabilities through different channels of consumer interaction. We thus believe that OneTech should consider the four CRM IT development stages when looking at the technological factor in Emerging Markets. In addition, we believe that this finding validates existing literature on IT as an influential factor to CRM (Abdul-Muhmin, 2012; Stefanou & Sarmaniotis, 2003; Shengdong & Xue, 2011; Almotair, 2009; Ali & Alshawi, 2004).

Establishing CRM systems can be expensive for MNC’s. However, implementation of CRM through IT can be a huge investment that may lead to favourable profits (Milad & Tannaz, 2014). CRM is important in the midst of global competition. Our findings thus identify and confirm technology to be a factor for CRM implementation.

5.2.3 Networking factor

The term business networking is not just the management processes between the company and the customers. Ford & Mouzas (2013) state that the idea of business networking is to condense the complex reality and the choices that companies face in an interaction business landscape. Companies are embedded in network connections with
their customers, competitors, partners suppliers and to a wider business environment (Donaldson & O’Toole, 2007). Each interaction through networking builds on previous interactions and there is no point from which to examine this (Ford & Mouzas, 2013). Similarly, from our case study, we found that OneTech builds networks with both their partners and customers. In addition, it is found that from every interaction, continuous networks are built. These networks are found to be beneficial for OneTech in customer relationship management and positive marketing. Dyche (2002) states that companies that interact with customers through different channels of network are able to notice the importance of having an integrated, update view points of the customer. OneTech cares about its brand and its customers, hence they use networking as a listening engine. They do this to hear about the sentiment of their products and services, and also try to follow up on these and recover from mishaps or amplify the positive interaction. Eventually, this leads to identify customer preferences and boost sales growth.

To analyse the relationship networks of OneTech, Donaldson & O’Toole (2007) identify two perspective approaches: the micro and macro approach. The micro approach consists of analysing at an individual firm level, while the macro approach consists of a broader view of industry and social system level. Based on our findings, we thus categorise OneTech to the macro approach. This is because the influence of industrial policies, social and cultural organization patterns are some of the key parameters in which OneTech operates.

Our findings show that there are different forms of networking such as social networking which is done through social media (E.g. LinkedIn) and event networking which OneTech takes serious by holding several events annually. Both of these forms take a lot of time, money and effort. However, a combination of social media and CRM enables OneTech to have financial benefits. These benefits evolve around the development of customer interactions, which include a major factor in driving the performance of OneTech. The financial gains relate to the customers life cycle, in terms of acquiring, retention, and value maximization (Woodcock et al., 2011).
5.2.4 Cultural factor

The use of CRM by companies is to attract customers, satisfy customers and to retain the customers. In doing so, the interaction experience could be different with customers from different cultural contexts (Ali et al., 2006). To further understand this, Ramaseshan et al., (2006) identified three categories that affect the success of CRM across borders. The first category is external to the company and it rises from the differences in customer expectations, satisfaction drivers and customer value across cultures. The second category is also external to the company and it rises from the differences in competitive environments, technological infrastructure and political systems. The third category is internal to the company and it rises from the challenges that MNCs face when forming customer-oriented companies (Ramaseshan et al., 2006). Based on our cultural aspect findings, it seems that company X can be placed under the first category that is influenced by customer expectations, satisfaction drivers and customer value across cultures. This is because OneTech is customer centric, in addition, the respondents stated that before having operations in an Emerging market, they try to look at the local values, they tailor their products and services based on customer preferences in order to satisfy the local market. This entails interacting with the customers and forming relationships by looking at the local communication context. For example, the respondents state that when working in the middle east, they take into consideration of the local praying hours. This shows that OneTech respects the local norms and values.

