THE REPUBLIC OF TURKEY
İSTANBUL KÜLTÜR UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

CUSTOMER RELATIONSHIP MANAGEMENT'S ROLE IN BOOSTING CLIENT'S LOYALTY

MASTER OF SCIENCE THESIS

by Mohamad NAJJAR

1800004566

Department: Industrial Engineering

Program: Engineering Management

Supervisor: Assist. Prof. Ibrahim Ethem TARHAN

February 2021

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Supervisor and Chairperson:	**Assist. Prof. Ibrahim TARHAN**
Members of Examining Committee:	**Dr. Okay IŞIK**
	Dr. Zeki AYAG

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In the name of Allah, the Greatest. I have accomplished my thesis in Customer relationship management.

I would like to dedicate this effort to my family, the father that has never gave up on me and to my mother which was the first supporter through all my life. To the wounded Syria, for its fighters and martyrs. To Qatar the country which I raised at safely and respected. To Turkey, the great country which I still owe a lot and can never pay back its favours. To my friends Hesham, Yahya and Razan my second family. Thanks

09 February 2020 Mohamad Najjar

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LIST OF SYMBOLS

CRM	Customer Relationship Management
LTV	Lifetime Value
CLV	Customer Lifetime Value
B2C	Business to Consumer
B2B	Business to Business
IT	Information technology
AI	Artificial intelligence
CE	Customer experience
EB	Employee behaviour
VP	Value Proposition
RD	Relationship Development
CL	Client’s loyalty

Üniversite : **İstanbul Kültür Üniversitesi**

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ÖZET

C.R.M.'nin müşterinin sadakatini artırmadaki rolü

Mohamad NAJJAR

Müşteri ilişkileri yönetimi (M.İ.Y.), her türlü şirketi yönetmek ve müşteri ile firma arasındaki ilişkiyi yönetmek için teknolojik sistem olarak kullanılmak üzere geliştirilmiş önemli bir akademik yaklaşımıdır. M.İ.Y. bir şirketin müşteri hizmetleri, satış sistemi ve yönetim gibi birçok departmanı arasında bağlantı kurmayı sağlamaktadır. MİY, üç ana hedefi elde etmek için yüksek kaliteyi koruyarak ürün ve hizmetlerin en iyi fiyatının nasıl sunulacağına odaklanır. Söz konusu üç hedef; Müşterinin Bağlılığı, Elde Tutma ve Geri Kazanmadır. Bu araştırmada MİY kullanımının bilinmesi vurgulanmıştır. Pazarın gereksinimlerini nasıl sağlayacağından hareketle, hedeflere ulaşmak için müşterinin istenen fiyatı ve istenen teslimat yolunu sunma ihtiyaçlarını incelenmiştir. Ooredoo, araştırmanın vaka çalışması olarak seçilen uluslararası lider telekom şirketlerinden biridir. Niteliksel anket türü, araştırmanın ana sorusunun yanıtlanmasında yararlanılacak olan firmada kritik karar alıcı 3 çalışan üzerinde yapılmıştır. Daha sonra, hipotezi onaylamak ve geçerliliğini sağlamak için 151 müşteri üzerinde nicel olarak araştırılacak bir çerçeve geliştirilmiştir. Anketin özgünlüğünü sağlamak için nicel yaklaşımın normallik, güvenilirlik, korelasyon ve regresyon analizine kaydedilmiştir. Sonuçta, tüm araştırma sorularını cevplanmış ve yorumlanmıştır. Ayrıca, bu konu ile ilgili daha sonra yapılacak çalışmalar için öneriler sunulmuştur.

Anahtar Kelimeler: M.İ.Y.

Bilim Dalı Sayısal Kodu:

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ABSTRACT

CRM'S ROLE IN BOOSTING CLIENT'S LOYALTY

Mohamad NAJJAR

Customer relationship management (C.R.M.) is an important academical theory developed to be utilized as technological system for managing any type of corporation and manage the relationship between the client and the firm. C.R.M. connects between many departments of the organization such as client service, sales system, and management. CRM focuses on how to offer the best price of products and services with keeping on the high quality to gain three main objectives: Client's Loyalty, Retaining, and Reclaiming. In this research, knowing the use of CRM has been highlighted. Starting with how to provide the requirement of the market along with studying the client's needs to serve the desired price and desired way of delivery to accomplish the objectives. Ooredoo is one of the international leading telecom corporations that has been chosen to be the case study of the research. The qualitative type of survey was done on 3 critical decision makers employees in the firm, which will be utilized in answering the main question of the research. Afterwards a framework is developed to be quantitatively researched on 151 clients to approve the hypothesis and assure its validity. Enrolling the quantitative approach into the normality, reliability, correlation, and regression analysis to further assure the authenticity of the survey. in the end comes the conclusion answering all the research questions besides providing suggestions and recommendations for any further studies.

Keywords: C.R.M.

Science Code: ….

1. INTRODUCTION

Modern business organization consider the customer as the winning key nowadays especially in this quick changing environment which led to an intensified competition to gain the customer's loyalty, and that's one of the biggest obstacles that faces the organizations where the organizations consider the customers as one of the most important assets that the organization has. Therefore, the customer relationship management is considered important to keep the organization in the competition and one of the biggest obstacles that the organization faces with other competitive organizations. The customer relationship management is not a new-born concept, even tradesmen figured out that building relationships with customers is necessary to assure their return (Jobber & Ellis-Chadwick, 2020). Hence, application of this concept is not a goal but a destination that has to be reached, and it is going to be reflected on the organization and accomplishing its' goals and attitude towards the customers.

In the previous eras it was easy to be in the market, suppliers knew who is able to pay and who is not, and the whole market was depending on individuals not more. However, the firms grew and the targets are being split to slots of customers not individuals and dealing with such an increment and meet their goals is not as easy as the old days so there should be a compromise on many services since it is delivered to slots of customers and not individuals (Pepper, 2015).

Taking into consideration such a concept that started developing in the 1980's led the organizations to be more aware about the customer's needs and desires, and indirectly gave an additional value for the customers and themselves. Kostojohn et al. (2011) stated that relationship management can be defined as a group of practices and standings describe the mechanism organizations should follow to have relationships on the long run, serving valuable goods to result for good customer experience. The definition was swiftly accepted between marketers but fell faster because of the corporations who aimed directly for the product and segmented marketing (Peelen & Beltman, 2013).

However, the concept was revived in the 90's after the corporations realized they should look toward customers in a more holistic view and look out how to create a relationship profitable for both parties and that was a point of interest for both types of organizations B2C (business to consumer) and B2B (business to business) type of companies (Peelen & Beltman, 2013). Companies have ignored the relationship management definition but with the advance information technology a definition has raised among marketers which is *the customer relationship management.* Along the assistance of the AI and innovative IT systems each member in any organization has been enabled to view any detail about any customer. (ibid)

Many have defined the CRM but one of the very first definitions was (Peel, 2002):

"*CRM is about understanding the nature of exchange between customer and supplier and managing it appropriately. The exchange contains not only monetary consideration between supplier and customer but also communication. The challenge to supplier organizations is to optimize communication between parties to ensure profitable long-term relationships*."

Payne et al. (2013) in their book defined CRM as: -

"is a cross-functional strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. It typically involves identifying appropriate business and customer strategies, the acquisition and diffusion of customer knowledge, deciding appropriate segment granularity, managing the co-creation of customer value, developing integrated channel strategies and the intelligent use of data and technology-solutions to create superior customer experiences."

1.1. Problem Discussion

This research discusses how the customer loyalty can be achieved by functioning the CRM, and due to the importance of the topic, the author has picked "Ooredoo" a Telecommunication company in Qatar to be the case study of this research. The author made a survey on one category which is the critical employees and decision makers, survey ideas can be simplified to two questions.

1- How well are the employees aware of the customer relationship management and the customer's loyalty?

2- Can the customer relationship management play a role with its' variables?

CRM software systems are made to aid the clients' recognition by storing the surveyed information of different segments of clients and then forecasting procedure can take place (Baran & Galka, 2016), and can drop the barriers between the departments of an organization. Wailgum et al. (2018) clarified a firm requires C.R.M.'s framework and application whenever there a lack of recognizing the targeted clients, their needs or wants. In most implementations of CRM systems, the benefit goes back to the organization not the customer, and technically-speaking. Managing data between the supplier and client is the straightforward abbreviation of C.R.M.'s objectives and tasks (Payne & Frow, 2013).

However not all the CRM systems can never be called successful, Raab et al. (2016) have stated the most common reasons: -

- Ignoring customer's lifetime value
- Losing sight of customers
- Poor administration provision
- Underestimating information dissection
- Ignorance of needed administration involved
- Strict commerce cycle

Romain (2017) stated 25 reasons of CRM failures, one of the biggest mistakes is that organizations take the CRM as a one-time process, and decentralize the CRM out of work plan, results in poor plans yet. Moreover, operating well-trained staff to work on such programs to update the details can let the organization thrive. A step-by-step procedure is the best way to succeed, many organizations want to take it all at once, skipping any detail or doing more than a thing in the implementation stage can lead you to big F. However, CRM resulted better initiatives competence and incomes for numerous amounts of firms when magnificently implemented them (Lee, 2018).

1.2. Aim of the Research

1. Observe if there is an impactive and effective relationship between customer relationship management implementation and customer loyalty.
2. Understand and describe the role of Customer relationship management in enhancing the customer loyalty.
3. The study is conducted to check the hypothesis' validity, and give recommendations to both parties.
4. To be more aware about the usage of CRM in Telecommunication field.

1.3. Research Questions

1. What are the objectives of the customer relationship management?
2. What are the strategies of the customer relationship management?
3. How the effectiveness of CRM can be measured?
4. Is there any effective and impactive relationship between the C.R.M. implementation and client loyalty?

1.4. Research Hypothesis

H: There is a significant connection and impactive relationship between the role's application of CRM and clients' loyalty.

The above hypothesis state that if the company simulates the C.R.M. correctly by implementing the strategies and let its employees to be aware of it, and how to correctly apply it, and teaching the individual techniques emanated from this term, it would let the business achieve its goals faster by gaining the most important factor in the business equation which is the customer. And since the CRM has elements to depend on which was retrieved from studies conducted and books around CRM. The hypothesis will be broken down into four hypotheses to be tested each one along to support the main hypothesis. The elements of CRM are customer experience, employee behaviour, value proposition, and relationship development.

H_1: There is a significant connection and impactive relationship between the customer experience and clients' loyalty.

H_2: There is a significant connection and impactive relationship between the employee behaviour and clients' loyalty.

H_3: There is a significant connection and impactive relationship between the value proposition and clients' loyalty.

H_4: There is a significant connection and impactive relationship between the relationship development and clients' loyalty.

1.5. Research's Structure and Scope

The current research has focused on studying the effect of CRM implementation on client's loyalty to be assessed by two main strategies contained several stages each to assure the validity of the hypothesis developed.

Where the structure of the research is going to be as follows: -

Introduction: the chapter gives a brief idea and historical background about the CRM and why is it utilized in the business and how it became a fundamental foundation of any business success. Then gives a brief idea of the research held in general, mentioning the aim of the research, addressing the research questions, mentioning the hypothesis of the research.

Literature Review: the chapter contains retrieved researches, books, articles about the CRM and all the parts will be held in the implementation chapter to be compared with the primary data, where this chapter affords the foundation of the two paths that will be addressed in the methodology which are the qualitative and the quantitative approach.

Methodology: the chapter contains how the research have taken its path such as the questionnaire's design and why it was designed with such a way, mentioning how the data is collected, and analysed, and approved after collection. The chapter also gives an idea about the software utilized to accomplish the research in both the gathering and testing processes.

Implementation and Analysis: the chapter contains the data gathered with analysing the data for qualitative part and for quantitative part there is testing the data for normality, correlation, and regression analysis after gathering the data.

Conclusion: the chapter answers all the questions developed in the introduction chapter, decides whether to approve or deny the hypothesis, and gives recommendations and suggestions for any further studies.

2. LITERATURE REVIEW

The chapter contains retrieved researches, books, articles about the CRM and all the parts will be held in the implementation chapter to be compared with the primary data, where this chapter affords the foundation of the two paths that will be addressed in the methodology which are the qualitative and the quantitative approach.

2.1. Objectives and Advantages of CRM

The researcher finds several authors' points of view regarding objectives and advantages of CRM and it summarized as following:

Makkar et al. (2012) stated that building relationships is winning key for a big market portion. Moreover Makkar express the advantages as following:

- **Retaining**

Learning the primary relevant information such as name, age etc. can help in building one-on-one relationships to come back, and even friendships were intiated in too many cases because of that system.

- **Familiarity and Profit**

Along with functionizing the technology systems the client is indirectly building a relationship through the unique connection which is not knowing whom the client is in contacting , the major benefit if that relationship forms then adapting to each other can lead to great profit.

On the other hand, Alt et al. (2019) defined benefits and advantages of ideal CRM as:-

- **Bigger Customer Loyalty**

By having a customer-focused plan , the company will be able to enhance the customer loyalty by knowing how does the customer interact with each action the company does in this relationship. The company will be able to influence the customer's emotions in a positive way gaining the loyalty as a result.

- **Improved Customer Service**

The customer may share his good experience with a company and maybe not, but definitely will share the bad experience with others , therefore well-structured and well-distributed contact centers are required to study the customer behavior and his history , and at the same time should be easy to be reached to assure better service to the customers.