Multinational companies are thus faced with an issue of how they can build strong customer relationships with customers from different backgrounds (Ali & Alshawi, 2004). There are cultural differences that may be challenging for MNC’s to even identify their customers by name or communicate in the local preferred language (Berhad & Tyler, 2002). Based on the latter, OneTech offers language courses to its employees to learn the local language in order to communicate with the customers and make them comfortable. For example, OneTech recently opened an office in an Emerging market, and they offered language courses to the employees to learn the local language and two-three other languages that may add value to their customer interactions. This shows OneTech’s efforts in taking into consideration of the local cultural contexts.
Lewis (2003) proposed a distinction of human behaviour based on three different categories. These typologies are: liner-active, multi-active and reactive. Solely focussing on the multi-active typology, this category assumes that humans are talkative, emotional and they value tight relationships with family and friends (Lewis, 2003). Our findings confirm this on the basis of Emerging Markets. The respondents state that when working in Emerging Markets, they often take into consideration how the locals like to build close relationships before getting into business agreements. This is something that they would not likely do in developed markets because these markets have cultural contexts.

A cross cultural management approach by Negandhi (1975) identifies two management approaches: environmental and behavioural approach. The environmental approach puts emphasis on the impact of external factors such as socioeconomic practises on business effectiveness and culture approach (Negandhi, 1975). We believe that OneTech uses this approach for cultural management. OneTech examines different cultural contexts in different markets, and they develop they customer relationship based on the local culture. It is thus important to develop a strong relationship between managerial practices and the cultural management approaches in order to minimise the impact of cultural variables on effectiveness and managerial activities (Negandhi, 1975).

In comparison of Ramaseshan´s et al., (2006) three categories that affect the success of CRM across borders, Lewis´ (2003) distinction of human behaviour, Negandhi´s (1975) cross cultural management approach and our findings, it is evident that culture falls under the macro-level factor and it influences the implementation of CRM in Emerging Markets. In addition, without considering the different cultural contexts, CRM implantation is likely not to succeed.
Table 4. Overall analysis of literature and findings, Own.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Literature review</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategies</td>
<td>-Organisations tend to ignore customer preference which makes them defect from the company (Nguyen et al., 2007)</td>
<td>-Customer preference is not ignored however relied on for successful engagements</td>
</tr>
<tr>
<td></td>
<td>-Different customers require different methods of interaction depending on their importance (Lindgreen et al., 2006)</td>
<td>-OneTech differentiates its clients based on their account importance to the organisation and recurring interactions</td>
</tr>
<tr>
<td></td>
<td>-Value creation gives competitive advantage to organisations (Day &amp; Wensley 1988; Doyle 2000; Kothandaraman &amp; Wilson 2001)</td>
<td>-Value creation is enhanced through continuous customer contact regarding product updates and software developments</td>
</tr>
<tr>
<td></td>
<td>-Roberts et al., 2005 discuss that organisations should lose unprofitable customers if they cannot make them profitable</td>
<td>-Customer are all important to OneTech’s global network, however less profitable customers are not allocated the same resources as profitable ones</td>
</tr>
<tr>
<td>4. Government regulations &amp; Policies</td>
<td>International differences in policies can be a challenge for MNCs seeking to use CRM to customise their products and services based on individual customer preferences (McKenzie, 2002)</td>
<td>Customers in Emerging Markets are protected by their local data regulations, meaning that before dealing with customers, companies need to be knowledgeable of the local data regulations that may restrict them to store, process or interact with their customers.</td>
</tr>
<tr>
<td>5. Technology</td>
<td>Technology is an important influencer in the determination of successful CRM practises (Shengdong &amp; Xue, 2011). It can be used to achieve communication among dispreads geographical nations. Organizations need to know cross-cultural perspectives and how to adopt IT as a tool for CRM (Ali &amp; Alshawi, 2004)</td>
<td>Technological infrastructure has major influences on company’s customer relationships. When an Emerging market has low levels of technological infrastructure, relationship building, and maintenance can be challenging.</td>
</tr>
<tr>
<td>6. Culture</td>
<td>MNCs face issues of how they can build strong customer relationships with customers from different backgrounds. National culture may impede information system design (CRM systems) due to the different ways it may be interpreted. (Ali &amp; Alshawi, 2004)</td>
<td>Before interacting with any market, OneTech looks at the local culture’s norms and beliefs. Emerging market’s national culture affects OneTech’s interactions, specifically in the Middle East and Africa, where relationships and bonding with customers is important.</td>
</tr>
<tr>
<td>7. Networking</td>
<td>Dyche (2002) states that companies that interact with customers through different channels of networks are able to notice the importance of having an integrated, update view points of the customer.</td>
<td>Creating customer networks improves customer interactions such as gaining feedback which is useful for OneTech to improve its offerings. OneTech has been growing due to its networking partners across regions. Having these networks has made it possible for the company to gain connections, resources and sharing of know-how in different regions.</td>
</tr>
</tbody>
</table>