- **Extra Sale Revenues**

One of the best examples to increase a revenue of a single customer is the cross and up-selling due to the cost of sell added to services of an existing customer is less than acquiring another customer.

- **An Overall Development of Exterior Perception**

Implementing a system to track and study the customer can open the organization's eyes to the external perception and see the image from a wider perspective.

Benefits and advantages of CRM as defined by (Khanlari, 2015)

- **Retention**

It is important to focus on the quality of the core product and not the product only, the service is important but the quality of the service is the most important to keep the customers by the organization side.

- **Advanced Service Level**

There should be a management of the gap between the quality of the service and the customer's expectations in order to let the customer feel in the quality of the service that is being introduced.

- **Developed Internal Efficiency**

It is important to focus on the internal relationship between the staff and the departments in order to succeed in the external relationship the personnel should be aware of the needs and desires and should work cooperatively to succeed in such a matter.

- **Enhance Customer Loyalty**

Seeking for long term relationships by keeping the dialogue with the customers , listening to their needs and desires can make the customer feel unique and keep the relationship for longer term than it is normally estimated.

- **Improved Customization Skill**

It is important to know how the customer experiences the product to know what is important in the offer and what is not in order to set real goals and targets to do.

- **Developed Communication Level**

Taking care of both the external and internal customers with high flexibility is a must, functioning the communication between the company and the customer to fulfil the customer needs and wants helps a lot in understanding the customer and raise the communication to the maximum.

2.2. CRM Strategies

Before starting any CRM journey, main points shall be clearly mentored, recognized, and considered (Helgeson, 2017). Defining steps process, recognize the market, make a data infrastructure, point out the major business player in the company (ibid). Nowadays, the CRM is initiated by software builders so choosing the right one is an imperative (Helgeson, 2017).

2.2.1. Picking the Right Vendor

Helgeson (2017) stated that any business to be initiated successfully it has to run with successful strategic systems to manage all the long-time and complicated processes and solve it in the shortest time possible using specific algorithms for such processes assuring on when picking among such programs to be rightly picked based on the following points: -

- Handling requirements of sales, marketing, and operations.
- The pricing (is the software affordable? Is there any limitation?)
- Total cost of ownership (TCO) shall be calculated. (how many training hours needed before initiating).

- Monitor how easy or hard the program is and its flexibility by purchasing a demo version of the software.

- **Connecting CRM Software to the System**

The CRM is the heart of the business (Helgeson, 2017). All the internal departments of the company shall be connected to help the information flow to be easy among the sectors, the system shall have all the components connected together (ibid).

Email marketing such as the newsletters, website analytics to follow up the number of visitors over time to check whether it's increasing or decreasing. Website management used to keep up with the latest website designs and to utilize new features such as live chat. Surveys also used to be periodically spread and gathered to be analysed. Learning and knowledge management are imperatives which segmenting the employees according to their degrees, capabilities and testing them by monitoring the employees' contribution to the system (Helgeson, 2017).

SMS and voice integration mean storing the data of each client when any contact happens between the client and the company to be analysed after, contacting research centres and monitoring public sources to assess the company position in the market and the reputation among clients. Lead scoring is an imperative which means building a points system to evaluate the company's position demographically and behaviourally. Predictive analysis shall be conducted by building that shows the correlation of the demographics against activities to measure the risk of conversions (Helgeson, 2017).

Helgeson (2017) stated that it is vital to utilize ticketing forms to gather data about CRM indirectly by listening to what the client might need, where these forms have been created for both kind of interests. The interest of a new product, or the complain about a product or a service, it allows the managers to have a direct deeper look of how long does the client wait until getting what they want, hence giving an excellent idea whether the company is in the lead or not, where this kind of forms can be found on the websites, or sent by SMS, or even found on the mobile application (ibid).

One of the greatest advantages of CRM solution is linking different company department together (Kumar & Reinartz, 2018). Linking the departments together can keep the company up to date about the customer. Moreover, such procedure resulting in more information about customers can result in benefitting the planning and

development department to set new plans and strategies to target new customers or strengthen the existing customers.

2.2.2. Mutual Influence

CRM connects between different departments with each other by providing access points in the organization to help understanding the customer to provide the best service resulting increment in the customer's loyalty (Lee, 2018). Eid (2012) stated that primary concerns is to synchronize the organization's departments to come up with one message all clients at each interactivity touch point. Buttle et al. (2019) supported in working and knowing the interaction points in order to improve the customer's experience within the company.

Peelen et al. (2013) referenced the interaction points as:

- Television and Radio
- Internet network
- E-mails
- Phones
- Personal service and sales employees

2.2.3. The IDIC Model

When implementing CRM strategy, it is a must to assure managing the individual customer relationship. Peppers et al. (2017) came up with the IDIC model. The model goes through four phases starting with recognizing the service, moving to segmentizing the targeted categories to start the third phase which is interacting with clients, ending up with modifying the service or product to meet the client's needs and desires. With the previous interrelating steps the customer details will be analysed in the first half, and in the second half the interaction will take place to come up with the best service. As seen in Figure 2.1.

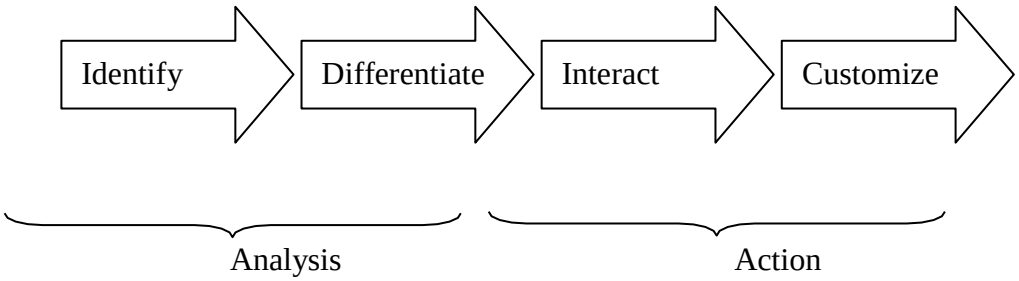

Figure 2.1: IDIC model

Source: (Peppers & Rogers, 2017)

During the implementation of steps, special procedures should be taken for conditions and categories are made as follow:

Table 2.1 Categories for IDIC model

CAPABILITY	Strategy implementation level			
	Identify	Differentiate	Interact	Customize
Organization	One customer is regularly recognized	Understand the difference between customers	Customer skills, training and metrics	Customer transparency
Process	Private strategies, backed by private commitment and dedication	Mock-ups for assessing and research criteria for requirements	Project-wide reminiscence of client at all interactivity theme	Systems transversal stream
İnformation	Standard Customer ID Programming frameworks	Facilitate the right proxy	Framework for capture of value and needs	Suitable information for customization
Technology	Customer joint network	Strong data analysis tools	Able to capture at at all points of interaction	The alignment of the back office processes between the front

- **Identify**

As stated in Table 2.1, recognizing the client is vital, the organization should get the best idea possible about the individual clients by assigning certain employees to do the mission, segmentize clienteles and resources (Peppers & Rogers, 2017).

Identify – Organization

As stated in Table 2.1, once the datum about the clienteles is collected it should be organized, straight forward, and clear since one of the big issues that faces the

commercial organizations is having the data lost once it is spread all over the sectors, the clearer datum the better the prediction of the client's needs and desires.

Identify – Procedure

As stated in Table 2.1, it is important to let the customer comfortable to share information with the organization, so the privacy is a must to develop a trusting relationship.

Identify – Information

As stated in Table 2.1, there are two kinds of data, the stable data which will never change, and adaptive data which will change over time, regarding the adaptive data there are three types should be known behavioural, attitudinal, and descriptive data which will describe the customer more with time, the customer should be registered in the system when this information is gathered.

Identify – Technology

As stated in Table 2.1, getting information through meeting and interviews is expected, but also information gathered from internal operations is also helping to get a good analysis about the customer.

- **Differentiate**

As stated in Table 2.1, customers actions are to understand, analyse, and profit out of the customer. Firstly, customer and his short and long-term value to the company should be analysed in order to follow a procedure to affect his behaviour resulting in a higher loyalty and profit.

Differentiate – organization

As stated in Table 2.1, the company should recognize the different customer being dealt with to recognize the most valuable ones to know how to distribute the efforts in order to get the highest return.

Differentiate – Procedure

As stated in Table 2.1, the value of customer should be recognized although it is not that easy to know the value or even the future value but the company can affect the future behaviour in a way or another, Lifetime value (LTV) should be recognized of each customer

Differentiate – Information

As stated in Table 2.1, exact values of each customers are not an easy job but estimating the value is not hard due to the existence of materialistic impact out of each customer, therefore the company should use a low-cost strategy to know the value of each customer.

Differentiate – Technology

As stated in Table 2.1, through advance technology and LTV model, the customer's value can be investigated easily.

- **Interact**

As stated in Table 2.1, getting close to the customer as possible can help both parties to learn better about each other (Lee, 2018)

Interact- Organization

As stated in Table 2.1, the company considers the information as treasure since other competitors do not have the exact data about clienteles. The aim is knowing all the clients that deal with the firm.

Interact – Procedure

As stated in Table 2.1, each company should hasten to build the relationship with the customer, each interview should start from where the last one ended at, knowing also how the customer prefers be contacted and interviewed by phone, mail, or even meetings.

Interact – information

As stated in Table 2.1, the firm-client relationship can define as common advantageous one. With each interview, the company has the chance to know more about the customer needs and desires.

Interact – Technology

As stated in Table 2.1, all of the interaction and touching points should be integrated to be able identifying the customer, and the customer should not be asked the same question twice.

- **Customize**

As stated in Table 2.1, as a firm, being flexible and adapting with the evolving environment results in fulfilling the clients by providing their requirements and desires is a must to keep close relationship with the customers (Peppers & Rogers, 2017).

Customize – Organization

As stated in Table 2.1, the organization has to adapt to serve each single customer via the way preferred, resulting in a need for accountability for each single customer.

Customize – Procedure

As stated in Table 2.1, to provide a unique relationship, the company has to follow the cross-function system to satisfy the customer needs and desires.

Customize – information

As stated in Table 2.1, there must be a collaborative dialogue between the customer and the firm in order to have an efficient information flow between the two parties to be able to customize the service or a milestone in the service.

Customize – Technology

As stated in Table 2.1, creating a relationship with the customer with providing a unique service this means integration has to be done between the company systems, which means connecting the back-office functions must have an easy and clear flow to reach the facing desks such as the advertising and sale in order to satisfy the customer needs.

2.2.4. Client's Worth

C.R.M. valorises the client but it does not happen by plugging the "touch points" of a client, any firm must truly valorise each client being dealt with. (Wailgum & Fruhlinger, 2018)

Emmer (2019) stated that the firm must to construct a pattern to valorise any client and start expanding. Wreden (2007) built a model to valorise the customer and is being widely used nowadays.

Client profit = gross incomes – client recompenses – credits and discounts – merchandise expense – canals expenses – serving to expense – administrative expenses.

Emmer (2019) stated that similar strategies should be adopted at CRM initiative to assure not considering the customer more or less than they really worth.

An extension of Wreden's model can be used to calculate (LTV) lifetime value. Fontanella (2020) stated that through Customer Lifetime Value (CLV) customers can be classified to know how worthy they are to a firm, beneficial or even a loss, it can also make the company aware of how to deal with the customers and how much is it required to spend on the customer time and money-wise.

Gotham (2017) stated that there is a customization for the CLV calculation model to each business field and company. Moreover, there are four primary factors in the CLV which are Margins of merchandises, Loyalty, expenses, and deduct amount rate. Margins replicates income minus expense for a single client annually assessed. The average of retaining is the possibility that a client seeks for competitors. Cost of Capitol and discount rate is evaluating the declining incomes, and the costs of simulation and risk of lost capitol. (ibid)

Zickmund et al. (2010) pointed out similar four factors as key driver to the CLV. Profit Margin, Retention Rate, Discount rate, and time which is the expected loyalty time of the customer dealing with the firm.

Gotham (2017) stated that once the firm develops a CLV model, the firm is going to be able to calculate the customer value without trying to estimate via classifying it segment-wise.

Xu et al. (2005) argued that valorising the customer is important to know his value to the company, and to find out the value, important factors has to be considered.

- Product Cost
- Acquiring Cost
- Serving Cost
- Retain Cost
- Retention and Loyalty Possibility

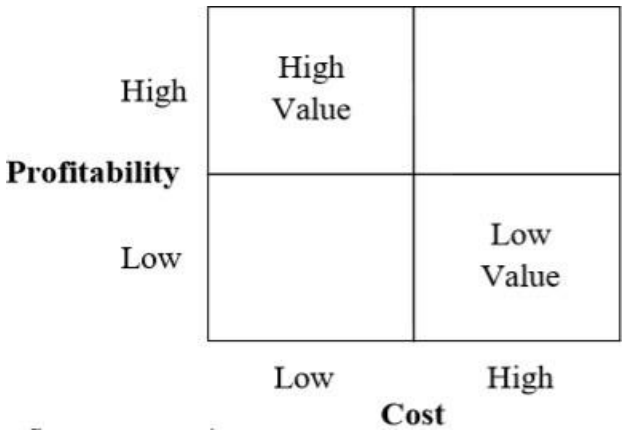

Figure 2.2: Profit cost matrix

Xu et al. (2005), classified clients depending on the client's worth to the organization as seen in Profit Cost Matrix Figure 2.2

2.2.5. The Enduring Procedure

Prosperous firms who build framework that allows the firm internally to wisely functionate the clients' information to fulfil each segment and its desires (Buttle & Maklan, 2019).

Nguyen et al. (2007) define CRM as digitizing the corporation knowledge and gave example in the following table of how CRM model should be built."

Table 2.2: Process integration

Enhance customer loyalty	Total customer profile details and recent demands or expectations are available immediately to sales teams when a customer is calling.
Superior Service	Buyer representation may deliver a personalized service, new products and services regarding the history of customer purchases.
Collecting and sharing of superior knowledge	Each time that a customer contacts the service, either directly, by telephone or on the website, the system shall be updated. A centralized database is open to sales, marketing, operation and technical support.

Nguyen et al. (2007) stated that it is important to build tools to have useful knowledge about you customer to analyse after then in way to help you more

understand the customer, Xu et al. (2005) used a model in order to classify the knowledge levels as shown in Possessing Client's Awareness Figure 2.3:

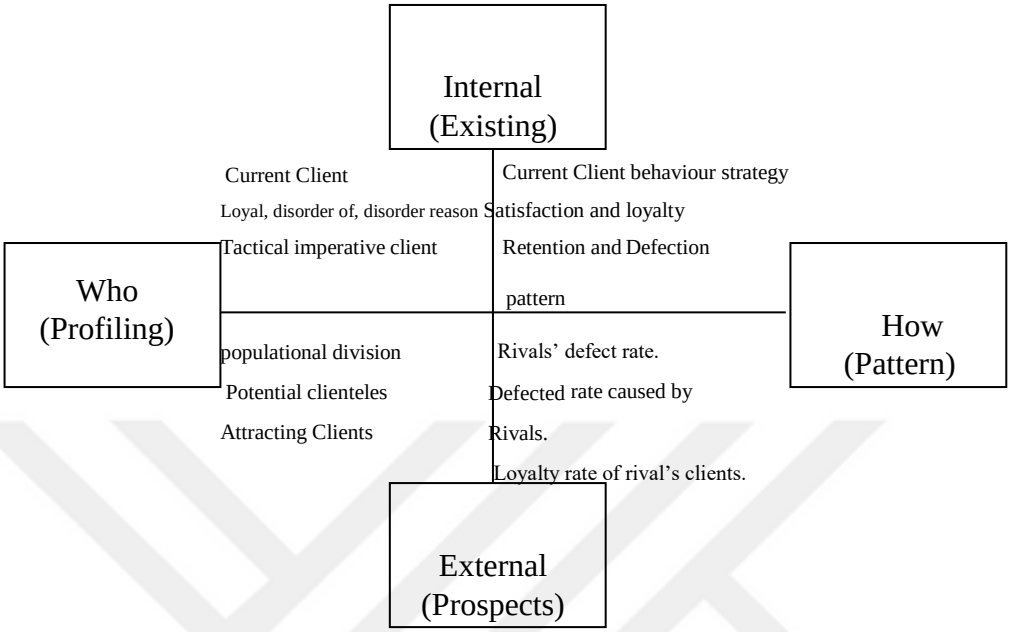

Figure 2.3 Possessing clients' awareness analysis

In the above figure the analysis of how to retain the current clients, how to attract new clients, measuring the threats facing the firm, and measure the opportunities the firm has.

In the upper right quadrant, the Pattern - Existing discusses the retention value by assessing the current strategy on the current client base, hence recognizing the satisfaction and loyalty, and identifying the retention and defection rate.

In the lower right quadrant, the Prospects – Pattern is the threats and opportunities future studies that when the firm tends to know more about the market or about the current position of the firm, by discussing the rivals' defecting rate, defected rate cause by rivals, and loyalty of rivals' clients. This is a hard topic since the firm has to investigate about that externally.

In the upper left quadrant Existing- Profiling is the part where firm assure of its position according the assets that it has, which are the clienteles and how loyal are they to the firm, assessing on the other hand the defecting clienteles with figuring the reason

of defecting. Hence, building a plan to enhance the loyalty, and regain the defecting customer.

In the lower left quadrant Profiling- Prospects which is segmenting the clienteles' base, knowing who to focus on in the near future, who will tend to leave the firm, and who attract new based on the demographic divisions against the firm's strategies.

Recognition of clients is imperative; defecting clients must be recognized and the defecting reasons should be recognized as well in order to know the issues facing the company or the products itself. On the other hand, the company should know what makes the customers loyal and what defects them to other competitors (ibid). Xu et al. (2005) argued about there should be an analytical CRM strategy to recognize the important customers by a proactively integrated process within the business.

Nasir (2015) supports using knowledge retrieved from customers to serve the segments to produce positive revenues, knowing also competitor's limitation and develop it to attract new customers, such information can be used in offensive marketing strategy while many companies are not following such strategies and following the CRM in defensive strategies. Also, Nasir (2015), pointed that the company has to understand why customers leave the company to build a retaining strategy in order not to lose more customers, it will not only retain the customers but probably satisfy the existing customers more and more.

Peelen et al. (2013) came up with a model regarding the marketing strategies, it was divided into two divisions, the first one is offensive and the second one is defensive, each division has its measures of success, since the offensive aims for more customers and the defensive seeks for the satisfaction, re-buy, and customer turnover.

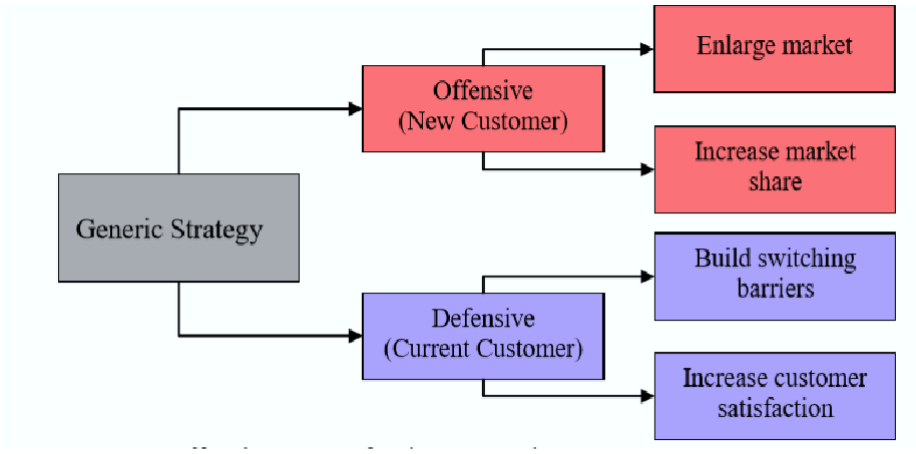

Figure 2.4: Offensive vs defensive strategies

Source: (Peelen & Beltman, 2013)

Nasir (2015) clarified it is necessary to recognize the long-term profitable client, plus giving a special treatment for those with the extended period along with hearing complaints which is considered as another opportunity to the company to understand the client.

The firm's internal culture ought to show the CRM in its best images (Greenburg, 2010). Moreover, many companies do not change to reflect such a principle even if the management is trying to refocus on the customer, the bottom line lies in how can the corporation pushes the employees towards accomplishing the CRM goals, a belief should be tutored to the employees which is the customers do give value to the company, and by that the company should understand the change has to be fitting the customer and not the organization itself.

The firm needs to focus on all the internal conditions in order to change to satisfy the customer, look out for the positive aspects of the change and push its employees toward achieving the CRM goals and objectives (Greenburg, 2010).

Some customers tend not to make relationships with the firm when they are forced to (Xu & Walton, 2005). Bargaining firms with modicum clients to sale-individual period tends to notice a sales' decrement when trying to reach and build relationships

with customer's more than face-to-face business which will encounter a boost if following the same strategy (Chase, 2004).

Kleinaltenkamp et al. (2014), categorized between the seller and customer relationships into six categories: -

1. **Single Transaction** which is a simple transaction where all the necessary information is only available.
2. **Frequent Transaction** utilizing frameworks for instant the ads to promote rebuying.
3. **Soft Relationship** which is the developed phase of repeated transaction, means purchases without contracts.
4. **Hard Long-Term Relationship** focusing on shipments, usually a higher social involvement.
5. **Strategic Alliance** a very important economic dependence usually is expected with such a customer with not a high level of socialism to co-operate legally.
6. **Networks** which is a high social and economic level usually 3 parties or even more.

It is important to figure out what and who is the customer the organization dealing with, in order to provide the service that the customer's value deserve (Xu & Walton, 2005).

Mintzberg et al. (2017), presented a table in order to give the customer more value, it is required to gain a client among the multi-graded merchandising process where customization is involved in the series of supplying in order to know what suits the client and what not, as displayed in Table 2.3

Table 2.3 : Continuum of strategies

Pure Standardization	Segmented Standardization	Customized Standardization	Tailored Customization	Pure Customization
Design	Design	Design	Design	Design
Fabrication	Fabrication	Fabrication	Fabrication	Fabrication
Assembly	Assembly	Assembly	Assembly	Assembly
Distribution	Distribution	Distribution	Distribution	Distribution
Grey = Standardization		Green = Customization		

Pure Standardization means producing to feed the market and not the individual customer, the only option in the case of disliking the product the client has no option but changing the producer.

Segmented Standardization the market is segmented and instead of satisfying the whole market only individual of client are satisfied.

Customized Standardization the assembly process is being done including the client with an integrated component in order to suit the client requirement and desires.

Tailored Customization this customization aims to deliver the client the best product according to their needs but the design still within the firm.

Pure Customization here the client is 100% involved in the firm, starting with design ending with the delivery.

2.2.6. Overview modelling

Woodcock et al. (2003) stated that there should be a pattern for the client's interactivity along with the firm, Qi is one the biggest consultancy firms (2009) developed a model for client management activity and specified three main categories Acquisition, penetration, and Retention, each category has several stages. As showed in the Figure 2.5.

Figure 2.5: Client management activity

Acquisition

- Targeting
  - Identifying the market, customers, influencers, and forecasters.
- Alteration
  - Seizing studies though all networks
  - Allocating sales chiefs to sale departments
  - Proper greeting and know the client in person
  - Getting to know client and learn about him/her

Penetration

- Delivering basics and learn about clienteles
  - Management of main accounts
  - Gathering datum
- Retaining phase
  - Keeping client's likelihood analysis
  - Construct client's knowledge
  - Inspire customer involvement
  - Clarify the client's right and responsibility
  - Remunerate the client for loyalty
- Worth Progress
  - Investigating about client, the relationship nature to modifying the product to offer enhanced worth of both the client and organization.

Retaining

- Obstacles managing
  - Offer a clear way of complaining procedure
  - Express the problem
  - Discover the root reasons
- Success achievement
  - Last second forfeiture stoppage
  - Solve the problem and inform client
  - Negotiate with defecting clienteles

2.3. Customer Development

Pepper (2015) stated that building C.R.M. resolution is an order of development combination among the software and hardware. Conducting real case scenarios in the same process. Bose created a step-model for the CRM solution as follows.

1. Delineation
2. Researching
3. Framework Competence
4. Creation
5. Building
6. Operating
7. Archiving & Servicing
8. Adaptability

2.3.1. Delineation

For this phase the firm requires to focus on how the customers will value the modifications installed. The managers must be involved in this stage in order to deliver the different departments of the company as it needs to be delivered. Two points needs to be considered and investigated, first recognizing the client's interactivity and decision should be made at this phase if the parts are going to be modified or no, secondly is considering how the managers will behave regarding the collected information in order to understand the company's strategy.

2.3.2. Researching

The individual needs or "Touch Points" should be addressed at this stage, information should be collected and brought to table.

2.3.3. Framework Competence

Its department takes the procedure in this stage, initial interface ideas should be noted down in order to succeed in the two cases, the sale representative and automated interaction which occurs by customer interacting with the system.

In this stage the firm may seek assistance such as outsourcing if the needed dexterities are missing inside the firm, and three major points should be considered regarding the customer data which are.

- Integrate customer across the firm
- Expand the customers collected data
- Integrate the CRM with legacy systems

2.3.4. Creation

Once the information is collected and the method is determined the design takes place via software developers and if the labour is not skilled it is recommended to seek for outside-help.

2.3.5. Building Process

The biggest milestone in the procedure, once the program has been designed construction takes place, it is recommended that all these steps are re-done over time.

2.3.6. Operating

Implementing CRM into a business means there is a hard training program for the employees in order to know the strategies and how each employee can do his best regarding each strategy, several points should be considered.

- Why CRM is important
- How to deal with customers
- How the system helps in dealing with customers

Managers should be well trained on spotting the problems quickly and take the right decision.

2.3.7. Archiving & Servicing

This stage is important to give reports following up the system and spot each system branch, employee, and customer experience and know the performance of each.

2.3.8. Adaptability

The market is changing as well as the customers and updates are expected, so the firm should be updated and ready to adapt to the changing nature.