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The analysis table presented above shows the themes of our study, the literature and theory that relates to the themes and the findings of our study based on the themes. The purpose of this table is to give an overview of our study by presenting a comparison between existing literature and our findings. Based on the analysis table presented above, we present below a model of factors that influence CRM implementation in Emerging Markets.

**Figure 3. Factors influencing CRM strategies in Emerging Markets, Own.**

The conceptual model (figure 3) presented above is an improved model based on the empirical study, from the one presented in the theoretical discussion chapter. Additionally, we added components in each of the four factors. These components illustrate what the CRM factor entails. For example, under the cultural factor, components such as cultural values, norms and language conventions need to be considered by MNCs. This model has been improved after analysis and can be used by MNC’s for global CRM strategy planning.
6. Conclusion

This chapter presents a conclusion to the study and it answers the two research questions. In addition, the contribution of our research and the practical implications are discussed. Finally, future research suggestions will be stated.

6.1 CRM implementation in Emerging Markets

Multinational companies are facing ever-growing challenges. The competition in the global market is high as companies try to seek new ways to grow and customers have multiple choices of products and services. Companies try to expand beyond their national borders and reach diverse customer groups. At the same time, these companies notice the value of treating customers as assets, which is an important principle in customer relationship management. Irrespective of the OneTech’s geographic location, they value customer relationships. Firms who operate in different geographic locations, specifically in Emerging Markets need to consider regional differences that may pose challenges with regard to technology, governmental regulations and laws, and social and cultural factors. Across national geographies, companies use similar activities in implementing CRM. These activities involve analysing customer data, analysing the value of the company, the customers need, customer development, retention strategies, strategy implementation and tracking results.

CRM factors and strategies

The goal of CRM is effective customer acquisition, retention and the development companies across cultures and nations. Multinational companies that seek to engage in CRM in Emerging Markets should skilfully manage the interrelationships between the company and the macro factors that influence CRM as described by the conceptual model presented in the analysis chapter. The factors that influence CRM implementation in Emerging Markets are legal laws and regulations, technology, culture and networking. These factors should be considered by MNCs when implementing CRM in Emerging Markets because they influence the way CRM can be implemented, by either causing limitations or posing national differences. In addition, these are the
factors MNCs need to look at when creating CRM strategy planning in Emerging Markets. Based on our analysis, we suggest three CRM strategies for multinational companies operating in Emerging Markets. The first strategy is the customer preference strategy which involves understanding the needs of the customers in Emerging Markets in order to enable the firm to allocate their resources efficiently. The second strategy is the customer value strategy which entail customer engagements, continuous interactions and resolving issues occurring to the customers. This creates a competitive advantage for the firms. The third strategy is the customer retention strategy which involves developing existing relationships, building trust which leads to customer satisfaction and customer loyalty, which result to customer retention and referrals through positive word of mouth.

6.2 Contributions and Practical implications

Existing research on Customer Relationship Management (CRM) has often been limited to developed economies (Rahimi et al., 2017). Our research filled this gap in literature by studying Emerging Markets that have minimal studies. Literature has also shown little study on the implementation strategies of CRM in Emerging economies, which is increasingly becoming relevant to business operations (Kumar et al., 2011). We therefore filled this gap by studying CRM implementation in Emerging Markets by interviewing a company that has CRM activities in these markets. In addition, our study provides a conceptual model of four factors that influence CRM implementation and the possible three CRM strategies to be taken by MNCs. The four factors to be considered are the legal laws and regulations, technology, culture and networking. The proposed CRM conceptual model is for MNCs to use when strategizing and implementing CRM in Emerging Markets. In addition, our study contributed to prior theory by applying and validating certain existing literature.