Eid (2012) stated that CRM implementing and developments steps should be 10 as follows:

1. Make sure there is something to give to the customer in order to feel himself valuable for the firm
2. Make sure this is beneficial for the company such as more selling probability, new customers, or high profit from existing customers.
3. Clear goals, the firm needs to know the objective of the system is taking the company to where.
4. Using the data, once it collected the firm needs to make sure it is being used, correctly and efficiently
5. Make sure all the departments of the firm are involved, in order to have a successful strategy all the parts of the company should be involved and working as one hand.
6. Outsource when necessary, the firm is staff may miss some skills and it is fine to check other systems and it is not necessary to be the most expensive to be the best.
7. Continuous work allows permanent development, initial steps to be small bring the promise to the client, and start developing to meet all the goals step-by-step.
8. Seek for a small customer group, build the relationships with small group of customers and expand after then.
9. Test the system, figure out what suits the customer and what is not, and limit the mistakes as less as possible to customers.
10. Never overestimate needs to start CRM simulation, work with the firm abilities and develop over time, investment is not required.

Chase (2004) stated that many firms fails when trying to achieve all the goals of CRM at the same time, there has to be a differentiation fundamentally-wise for the steps of the CRM as an example regarding the selling department it should be as simple and as fast as possible exactly the opposite with the accounting system which has to be as exact and as rule based as possible.

Distinct Levels of CRM

Chase (2004) clarified three important of C.R.M. different phases which are Repetition of Info, Datum Concurrence, and Completion Process, Chase (2004) further stated it is not just levels but processes that has to be functionally-wise considered.

1. **Repetition of Info**

The system here works in one direction, the system will be able to be updated with financial and economic data but not changing the system, by this viability the user will be able to use the data efficiently and Chase (2004) recommended dealing with important information through the system only.

2. **Datum Concurrence**

Moving important competent through the frameworks what the concurrence or synchronization is, Chase (2004) made a demo figure to help understanding the idea more. As seen in Data Concurrence & Synchronization figure 2-6.

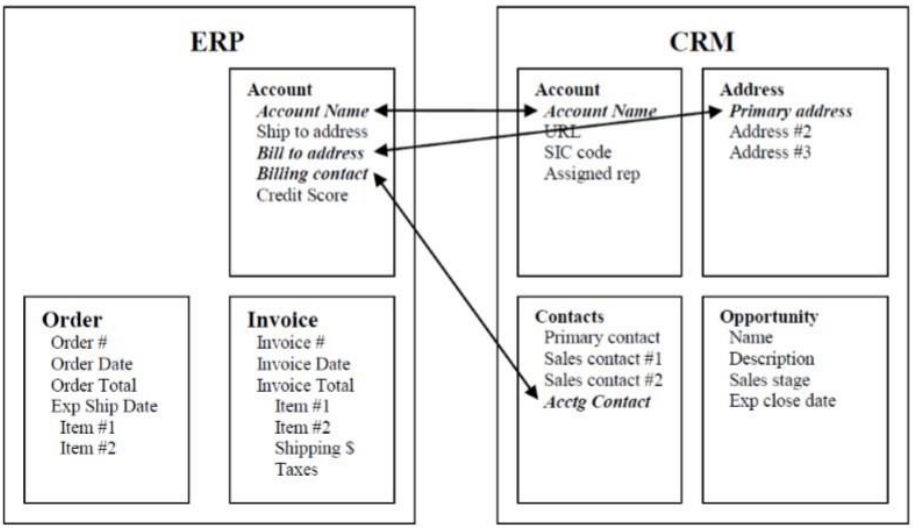

Figure 2.6: Data concurrence & synchronization**, Source: (Chase, 2004)**

By synchronizing all the important data among the system to reach all the departments of the system guarantees that all the departments are updated with the same information in order to work on the touch points of the customers.

Completion process

It is the integration in each step to provide the necessary information in the selling process, it is broken down to three stages as follows. Early success working on small system will quicken the return-on-investment period, problems can be easily defined and solved.

Building Momentum use the first success to develop the system in this stage, assure the success is noticed and archived to influence the employees and managers, meeting and overcoming expectation is necessary. Dilating and developing carrying on implementing the system across the company, but assure not to lose focus on achieving business goals as well.

Most of the CRM failures are because the IT system takes the authority of the CRM and works on how to improve the individual functions of the system, there has to be an independent leader that has authority to decide anything related to this system (Nguyen, Sherif, & Newby, 2007).

2.4. Measuring the CRM performance

Measuring the performance of any service is necessary to figure out if there is any improvement required (Shanthi, 2019).

In order to measure the success of CRM implementation there should be a positive change in the behaviour of the customer. Not emotionally only but realistic change to be seen. Greenburg (2010) stated that there should be a measurement of any CRM system implement to measure the performance, and improvement does not mean there should be a change in numbers.

2.4.1. Matrices of measuring CRM performance

Greenburg (2010) stated three metrics to measure the performance of a CRM system, Client measurement, Performance measurements, and Analytical metrics.

Clients Measures

- Client prefers partnership rather than transaction nature.
- Client prefers comprehensive solution rather than solve the problem only.
- Client's potential index listing the products used by client which can be delivered by the firm, whether it is there or not at the present time.

Performance Measures

- Income increment per salesman
- Retaining increment of clients
- Worth increment client time

- advertisement campaigns-Increment restraint rate
- Increment of chances to cross & up-sell
- Renewal deals incremented rate

Analytical Measures

- Employees' amount utilizing the implemented facility
- Clients' amount to indicate and lead to the database
- Required Time by the employee to figure in the wanted client's data

Hyung-su et al. (2007) established a table to assess the score CRM performance of the firm.

Table 2.4: CRM scorecard **source**: **(Hyung-su & Young-gul, 2007)**

Standpoint		**Analytical Features**	**Tools**	
			Subjective	**Goals**
Administrative Performance		Stockholder Worth		STW
		Profitability	Perceptual Execution	ROA, ROI, Net Sale, Net Sales/Employee
		Client Share	Apparent Loyalty	Client Loyalty, CLV, Income/Client
Client		Client Loyalty	Apparent Loyalty	RFM
		Client Retaining	Apparent Client Fulfilment	Fulfilled Client Degree
		Client Worth	Apparent Worth, Trademark Share, Connection	Client Criticisms
Procedure		Client Attracting	Willingness for Gaining Procedure	Principals per station, Attainment #, Appointments on internet site, effectiveness of gained clients, Interactivity degree, successive deals degree, client interaction degree
		Client Retaining	Readiness of retaining Procedure	interactivity period, criticisms determined per solo touch, retaining degree, distribution degree, client churn degree, rejection age after distributing, fines settled.
		Client Growth	Readiness of growth procedure	Cash Equity, Essential Client Degree, Worth per solo service, Cross / up sell degree
INFRASTRUCTURE	**AI & IT**	C.R.M. technology frameworks	Sys/Info Superiority, Framework Accessibility	Technical volume for 3 files concerned of clienteles, Client data, concurrence, Framework Constancy
	Manpower	Employee Conduct	Client-Focused Strategy	Manpower Preparedness
		Employee Fulfilment	Fulfilment	Income of important employees
		Administration Directing process	C.R.M. Provision and Awareness for CRM	Framework accessibility degree
	Strategic Arrangements	Courses	Courses Way	Courses period per operative
		Rewarding Criteria	Prize Suitability	Framework usability
		Administrative Hierarchy	Firm's Adaptability	Development in variety outlines
	Culture	Co-Working	Ordering different energies	Suppliers number and availability

		Emporium Direction	Emporium Focus	client inspection, Client Knowledge formation
		Clear Objectives	Objectives are visioned and easily seen	Precise arrangement towards commerce

As shown in Table 2.4, the infrastructure dimensions and metrics concentrates on organization's fundamentals, measuring areas required to successive CRM in any organization. The core parts mean the employees culture, the strategy towards them, and how staff is imperative as well as the technological frameworks.

The main object is if CRM had a strong strategy to gaining, processing and spreading in market. The client part handle how is the client sees the firm and how does the client evaluate the firm. The firm measurement and outright of all implementation of the project and that part are considering on the international standers like Investment revenues for CMA action (Hyung-su & Young-gul, 2007).

Lacy et al. (2013) did not believe in the scorecard and six sigma is the best solution to measure the CRM performance, yet he made three types of measurements to measure the CRM performance.

- Raised the retention of client less defecting client
- Raised the incoming and the amount of the client requirements each year
- Raised the cross sale by sealing much merchandise to the client
- Raised the up-sales by the ability to sale more expensive merchandise
- Raised the win back how to getting more client again
- Raised the referral on how to increase current client
- Apply what above without expenses exceeding the profit

Kımıloğlu et al. (2009) provided another measurement for e-CRM performance.

- Increased brand awareness
- Increased brand trustworthiness
- Strengthening customers by pre-sales service
- More dynamic support to customer during selling process
- More support for existing customers
- Increment of total users

- Increment of total customers
- Cost of new customers decreased
- More re-purchase / repeated buyers
- Incremented Win-back clients
- Order to delivery period minimized
- Additional exact and clear database of client
- Increased targeted emporium accuracy reading
- Client's fulfilment increment
- Client's deals increment
- Incremented usage of IT frameworks by clients
- Firm's website utilized more by clients
- Earlier arrival of suggestions to the considered department
- Higher solving rate of customers complains
- Clients engage the firm in their personal life
- Assistance and backup utilization increment

2.5. CRM Elements

2.5.1. Customer Experience

Plaksij (2020) stated that nowadays all what attracts the clients toward the business is the customer experience and having a competitive firm relies on delivering a great experience besides going beyond the expectations. Plaksij (2020) conducted a quantitative survey asking customer management executives of big organizations how much important the customer experience to a commercial organization and the results shows that 76% consider the customer experience as high priority to the organization.

Customer experience means having a 360-degree view about the client to offer more tailored services that suits the clients to gain their interest and increase the chance of the re-purchase (Plaksij, 2020).

2.5.2. Employee Behaviour

O'Reilly & Paper (2012) stated that CRM implementation plays a major role in modifying the employee behaviour to serve the client and accomplish the satisfaction issue. It means training the employees to be aware enough about what the client will

need or desire by conducting studies about the future forecasting and surveying the clients periodically (Garrido-Moreno, Lockett, & García-Morales, 2014). Training the employee on how to be a quick responsive with a prompt and helpful answer and how to provide the necessary information when asked by the client (Adenike, Omotayo, & Abolaji, 2013).

2.5.3. Value Proposition

Vallender (2013) defined the value proposition as a complex principle which subjects interpretation in CRM and it is the promise of the value that will be delivered to the client. It is the reason behind the existing of the company and what differentiates it from other companies and the reason behind charging the service or the product the company is selling (ibid). Vallender (2013) further stated as much as the value provided the higher the price can be, meaning by that there is no need for the price-cut as long as the value proposed is high.

2.5.4. Relationship Development

Wooden (2020) stated that relationship development as an imperative for the business health and defined it by how to strengthen the existing customer-company relationship and how to initiate new ones. Wooden (2020) further stated it is worthless if the relationship is initiated and not maintained or followed up. Complimenting and taking well care of the client while contacting at any touch point can help in developing the relationship by leaving a good impression in the client while visiting the branch or when seeking for help (ibid).

2.6. Client's Loyalty

It is the likeliness of a client to repeat the purchasing process with a certain firm or brand as a result of satisfaction, positive experience along with acceptance of the proposed value hence, the relationship is developed and strengthened which makes the cost and accessibility not a major factor when choosing the product among various kinds and types of market products with different brands (Cavallone, 2017). When loyalty is achieved it offers many exclusive advantages such as the client tends to be not searching for other brands selling the same or near products, as well as referring the service or product to the family and friends (Ziliani & Ieva, 2020). besides making the

clients not willing to hear offers from competing companies, moreover making the clients opened for other services or products offered by the company (Emmer, 2019). Reaching the loyalty goal makes the client understanding when a failure occurs and be patient about it, besides volunteering in feedbacks about services or products and how to improve it (Alt & Reinhold, 2019).

Seligman (2018) stated that aiming for loyalty is important since it has several advantages such as the loyal client spends more than the first-time customer since the trust is already built. As much as the loyal client base the higher conversion rate the firm will have in the least time (Kumar & Reinartz, 2018). Loyal clients play a major role in boosting the profits more than new customers as they tend to regularly shop from other segments of clients (Wirtz, 2018). Having loyal clients can help in planning for the future market better as they keep following up with the company on regular basis (Palmatier, Kumar, & Harmeling, 2018). Loyal clients usually spend more on holidays as the loyal client tends to follow up with the company about the desired and new products (Green, 2018).

2.7. Conceptual Framework

In this section, a conceptual framework is built to testify the variables of the main hypothesis by quantitative survey.

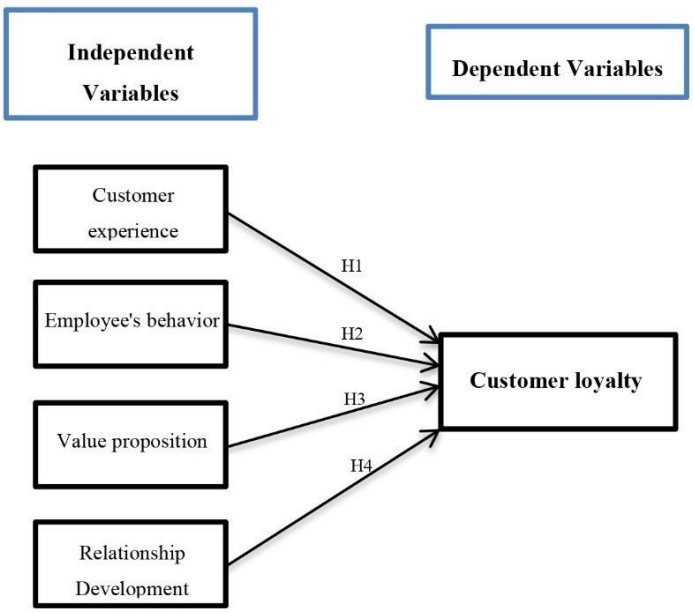

Figure 2.7: Conceptual framework

The conceptual framework shown in the Figure 2.7 was adopted by Saleh & El Saheli (2018) which describes the multivariate relationship of the dependent variable customer loyalty with independent variables which are the customer experience, employee' behaviour, value proposition, and relationship development. Where Plaksij (2020), investigated the relationship of customer experience against the customer loyalty. And O'Reilly & Paper (2012) have stated the connection between the employee's behaviour impacts on customer loyalty. Furthermore Vallender (2013) have mentioned the impact of value proposition on customer loyalty. Ending with Wooden (2020), who stated that the relationship existence between the relationship development and customer loyalty.

2.8. Similarities and differences of the literature

This research studies the effect of customer relationship management implementation on boosting the client's loyalty. The picked field is the telecommunication field of business to conduct the study on which was Ooredoo which is an international firm. The middle east is the region and Qatar is the country which the study have been done at. Hence, it is natural to face some differences in other researches' results while assuming the same hypothesis and adopting the same framework, due to the difference in time the research was done at, sample selected, business field, and case selected.

According to (Saleh & El Saheli, 2018), which is a thesis that have been held in Lebanon assuming the same hypothesis, which states there is a significant connection between C.R.M. implementation and client's loyalty, the study was done on small and medium business beauty salons, the study adopted the same conceptual framework as in this research. However, all the independent variables were approved but the relationship development variable was denied at the end of the research because the lack of relation significance between the relationship development variable and the loyalty variable, based on the survey which have been made to investigate about the hypothesis assumed, resulting in approving the main hypothesis and denying the sub hypothesis. On the other hand, many studies have agreed and approved all the hypotheses, the main and sub

ones. For instance, Wooden (2020) have written an article explaining how important to develop the relationship with the client to gain his loyalty, assuming this variable as a mandatory imperative to succeed in the loyalty's race.

The similarities are very clear, the main hypothesis according to many studies have been agreed on among years and different fields, since the C.R.M. is the similarity in the literature regardless of the strategy chosen, its effect on loyalty is remaining as a mandatory pivot to be tested among the years to assure the validity of the information and anticipate if there will be any change among the time.

The study is spotting the light at the C.R.M. implementation and its effect on the client's loyalty in telecommunication field on an international firm in the middle east region, where the headquarters and the heart of the firm was found in Qatar.

3. METHODOLOGY

The research utilizes qualitative and quantitative approach of data by interviewing managers of the targeted organization for the research and conducting a structured survey on the clients of the same firm. It is strongly argued that using both types of approaches gives more accurate answer to rely the research on.

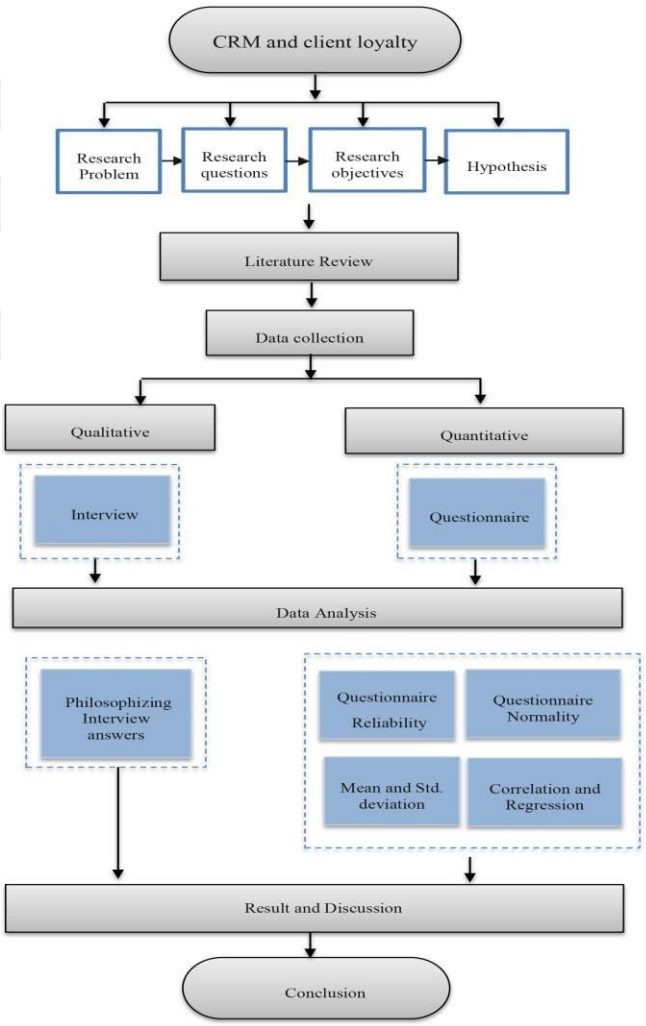

Figure 3.1 Methodology flow chart

3.1. Chapter Outline

Firstly, the research aim which is the research's desired destination, which is the reason behind the existence of the research, the research is testifying the hypothesis which assumes there is a significant relationship between the CRM implementation and customer loyalty addressing that when appropriately implementing the CRM in any business it positively impacts the client's loyalty.

Secondly the research approach which was using two ways to assure the questions were all answered fully and the image is clear in pixels. Utilizing the qualitative approach forwarded to the firm by interviewing process to assure the managers are fully aware of the field's science and studies and applying it on reality. While the quantitative approach was utilized for the clients of the company to test the conceptual framework adopted for the research and to indirectly assure the reliability of the qualitative approach of the study.

Research strategy comes afterwards to address the utilized framework of the qualitative and quantitative approaches stating the nature of the questions asked and how it is asked according to studies to support the utilized framework of the approaches style and what will be done to assure the accreditation of the approaches.

Datum collecting strategy will be discussed on what were the primary method and secondary method and its connection regarding the qualitative and quantitative approaches.

The interview design which is going to describe the design of the qualitative approach which will be answering the first three main research questions, where each main question has items to be investigated. Fifthly questionnaire design is going to describe the design of the questionnaire shape and the variables assigned to explain more about the quantitative approach design with the questions assigned to the variables, supporting the frame by studies explaining about the advantages of the questionnaire, about the questionnaire shape, and what are the steps will be done after the questionnaire data is gathered to assure the validity of the correlation between the questionnaire's variables which was retrieved from the conceptual framework earlier, questionnaire's reliability, and the analysis procedure that will be held after gathering the data of it.

Data analysis section is going to hold the way of analysing both approaches with assigning a certain way of analysing for each approach, for qualitative the method will be assessing the answer on tables and describing the summary of the analysis, for the quantitative after defining the variables and the correlation of it, moving to the regression analysis ending with the reliability test.

3.2. Research Purpose

The research is studying the impact of the CRM implementation and its effect on customer's loyalty, asking before those main questions before approving or rejecting the research hypothesis. The research is going to discuss various research's utilized studies by conducting the qualitative approach to answer the first three main questions of the research, while the conceptual framework is going to answer the fourth main question by conducting the quantitative approach to find the answer, to approve or reject the hypothesis, and to indirectly check the qualitative approach gathered data. The hypotheses explain the study part and create understanding area and then generalizing the collected data to fit similar cases and problems. These are the basis of a descriptive research (Polit & Beck, 2010). The quantitative study will be revealing the style due to the inaccurate outcomes or supported with present theories (Yin, 2014).

3.3. Research Approach

The research started with theories and will move to data, collecting qualitative information by structured interviews. Information will be poor if quantitatively viewed due to the study goes by conceptualizing the theory and not testing it firstly (Saunders, Lewis, & Thornhill, 2019). This type of research has to collect qualitative data in order to understand the concept but because of the discussion that will be about the individual case there will be case conducted to get quantitate data to verify the theory main questions (Saunders M. , Lewis, Thornhill, & Finn, 2010).

Quantitative can be measured while qualitative survey cannot (Miller, 2020). It is an ordered structure of questions of an observed theory is secured, quick, randomly distributed, easy to be widely spread, depending on facts, to gather information about a certain idea (ibid). This type of surveys is straightforward, and easy to be analysed since it can be mathematically measured, and there are lots of software made in the previous

few decades to compute the results such as SPSS software which is utilized in this research.

Quantitative survey is done in this research to whether approve or reject the adopted conceptual framework which means approving or rejecting the hypothesis and to indirectly compute the results with the qualitative survey, to have the most transparent vision possible about the situation and to confirm the hypothesis for the farthest range possible.

3.4. Research Strategy

Yin (2014) stated the research part is suitable if “why” or “how” type of impeach will be answered. The hypothesis contains two “what” and one “how” questions in order to achieve the purpose, the thesis is not trying to control events but aiming to collect information as it naturally occurs. As the research refers to popularize for collecting information it is better to have multi case design in order to have stronger evidence (Yin, 2014). Hence, the thesis will use the multi case design method.

The qualitative approach which is considered the interview in this research is going to be meeting the interviewee in-person, and then assessing if the answers are following the studies and researches conducted earlier in the literature review and based on that the first three main research questions will be answered. The quantitative approach which is considered the survey will be structured describing independent variables and dependent variable according the framework adopted, the variables will be described with questions specially assigned for one variable and not asked twice in a similar or different way for another variable of the framework, stating the correlations between the variables, with utilizing the software to test the reliability, the correlation, and the regression, afterwards comes the analysis to philosophize the tests tables to be able to answer the fourth main question which is describing the research hypothesis and hence approving or rejecting the hypothesis, stating the limitations, and offering advices and recommendations about any further study in this type of researches.

3.5. Collecting Datum Strategy

There is no difference between collection strategy or another but Yin (2014) stated that the interview is one the best data collection method, he further stated that through

interviews deeper understanding and interaction can occur yet, advices to have a well-structured guideline before interviewing (ibid).

However, Saunders et al. (2019), have clarified two main division regarding the datum collecting strategies, the primary data collecting which is retrieved from surveys and interviews, which are the qualitative and the quantitative approaches, while the secondary data collection is retrieved from previous studies and researches which is utilized in this research to be the literature review chapter.

In this research there the primary data collection will utilize its two divisions the qualitative and quantitative approaches, and the secondary data collection method is one of the bases of the research structure which will afford the base to rely on the primary data collection method.

3.6. Interview Design

In this section, researcher implements interview as a first data gathering method, the interview is designed on a structured manner to discuss the previous literatures and resources of the research as simplified questions to assure the interviewees are aware of the science being initiated and produced in this field and applying it on real life.

Institute of Work & Health (2011) stated that qualitative survey helps in understanding the concept by philosophizing the actual work and going back to the concept which made the application adopts a certain path and connecting it to the scientific studies. Institute of Work & Health (2011) stated that it is very important to pick the right person with the right qualifications when asking conceptual questions regarding a study in order to have an excellent answering reliability.

The qualitative approach has utilized the first three main research questions as the pivots will be discussed in the interview retrieving the questions from the heart of the studies found in the literature review, and will be assessed later in tables to be able analyse it comparing it to the studies to answer the research questions.

3.7. Questionnaire Design

In this section the researcher clarifies the questionnaire shape as the second data gathering method, the questionnaire which will be sent online and distributed to targeted

clients has a structured form depending on conceptual framework testing it's variables, analysing the variables after through a structured data analysis to assure the validity and reliability of the test, afterwards analysing the data gathered to approve or deny the adopted conceptual framework with the correlation , and regression analysis.

Yin (2014) stated that when utilizing the quantitative approach, it has many advantages such as cost-free, and can be easily distributed nowadays with the technological revolution where surveys can be online done by software utilization and analysis of it is way easier than qualitative survey type which is harder compared with the quantitative design describing the quantitative survey answers are short and straightforward.

Yin (2014) advised when aiming for the quantitative approach utilization it shall be focusing on three main points in order to have a successful utilization of the approach which are: Content, the measures, and the shape of the questionnaire.

The content will be discussing the framework adopted in the literature review where it has independent variables considered to be the initiating factors of the process assuming that once it is properly implemented in the business process it will affect the dependent variable which is considered the predictor factor or the result assumed.

The measures will be the independent variables which are the elements of CRM according to the studies provided in the literature review which are: customer experience, employee behaviour, value proposition, and the relationship development. Assuming the independent variables are influencing the dependent variable, which is the client's loyalty in a positive way.

The shape of the questionnaire is going to be shaped based on these variables, which will be items selected based on the variable from previous studies conducted in the same field of the study which is the CRM, each variable will be later shown and discussed with several questions.

3.7.1. Electronic questionnaire design

According to Clement (2019) stated that internet users have increased to be 4.13 billion in 2019 which means exceeding the 50% ratio of the whole world population which is 7.8 billion according to (Worldometer, 2020). The state of Qatar which is the selected country to have the research in has reached 2.88 million based on report (World

Population review, 2020). While the ratio of internet users has reached last year to 2.83 million which is 98.2% of the country's population according to (Kemp, 2020).

The technology has made it easier to reach the surveyed person, which is simply all it takes is sending the link to the targeted person and wait for the reply, as soon as the person submits the answer it is registered in the system clearly and secured, and with the technological revolution too many tools have been invented to help in publishing surveys.

For the questionnaire the Google Form was utilized to be sent to certain clients picked randomly from the surveyed firm's database, which is a surveying tool utilizing servers to host the surveys at, the survey was opened 2 months which was May, and June of 2020 and sample was picked and the survey was sent via the desired way of the respondent to assure the reliability of the respondents.