Our societal contribution revolves around the importance of understanding different markets and cultures in order to develop successful relationships across borders, it is necessary to understand the backgrounds and values of different customers in order to implement the most suitable form of engagements which enhances the relationship. Our study helps highlight the differences in approaching customers in Emerging Markets in the aid of helping MNC’s understand those markets more and include them in their foreign investment agenda.
Because we conducted a single case study in the technology industry, our study my not be generally applicable to companies operating in other industries. Understanding the implementation of CRM in Emerging Markets will help managers allocate their resources efficiently. Managers may use our proposed CRM conceptual model to understand what factors need to be considered when entering markets which are not yet developed. This is essential for satisfactory results and for possible success of the organisation in those markets.

6.3 Future Research

Our study focuses on a single case company operating in the technology industry. Although our research focuses on macro-level factors Emerging Markets (since there is limited literature addressing those markets) future research could use a comparative approach that goes in depth into different Emerging Markets and compare factors in multiple industries in order to have a broader understanding of CRM implementation in Emerging Markets, and how different industries view CRM differently. We suggest future studies that look at the national micro-level factors and study the differences in small and large Emerging Markets. It is evident from our study and previous studies that CRM brings a lot of tangible and intangible benefits to the organisations, more studies of CRM are needed to be explored from the customers perspective of the relationship. These studies can determine whether CRM contributes to customer satisfaction and what CRM elements specifically are viewed by customers to be satisfying.

6.4 Self reflection

Before choosing our research topic, we both gained knowledge from previous courses of Customer Relationship Management and Comparative Management Culture that made us interested to investigate deep into this phenomenon. since we are from two different cultural backgrounds, we were able to study and analyse this topic from two different perspectives. Our countries of origin are regarded as Emerging Markets and we used our national country knowledge to relate it to our study. For example, we looked at how our home countries structure could possibly influence MNCs CRM implementation.
During our research study, we have developed more interest in the topic of CRM, and we learned about MNC’s strategy implementation in Emerging Markets and how different national factors have an influence on CRM implementation. We learned that when implementing CRM in Emerging Markets, companies need to look at the national factors such as the legal laws and regulations, technology, cultural contexts and network. Moreover, we realised the importance of Emerging Markets for organisations who aim to expand their global networks, as they bring important contributions to the knowledge of CRM and its different implementations. CRM can be seen as a marketing and business development tool, and this study contributes knowledge to the career path we’ve chosen. We hope to apply what we’ve learned through this study to our future work activities wherever we find ourselves working in this world.
7. Appendix

Appendix one: Interview Questions

Introductory Questions

- Can you please describe yourself? (Name, position, years in company, other experiences)
- OneTech is present all around the world; can you briefly explain the markets or regions (developed & Emerging) in general that OneTech are present in?

General question

- How can you describe Customer Relationship Management? And how does it apply to you based on your current or past experiences?

OneTech specific questions

- How would you describe the importance of CRM to OneTech? What has it brought to your organisation?
- What CRM programs do you implement to retain your customers? Did you notice the effects of repeat purchases on sales for example?
- What social networks do OneTech engage in? and how can you describe the global customer interactions within those social networks in terms of CRM?
- What customer events do you engage in to get closer or understand your customers more?
- Are your products or services affected by the CRM approaches adopted? or do you only sell standardised products & services globally?

Emerging vs. developed markets specific questions

- Does your company have a different strategy to CRM implementation between developed and Emerging Markets? If yes, how are they different?
  - Are there any local policies or governmental regulations, which limit the data usage for example?
- How does culture affect CRM implementation? Do you consider cultural differences when adopting CRM in different markets?
- What type of CRM technologies does OneTech use and how is it different between EM and developed countries? Do you have cheaper CRM strategies between the markets you operate in for example?
- How does infrastructure play a role in CRM implementation?
- how would you describe this importance of forming networks around the world to the company and how can you relate that to your experience?
• Based on your experience, what is the best CRM approach/program used in Emerging Markets compared to developed markets?

• What factors would you suggest looking at when implementing CRM in different markets? especially in Emerging Markets?
  • Any specific macro-level factors?
8. References


Winkler, T. J. (2012). Information technology governance and innovation adoption in varying organizational contexts.