3.8. Sample study

Saunders et al. (2019) stated while conducting qualitative survey that it is not helpful to collect data from the whole population otherwise the research may take forever. He preferred that non-statistically sample of population to be asked, and even not giving background about the nature of the questions may result in answering impeaches are cleared away, and the most important factor in the process is the background and qualifications of the interviewee about the field.

While Taherdoost (2017) have clarified that when conducting the quantitative survey, one of the basic reliability factors that the survey depends on is how big the sample is in order to avoid any errors in the result or biases especially when using non-normal distribution which is the random selection of surveys which has been utilized in this research for the quantitative approach.

3.9. Qualitative pivots and Quantitative variables

In this section the variables of qualitative and quantitative approach will be defined and referred to a study in the literature review, addressing afterwards the code of each variable with addressing the assigned questions in the study.

3.9.1. Qualitative survey pivots

The qualitative survey has been addressed based on three pivots which are the first three main research question which are: CRM objectives, CRM strategies, CRM effectiveness. Each variable had one or two questions to be assessed later and analysed relying on the study it was based on.

CRM objectives

According to Makkar et al (2012) client retaining and profit increment are considered the main objectives of CRM implementation which is considered an imperative for commercial field. Where Alt et al. (2019), have demonstrated that improved service and Maker overall development are important objectives of CRM implementation. While Khanlari (2015). believed that the focused about firm's internal efficiency along with communication and its skills as CRM objectives. When all of the mentioned resources have agreed about it enhances and boost the client's loyalty. The questions picked in the survey are relying on the references as the base of it. The objectives-related questions are coded as follows CRM-O1, CRM-O2, CRM-O3, CRM-O4, CRM-O5, CRM-O6, CRM-O7, CRM-O8, CRM-O9, CRM-O10 and CRM-O11.

CRM strategies

Eid (2012) have considered mutual influence is one of the most important strategies to be utilized to gain client's loyalty, while Peppers et al. (2017) have mentioned model of identifying and differentiating of clients as a good framework for utilization. Where both Wailgum et al. (2018) and Wreden (2007) focused on implementing a strategy focusing on client's worth, and Xu et al. (2005) have considered client's awareness is an imperative which shall be considered in the CRM strategy. Where Mintzberg et al. (2017) have focused about continuum of strategies is important to adapt with market changes. Eid (2012) stated that it is important to analyse the strategy before and after implementing it in order to follow up and recognize if the strategy is working out or not. The questions assigned will have the code CRM-S1, CRM-S2, CRM-S3, CRM-S4, CRM-S5, CRM-S6, CRM-S6, CRM-S7, CRM-S8, CRM-S9, CRM-S10, CRM-S11, CRM-S12.

CRM Effectiveness

According to Greenburg (2010) explained how important to measure the effectiveness of the CRM by certain matrices, like Hyung-su et al. (2007) scorecard, or such as Six-Sigma mentioned with Lacy et al. (2013). Furthermore, Condecido (2009) demonstrated imperatives of testing the CRM effectiveness. The questions were coded with CRM-E1, CRM-E2, CRM-E3, CRM-E4, CRM-E5, CRM-E6, CRM-E7, CRM-E8 and CRM-E9.

The answers will be assessed and philosophized to explain the concept in details.

Table 3.1: C.R.M. objectives pivot's statements

Pivot code	Statement
CRM Objectives	
CRM-O1	**What is the C.R.M. customer-related objectives?**
CRM-O2	**Would you see any of these goals as critical, depict why: Client Loyalty, Client Fulfilment, Client Retention.**
CRM-O3	**How would you portray C.R.M commerce-related goals.?**
CRM-O4	**Do you see these targets is imperative, depict the reason, what kind is the clients and if your customer needs to know about what the future plans automation?**
CRM-O5	**How does the firm connect with clients, depict the "touch points"?**
CRM-O6	**What is the idea of these communications, when are they utilized, why?**
CRM-O7	**What are the important interactivity types? Radio, TV, Social Media, E-Mails, Mobile phones, Service Employees, Website.**
CRM-O8	**What are the trainings Ooredoo offers to employees whom in direct contact with clients?**
CRM-O9	**Depict the organization's culture.**
CRM-O10	**What is the impact of this culture on clients, positive or negative?**
CRM-O11	**Does Ooredoo Consider these dates asimportant? i. clients' loyalty to Ooredoo ii. Clients leaving Ooredoo iii. Loyalty to rival iv. Clients leaving the rival**
CRM Strategies	
CRM-S1	**Clarify the client-related strategy that Ooredoo is working on?**
CRM-S2	**How does the firm identify and target the clients?**
CRM-S3	**Can you portray the life cycle of a customer, how does it look like?**
CRM-S4	**How does the firm organize the customers' information?**
CRM-S5	**How does differentiation between clients take place?**
CRM-S6	**List the most imperative aspects for client's profitability. How do you know and assess if this client is profitable for Ooredoo or no?**
CRM-S7	**Please view the following and state if it is an imperative for the commerce or not? II. Profit Margin of Individual Client**

	III. Client average retention rate IV. Client's expected visiting time and duration.
CRM-S8	Are there any strategies or criteria regarding clients' differentiating?
CRM-S9	Does Ooredoo build a deep relationship with its clients? Is there any preferred one?
CRM-S10	Does Ooredoo customize its product depending on client's type? How?
CRM-S11	Did Ooredoo attain customer-related awareness?
CRM-S12	Does Ooredoo look out to conquer facts in any certain area of the commerce?
CRM Effectiveness	
CRM-E1	How would portray the development process?
CRM-E2	What is the most critical point regarding the C.R.M. system's development?
CRM-E3	What level does Ooredoo aim for integrating the C.R.M.'s system, speaking of data flow?
CRM-E4	Today what stage is Ooredoo at?
CRM-E5	How does Ooredoo assess the client strategy's outcome?
CRM-E6	What does Ooredoo do regarding performance imperatives for a C.R.M. system?
CRM-E7	Strategic Arrangement iv. Training & courses v. Rewarding criteria and application vi. Administrative Building
CRM-E8	Cultural effects iv. co-working capability. v. Emporium Direction. vi. Clear aims and targets for Ooredoo regarding staff.
CRM-E9	Any further detail you would like to add:

3.9.2. Quantitative survey variables

The quantitative survey was based on the adopted conceptual framework addressing that there is a relationship between each independent variable of the CRM elements which are: customer experience, employee behaviour, value proposition, and relationship development, and the dependent variable which is the customer loyalty found in the framework. Each variable has been assigned several questions to be assessed and analysed later by software unlike the qualitative approach which will be analysed manually by philosophized answers and not mathematically.

Customer experience

According to Plaksij (2020) a pleasant customer experience is considered vital to gain the loyalty, where this is considered a psychological result of the memory created by the company in the client's mind. The questions are coded as follows: - CE1, CE2, CE3, CE4.

Employee behaviour

O'reilly et al. (2012), demonstrated the employee represents the company therefore the employee shall be going through stages of training on the behaviour will be used when dealing with the customer. While Garrido et al. (2014) have focused about the employee's behaviour as it forms the main element to gain client's loyalty. The questions are coded as follows: - EB1, EB2, EB3, EB4, EB5, EB6, EB7, EB8.

Value proposition

Vallender (2013) focused on delivering the value needed and desired to the client to strengthen the relationship between the company and the client, this connection can lead the client to deny the cost or the accessibility factor. The section's questions are code as follows: - VP1, VP2, VP3, VP4, VP5.

Relationship development

Where Wooden (2020) have concentrated about adopting or inventing strategies for developing the client-company relationship for retaining the existing clients by being a good listener and solve any issues as fast as possible which leads to attracting the new relationships via strengthening the existing ones. The section's questions are coded as follows: - RD1, RD2.

Client's loyalty

The loyalty was the main idea behind this research where almost all of the references have discussed the idea of the loyalty believing it can be achieved by many elements implementing or strategies utilization. Alt et al. (2019) have declared that loyalty is the main objective behind implementing CRM. According to Cavallone (2017) demonstrated loyalty as the mandatory element to have reliable client's base. And Ziliani et al. (2020) stated loyalty is the deepest type of a relationship that a client can reach with a company and once achieved it is hard to turnover. The section's questions are coded as follows: - CL1, CL2, CL3, CL4, CL5.

The analysis will be taking the Likert-scale to assess the questions in the analysis part.

Table 3.2: Quantitative survey variables and statements

Variables code	Statement
Customer Experience	
CE1	When visiting Ooredoo's branches, I have a welcoming reception
CE2	Ooredoo's activities and branches have refreshing ambiance.
CE3	Ooredoo has such a generous hospitality
CE4	At all the touchpoints with Ooredoo, the help is available.
Employee Behaviour	
EB1	Ooredoo's employees are friendly.
EB2	Ooredoo's employees are polite.
EB3	My needs and requirements are listened by Ooredoo's employees.
EB4	All my preferences as a segmentized client are known.
EB5	Ooredoo's is a quick responsive to my questions.
EB6	Ooredoo's employees have the full knowledge of the equipment utilized.
EB7	Ooredoo's employees are expert in their work.
EB8	The Ooredoo's personnel are cooperative.
Value Proposition	
VP1	Ooredoo services has a fair price.
VP2	Ooredoo's products has a high quality.
VP3	Ooredoo's equipment are high quality equipment.
VP4	Ooredoo's services are fitting my preferences.
VP5	Ooredoo is fulfilling my needs.
Relationship Development	
RD1	My complaint is resolved without any delay.
RD2	When a problem is resolved, I am satisfied of the solution.
Customer Loyalty	
CL1	Ooredoo is the best choice for me.
CL2	I am satisfied with Ooredoo
CL3	I feel that I am attached to Ooredoo
CL4	There is no possibility to switch over Ooredoo
CL5	I believe I will re-purchase from Ooredoo

3.10. Data analysis

This section is going to discuss how the data will be analysed which will be going through different stages for qualitative and quantitative approach, and the quantitative approach will have the longest procedure in relative with the qualitative approach.

3.10.1. Qualitative data analysis

It means testing, classifying, and forming the information to assure the research's suggestion. Researches can be hard to get analysed because it's not such a clear guideline to do such a thing every case research would have a full system to datum analysis (Yin, 2014). The framework here will test the interviewee's point of views regarding the theory if they are agreeing or disagreeing or even if they have a modified point of view regarding the theory. For a clearer vision, quantitative surveys results will be also competed with the answers of the qualitative survey.

Yin (2014) stated when multi study design being utilized the goal is to first construct explanation to suit all studies. Therefore, the case will be taking into consideration the individual case and find the similarities and the differences and compare it with other cases.

3.10.2. Quantitative Data Analysis

The questionnaire will go through stages to assure all of the questionnaire structure is reliable. First the data is addressed as non-parametric type due to the significant connection assumed between the variables. Then the normality test will take place to assure the way of the survey's distribution whether it is normally distributed or not. Hence, the questionnaire is going to be reliability tested, to assure the reliability of each respondent's answers and answers not been randomly answered. After that comes the correlation test to show the correlation ratio between the independent variables and the dependent one. Finally, comes the regression analysis to identify if variables have impact on the main topic. All of these tests are going to be done with SPSS 26.0 software.

3.11. Normality Test

The normality test is one of the main steps (after specifying the data type) to identify the right survey path. Where a normal distribution-post steps are going to be different from non-normal distribution-post steps. In this research it is going to be a non-normal distribution. The results will be shown utilizing the SPSS 26.0 to view results.

3.12. Authenticity and Accuracy

Authenticity is valuable regarding any case study, that is why the multi case design is preferred to have multi source to the paper in order to make sure the information retrieved is true (Yin, 2014).

In order to build validity and reliability of this research paper, books, journals, and research papers were checked, quoted, and helped to do this paper. Many authors as well their point of view was taken to have more generalized prospect regarding this research paper and what it is discussing.

In order to enhance the reliability of this thesis the interviews will be recorded and it will be signed by the important interviewees such as managers or vice presidents of the interviewed company and regarding the customers of the company the identification information will be asked before they are being surveyed but it is going to be hidden to have the most transparency level possible while giving the answers.

Cho et al. (2015), recommended Cronbach's test which is a reliability test specialized for the quantity surveys to assure that answers were true and not been played with, it will be done by the software, and it has different levels of reliability as follows:

Table 3.3: Cronbach's alpha value**, (Cho & Kim, 2015)**

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

3.13. Correlation of Variables

According to Holmes et al. (2018) the correlation test is a bi-variate test examining the connection's existence of two specified variables. It is utilized to assure the reliability of the assumptions, it is divided into three type's uni-variate, bi-variate, and multi-variate, and where this research needs a multi-variate test since the dependent variable is assumed to be connected with more than two variables. The assigned test is

called Spearman's test since it is compatible with the survey's specifications, where the test ratio shall be higher than 0.5 to assure correlation idea, where a very strong relation can reach up to 0.99 (ibid). The equation that Spearman's test is working on is as follows.

$$\rho = 1 - \frac{6\sum d_i^2}{n(n^2-1)}$$

ρ = spearman's rank correlation

d_i = difference of corresponding variables' ranks

n = number of observations

3.14. Regression Analysis

According to Montgomery et al. (2013) regression analysis is existed to measure the strength of two variables after finding a correlation between the variables. It identifies the strength to finally approve or deny the correlation (ibid). There are many kinds of the regression analysis such as the linear, multiple linear, and non-linear regression analysis. Where in this research the multi-linear regression analysis is the compatible analysis for the non-parametric, ordinal, non-normal distributed data, along with the multi-variate correlation test regarding the framework adopted. The equation utilized in this test is as follows:

Formula of linear regression analysis as follows: -

$$y_i = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \cdots + \beta_k x_{ik} + \varepsilon_i$$

Where: -

Y = Dependent variable

χ = Independent (explanatory) variable

β_0 = Intercept

β_k = Slope of the variable

ϵ_i = Residual (error)

4. IMPLEMENTATION AND RESULTS

This section discusses the experimental information which is earlier gathered for the proposal. fundamental information viewed and controlled through interviews (qualitative survey) with critical employees which are considered decision makers and very important joints of the company, and to be more reliable, the researcher decided to include two quantitative surveys, one for the frontline employees, and the second one is for the clients. Results will be shown and competed by SPSS software.

4.1. Datum

The company selected for the case study is Ooredoo international telecommunication firm.

Ooredoo is Qatari firm that previously was named 'Qtel' which is Qatar telecommunication company, the owner of this company established it for more than 20 years, after fulfilling the Qatar market, the firm started to expand to the international market by establishing the firm in different countries, in each country the firm was established with a local name, coming to a point where the mother company gave an order to unify the name as OOREDOO. Nowadays Ooredoo is established in more than 11 countries all around the world in all the regions. The company created a lot of job offers all around the world, developed many countries' telecommunication infrastructure, and supported many governments' economy.

The firm is a B2B and B2C Company aiming to be the first firm in telecommunication field internationally.

4.2. Sample Size

Taherdoost (2017) stated that size of sample is such an imperative for the experimental analysis, in order to have the data to be numerical, which can be materialistic and even be drawn. Quantitative-wise the bigger the sample size the better vision possible, the more random the more transparent and true result earned. Thus, a

questionnaire is developed for 151 clients. Qualitative-wise the more experienced interviewee the more accurate answer earned. Thus, 3 critical ‘decision makers’ employees were interviewed.

4.3. Case Study

The interviewees are sorted with a shortcut for their names and their job title next to names. Each letter used to express the interviewee.

Table 4.1: Interviewees’ information

F – Fatima Sultan Al Kuwari - Chief Consumer Officer.
M – Muneera Mohamad Al Kuwari - Post Paid & Fixed Marketing Analyst.
T – Talal Salem Al Malki – Consumer Branch Head Manager.

4.4. Interview

4.4.1. C.R.M. Objectives

1. **What is the C.R.M customer-related objectives?**

F: The most preference as sorting client's information superior is able to extra proficiently helping clients, in the event that for illustration a representative leaving the firm, Ooredoo needs to keep going and effectively figure out what happened to get the full picture of the issue. Ooredoo needs to have a better eyesight on the circumstance and by committing to that employees can have decent experience in order to know how to deal with the client and give distant improved, a higher; a stronger; an improved, a much better involvement for market clients.

I monitor the different types of projects. Ooredoo has an additional systematized read of clients, wherever irrespective of whom to deal with. Clients need constant read of what is going on between the client and the company. Therefore, I truly believe the C.R.M.’s first fruit is making a difference to sort and structure data and information in a straightforward to discover simple to see manner.

M: The C.R.M.'s target is to look after the client satisfaction, can't lose any information and keep relations maintained, we have to be organized in front of the client even if we have some mistakes the reason of CRM is to preserve a fulfilled client, to not lack any subtle element. Its aim is to keep tracking the connection, when we final met and why we did. It ought to offer assistance the company keep a more organized see of the client. Indeed, in the event that we are unstructured or unorganized presently, such a handle seems offer assistance us get indeed way better.

T: In case the client contacts us or we contact him, our employee has to know the needs of client fast. The framework supports us to settle things as last process current service networking issue, etc.… Essentially organizational. In case a client calls, or the firm surveys a client the individual on our end ought to know everything there's and as quick and as conceivable. The framework what makes Ooredoo different!.

2. Would you see any of these goals as critical, depict why: Client Loyalty, Client Fulfilment, Client Retention.

F: of course, they are critical, once the client is loyal it very odd to look for another brand or for a competitor, in fact the client will tend to hate other competitors, because it will start to be an identity to him that I am a client of Ooredoo, and if it happens that a problem happens, he wouldn't be angry but if the issues continues to pop up, he will, this leads to retaining him in our firm, and will be an indirect advertiser to Ooredoo.

M: It depends on the client's type, there are clients who cares about the expenses, especially if he is a new client. On the off chance that we've had the client with us some time recently they surely will figure in things such as on the off chance that we've kept plans or not, but cost is the most controlling factor.

Good previous experience and relationships are of a few significances but as it were in case cost prerequisites can be meet.

T: It's all connected to each other in one cycle, once you gain the client's loyalty you satisfy him with less effort and there you will have a bigger chance to retain the client to the longest period, so all of these points are considered to be a goal to Ooredoo. But the most critical point is the first step which is loyalty, we tend to pay more attention to the new clients and the clients whom we are having more than issue with

them, these two categories are the ones who tends to leave us easily, for the ordinary customers they have less attention.

3. How would you portray C.R.M commerce-related goals?

F: the most gain is that readiness in distant better, and a higher way to see what has unfolded between us and a client. Continuously we try to adapt to the market and understand the clients because these are the most critical factors which gives us the push to achieve the commerce-related goals which are biggest market share possible and most enormous clients base possible. It offers assistance us make more cash as we would have a more stable position to arrange from.

M: Our aim is to urge an organized see of how we interact with our clients. As an analyst of marketing, the answer would be studying the psychology of client's region-wise and understand them on a better manner to know how can we target the customers by our campaigns in different regions, based on the culture, religions and other fields.

T: Making the visit to our branch easy, fast, clear, and more fulfilling to the client is our goal, faster visits gives the chance to more clients come to the branches, which means more cash flow, the idea is about increasing the cash flow and income, this what would make difference for retail points, of course we look for cheap-rental facilities, lower packages employees would make difference for (B2C) and (B2B) field of Ooredoo.

4. Do you see these targets is imperative, depict the reason, what kind is the clients and if your customer needs to know about what the future plans automation?

F: I see it substantial focuses what required inside many commerce corporations. However, Ooredoo doesn't pattern future buying, this is forwarded assess the deals agents do when choosing in case of bargaining clients. The data utilized to forward a deal depend on informal "hunches" more often than not being achieved during scientific investigation. It might be superior managed to utilize CRM to capture or disseminate can make beyond any doubt the proper individual obtain datum.

Mechanization-wise, we are not do more and I do not see it can fit our sort of commerce properly, at slightest on the off chance that we're talking automated mails-

wise and trying the cross-selling by competing orders. Ooredoo has special team to keep track of clients, each client's category assigned to a member team.

M: Ooredoo has centralized client strategy, and what we care about is the client, we modify our packages based on their need, we don't do the pure customization but we tailor our service based on the client and the priority shaped by the previous deals made with us.

T: We attempt to get it our clients through divisions; we utilize the framework to classify clients into distinctive bunches concurring to the items they purchase. Moreover, we classify agreeing to districts, a few clients exist all through the world. We need clients to purchase our services, so indeed we are need for clients to be fulfilled, for the future forecasting it's very hard and sometimes Ooredoo recruits' specialists to do such a topic when the market is tending to evolve or even tends to recess.

5. How does the firm connect with clients, depict the "touch points"?

F: the first and very basic touch point is phone calls since we are allowing the sim holder to call us even if the line is suspended or has a problem. After that I would think social media and websites, retail points come third, finally emails if we are talking from the fastest way to the slowest.

Retail points is provided for the bigger issues and for process and that needs to be done within our facility with the help of employees, for the bigger deals the headquarters are placed for such a reason.

M: Through experience, regarding a B2B individuals tend to be more interactive with the social media and phone calls but regarding the organizations B2B way the meetings and emails are the most effective touch points so far. We tend to help individuals to write them if there are any suggestions and complains in order to shorten the time and be more effective while we are doing our job, but when it comes to firms it becomes more official and the technical department holds the issue directly after the customer service is done with the call or the message, because usually when a firm has a problem more than 50 users gets affected which is the least number that we usually monitor being affected out of a problem happened with the firm.

T: After the Covid-19 issue the retail points became somehow useless , since we have our full staff working from homes without meeting the customers, but when

necessary we do send some staff to the place of issue if we can't settle the problem by a phone call or emails, but with the development that we saw after this pandemic, the website held the physical items part, if you want to buy a phone, you can order it online and our transportation delivers it sanitized and well-sealed, if it's a service we can do it without needing the client to attend.

6. What is the idea of these communications, when are they utilized, why?

F: if you don't tell me where is the pain, I won't be able to give you the right medicine, the same goes for the communication process, if the customer does not call us, we won't be able to notice that he needs help, at the end of the day we are dealing a numerous service in more than a sub field in the telecommunication.

M: the idea behind the communication is the mutual understanding between the client and our firm, we need to understand the market via its' users, each call and conversation happens between us and our clients is recorded to use save his/her right.

T: the communications is there to know how to develop ourselves as a firm, the more you deal with people the more you figure out your mistake in order to avoid them in the future, and the more you get experienced.

7. What are the important interactivity types?

Radio, TV, Social Media, E-Mails, Mobile phones, Service Employees and Website.

F: Mobile phone's application and phone calls communications may be an unusual utility in coming to old clients but they are essentially as well costly for customary utilize, but the new generation of clients are preferring this.

Ooredoo's website is found for buying the items internationally and if there is a big issue and the client can't reach us for a reason or another, in case of travelling outside and not being able to contact us we provide help through chatting with the customer service on the website.

M: The touch points are evolving over time, because of the development of the IT and AI systems, before we were depending on radio and TV, but now we have the applications and web chatting, these are the interactivity points that are critical for us in this era, and it is evolving who knows? Maybe we will have a completely unique touch point in the next decade.

T: Each touch point has its client, we were not segmenting the clients based on ignorance or randomize, there are a new generation who would like to depend on TVs and Channels we utilized Ooredoo TV for this we are trying to make the client to have touch points as much as we can with Ooredoo so he never forgets about us and whenever there will be an issue, he would be accessing the help teams as fast as he can and by the easiest way.

Website and the network ended up progressively vital, we get a part of leads through it. This has been an alter over the final decade. At a certain era, it was the leading touch point where the mobile apps were not there. The client is not easy to be expected because he may change his lifestyle in no time, you need to have a developing team working continuously so the firm would last.

Mails and emails are documents; it is an important touch point to be considered all over the eras, it cannot be ignored whatsoever.

Phone calls are important, but not as much as the emails do.

8. Clarify the client-related strategy that Ooredoo is working on?

F: A client centralized strategy is what we are on, the client means everything to us, if we don't offer the best price with the newest technology and fastest service Ooredoo fails applying the strategy which means clients leaving Ooredoo gradually and we don't want that to happen, Ooredoo is ahead of Vodafone because we provide network and services for all the users among the whole region, sometimes it can be dangerous if the client is living outside the city, you never expect what may happen, and one serious problem can make the client run away from Ooredoo.

M: We are working to make the client fulfilled, setting the newest infrastructure and the most withstand able ones, so we have longer duration and relied one, giving him and her, they need so they don't tend to look out for another service providers.

T: We can add value to the firm by helping to attract other customers through positive word of mouth, effectively lowering the cost of acquiring some new customers or retaining some current customers.

9. **How does the firm identify and target the clients?**

F: We truly have as well numerous clients or possibility client for the trade, discovering clients isn't that hard. The challenges are to get a passage stage to a modern client. Ooredoo attempt to convince unused clients into exchange exhibition and occasions by giving modern offers and by advertising more up to date things which lasts longer and features a lifetime guarantee in a way to let the client to feel secure as long as he is with us.

M: We segmentize the customers in order to identify them based on their level of livings and figure out how much they do need the service and the amount of usage per month, we try as well to open as much fields as we can so we target the most clients that we can.

T: Identifying the environment is critical, but nowadays the world is depending on mobile phones so targeting the clients by phone and online ads is very imperative.

10. **Can you portray the life cycle of a customer, how does it look like?**

F: In the beginning, we work together to reach the customer by creative advertising and plans that fit their needs then acquisition them with our offers to start to use our services. We can find solutions that fit with their needs.

Once a plan has been accepted, we follow with them continuously direct contact from the technical team to install the services and fix any issue. Most of our client there would be too much with no connect because most of our services can be solved online.

M: There is some phases, for our main client, we focus on who starts to use our new services represented by smart home technology which you can control your all house by voice order or mobile application.

Last October Ooredoo was one of the sponsors for (Qatar IT Conference and Exhibition) which was interested in Safe and smart cities.

We reach the customers and study their requirements after that we start to give them the smart solutions for their project to be a part of it. That solutions and services can be fit tier needs and their budget

T: In fact, we are the front line to face the customers. We train our employee how to figure out what exactly customers' needs and how-to sale the services that satisfied

them. Of course, that direct contact now is very limited because of preventative measures to limit covid-19.

Most of the client needs can be fixed online it fixed more accurately and faster and at any time the customer services employees are available.

11. How does the firm organize the customers' information?

F: Each department stores information by themselves. Ooredoo has a data-store with a framework that all employees can work with. The client in that data-store has a code id in files of personal information, like plane, expenses, and offers.

M: We have several categories like how big is the business on the system. All the data is saved in specific methods. This information is placed on the data store disk.

T: it's quite difficult to access any mail data for the client it's has a really limit access into one employee it not allowed to share via this way. It will not be able to anyone else to access something in the data store of someone.

12. What are the trainings Ooredoo offers to employees whom in direct contact with clients?

F: We give the customer service management course to the new employees in order to know how to deal with client, and to understand what does he or she needs, apart from this there are some advices we teach to our employees to suck the client's anger if there is, plus heading the problems that we employees face to the research and development department to come up with solutions, like the spam and robbery trials that we face continuously among the years.

M: We have the marketing courses given to the new employees which will be distributed to attract new clients, there is a psychological part of the course in order to equip and prepare the employee to be ready practically and psychologically to deal with any kind of customers he or she faces.

T: We train our staff on the system and how to use it rapidly, this is a problem that we face that if the client waits more than 30 seconds, he starts to be unsatisfied, and when there is a big pressure on the lines and on the systems, the employees lose the eyesight of satisfying the clients.

13. **Depict the Organization's Culture.**

F: We have tremendous pride in approximately our items and services. We are working together regardless of the nationality, the race, the religion, or any other category that may differentiate the employees from each other, we do differentiate if the employee is after his job or no, if the employee is dealing appropriately with his colleagues or no, I believe we started locally and expanded to the international level because we are building the firm internally before externally, if the internal structure is good enough it's very rare to collapse.

M: The culture is based on satisfying the employees and clients at first, we continuously teach us ourselves and try to be more aware of the changes, any expected change should be directly identified so we don't have any failures, especially in such a competitive environment.

T : In my opinion , we only differentiate between the employees when if he is a specialist or a general employee, a hard-worker or a smart worker, other than that the culture is almost the same, in most of the branches the firm has the employees are mostly Arabs and regardless of the other human variables , we still have mostly the same culture and laws and policy of the firm tends to approximate between the employees' cultures, and when unifying the goals we are enclosing the employees to look at the same path, it will indirectly result in unifying the employees.

14. **What is the impact of this culture on clients, positive or negative?**

F: We are seen as competent masters, particularly with respect to the advancement of new solutions. We do be that as it may have a specialized pomposity around us, on the off chance that the client doesn't know how important is the items are at that point it's not an important client. The business ego encourages us to continuously need to supply technically modern and develop solutions something it could be an issue when attempting to deal it to developing markets that asked for straight forward items. We select to unify our efforts to appear as one person to the customer and that sometimes tend to be misunderstood by the clients whom has a problem with us...

M: We are enormous generally talking and exceptionally fashioned together. all clients or potential clients see to us as a valid provider since of this. There are reward frameworks input and these are pointed at fulfilling the deals.

T: We are working for nonstop enhancements, each client has access to execution pointers and is remunerated via reward frameworks on it, all of these are particularly focused on at culture. Truthfully, we've thought of fulfilling culture, culture is an imperative angle of any trade.

15. How does differentiation between clients take place?

F: We differentiate based on the preferred touch point by the client. we differentiate among further service can be suitable for customer needs. We check what service is the customer usually uses and how to sell to him other services.

We collect all of this information and report it with our recommendation. we compare that information with the last year information in same period Accordingly we report and put the recommendation

M: Individuals and organizations, personal and commercial firms, that how we decide to give more attention and faster and better prices to be given, we also differentiate between the ages, for the student we offer good services with a less prices.

T: In branches differentiation takes another form when taking place, we pay attention to old people and offer them faster service, sometimes it happens that we sacrifice our whole right to make them pleased, Special needs are also dealt with on the same manner.

16. List the most imperative aspects for client's profitability. How do you know and assess if this client is profitable for Ooredoo or no?

F: By assessing the clients' loyalty, if this factor is highly noticed it means new clients could be attracted by him, hence the profitability of that certain client is high, commercial organizations wise its assessed on the organization's attitude towards us, will it be buying all our products and services or no, there we can assess if it will be a profitable or not.

M: The number of projects and services he asks us to do for himself or his firm, there we can know if he is profitable or not.

T: from the client's attitude after the first issue with us, speaking of an educated clients of course, because there is certain category of clients may be dealing with you for years and once a problem happens they directly leave you, we don't consider these

as profitable, but if the client has a problem with us he doesn't changes his attitude towards Ooredoo he is definitely the profitable client that we are looking for, because issues occurs whether because of the system or the ones who is running that, and we expect clients to be understanding.

17. Please view the following and state if it is an imperative for the commerce or not?

V. Profit margin of individual client

F: We always do it.

M: We have a great see of this through the costs of services benefits and offers as well.

T: This can be what spoils cash for the trade. Each other measurement holds a few sorts of estimations in them.

VI. Client's average retention rate.

F: We have too many clients and our processes are incredibly fast.

We have millions of customers of which most are big customers

We are also sponsoring for many activities in Qatar

M: This is really applicable, we look for renewal the services for the consumer, in the case of COVID 19 we increased the value of our services in example; we increased internet speed and we added Ooredoo TV.

T: We primarily follow customers' needs and collecting data on defecting client. Going forward with a customize offers for new client. To raise our turns, we could have new client.

Iii. Client's expected visiting time and duration.

F: we are able to get new customers once a customer has joined, we follow up his deal whether it was a service or a product or even both, the firm usually gets a call from the client if it was regarding an issue based on that it is estimated as a short or long visit, but if it will be a new issue or a new deal after the employee knows what is the task it will be estimated directly and put into the system.

M: The plan that fits the customer needs to be provided to the customer starts a minimum of three months after three months customer can change the package upgrade or downgrade it, this is a part of following up with the market by viewing the client on every time he visits us, so it is an imperative thing.

T: This truly can be forecasted, we truly expect clients will remain with us, if anything is going off-base the sales representatives report it so we will bargain with the right way. every worker is contact with a client we sort them to undertake and find out the favourite part moreover attempt to figuring the kind of victory average have to a project.

18. Are there any strategies or criteria regarding clients' differentiating?

F: We do not separate among our clients but we lean toward the bigger clients actually. We do not have any issue managing with the less specialized client as our vision to satisfy all customers. we working to keep on absent to exclusively be arranged to biggest specialized clients so we will moreover handle with the less difficult client prerequisites of all markets.

M: We have the same introductory approach for all clients but contrasts between client needs and the sum of the venture cause us to change methodologies, one client cannot be managed within the same way as a company.

T: We have numerous enormous clients that key individuals are relegated to manage. We allot such a workforce for each owned client; I believe you'll see the methodology is diverse according to the estimated client.

19. Does Ooredoo build a deep relationship with its clients? Is there any preferred one?

F: Not really, it will seem awkward, especially we are an international firm, but if the client tends to, he gets what he wants, but we never do such a thing.

M: Its very rare to happen, but if the client is that important to us, we could build such a relationship, give him more ideas about what we are at, and what we are intending to do on the very near future, take his opinion, but there is no preferred relationship, we let the client choose and it will be the preferred one for us.

T: actually, in all B2B or B2C connections we target our sales representatives to be the best companions with their clients. Our objective long term to be pointing to ended up accomplices with all our clients.

20. Does Ooredoo customize its product depending on client's type? How?

F: We construct an essential concept which is common with all our customers. We attempt to keep numerous parts as possible as we can, we modify the products to satisfy most of the segments, and if there is any slight modification required, we try to satisfy if the demand is not low.

M: Certainly, we offer a specialized arrangement that adjusts to the company's needs. We attempt to keep as numerous parts in common as we will. The specialized arrangement is the same but not the conclusion item. Each company field requires a diverse sort of framework and plan.

T: We have distinctive item plans that we rely on its items on. We collect together these ideas to fit each client's needs. it will be fitted clients.

21. Did Ooredoo attain customer-related awareness?

F: We record a survey for all new services and follow back the complaints and asked the client to Participate in a survey by phone

M: We note down all reports that come from the system and analyse it.

T: Essentially through individual intuitive through the salespeople, comes normally as individuals that involved with clients.

22. Does Ooredoo look out to conquer facts in any certain area of the commerce?

F: We try to reach the customer needs and provide a solution for any expected issue. We target, study and report to knowledge about our competition, we have our own research and development department that holds such a field to keep updated about the technologies, the market international-wise, and the customers local-wise.

M: We schedule meetings to follow what our competitors are doing what offers they provided. We study continuously their promoting campaigns, and their offers to know if there are any specific reasons for clients to be loyal to them and we are working on it.

T: We are working to give the best and fastest service for our visiting clients, Ooredoo has a huge R&D sector which works continuously on most of the business field, we are asked periodically about every single detail we have in our branches, problems, usual clients, unusual clients, etc...

23. Does Ooredoo Consider these dates as important?

i. clients' loyalty to Ooredoo

F: Yes, it is basic via surveys and deals with clients we figure out the quality of services and price levels are one of the classified reasons.

M: We realize why customers choose our product and services. We have enough knowledge about the market needs and the highest quality services to keep the customer stay with us we have technical products and services that fit with all market needs which are well cost.

T: We study client's fulfilment in surveys periodically and in all different categories. This is much in client's level and on a person basis. Ooredoo collect information and deep into.

ii. Why does a client leave Ooredoo

F: It's very odd, there has to be critical mistake to happen. It's happened because some sales staff don't have enough knowledge to help with them radical solutions as they want.

M: It's noted recently that some of our customers leave the company. I think the reason was mostly because the service is more than their needs and expenses too much. After that we developed a cheaper service.

T: We look at this, most of the time it happens because competitors give a low price less than us regardless of quality.

iii. Loyalty to rivals

F: Because of their interest in works at a better price. The costs are in good comparing to the quality of our product and advanced services initial reasons are usually the quality, sometimes we have bad coverage at some regions that's why we lose the round.

M: We always look at this, a competitor's information so easy to find such things. We have found that culture plays an effective role.

T: The salespeople are always reported in CRM framework when gain a project or lost one. We normally get them to do that, they really see the effect in it.

iv. Clients leaving the rival

F: It's not easy to find that Information, competitors don't share it. it can be when a competitor offers less than our price compared to the quality.

M: Actually, we don't have specific statics for the real reason but we think that happened when competitor have weak quality.

T: We don't acquire such information to use. sometimes it happens the client leave us and gets back to us, and that happened in the last 5 years, when a major problem happened in Vodafone Qatar, Ooredoo regained many of its lost clients since that day.

24. How would portray the development process?

F: We are tracking the global markets connected to our business and evolving based on that, if anything is newly suggested in the market, we have a special team researching about the products to know if they can be utilized to our commerce, and we take decisions after that. Looking at what clients require and how they can be coordinates into day-by-day assignments. And we would take follow other companies to see how they are doing it and what we are able to compare with them

M: We have started for a long time with a new analysis system that gives us accurate results. And find out how to make a new product depending on those results and give us feedback about our performance.

T: We use an oracle system and the CRM system. We are developing the framework to be easier to be dealt with, this is what is happening so far in the branches, sometimes we get instructions from R&D departments regarding the employees, giving them new precautions instructions because of the pandemic case what happened earlier these couple of months.

25. What is the most critical point regarding the C.R.M. system's development?

F: Learning the system and adapt to the time because it requires continuous training among the years, adapting to the market and satisfying the demands in no time.

M: Must analyse the client and categorize them which makes the system go easier when developing, but the process in itself is hard, and requires time.

T: We did much development basically it's fitting all types of clients. The difficult part is pushing the clients to getting used to the new system. Because there is client that does not recognizes what we are even talking about.

26. What level does Ooredoo aim for integrating the C.R.M.'s system, speaking of data flow?

F: we were able to make sure the data base is synchronized among all the departments with different levels of accessibility, and we are periodically updating the information of customers, this is how Ooredoo makes sure of the data flow.

M: We have a system for data flow it connects all customer data and how a customer used our services its help us to study the situation of market.

T: any customer or company that has joint to us had a profile with all their data (name, CR number, email, address etc.) That data integrate and connected together in the same company profile.

27. Today what stage is Ooredoo at?

F: We have a great system, international wise we are expanding, segmenting the market based on the country and the regions is very complex task but with the right distributions and divisions we are considered on the right path.

M: We are competing nowadays on the international market instead of doing this competition locally, we even allowed the chance for Vodafone to compete with us in our mother land, and still, we have the lead on them.

T: it's customized to each division, no more confinements so individuals can as it were getting to what they are gathered to. Now Ooredoo associated to the information that's come in into managers framework, Ooredoo figures out the issue when executing framework is at times, but or maybe in installing out what you need to save within the

framework, as it were sparing what truly is really important that we will get something out of.

28. How does Ooredoo assess the client strategy's outcome?

F: After applying it to certain number of clients we study the changes of money flow, and the new clients joined, or clients retained, and reclaimed from the competitor.

M: If we tailor a service to fit certain category of clients, we offer it and a tracking team keeps following up with clients about their fulfilment, sometimes the money is not the first assessment achieved.

T: We focus on the large client, no chance to lose them, our vision to

Be a partner with them.

29. What does Ooredoo do regarding performance imperatives for a C.R.M. system?

F: Simple to preserve in methods of putting in and pull-out data in the framework. It ought to deliver a message of convenience and a straightforward to utilize interface.

M: It's need to meets the needs for everyday project. so, it can be simple to nourish the data, and it should meet needs well for everyday project, streamlining the process we as of now don't include additional. So, ease of utilization is important.

T: We study the amount of requirement submitted to us and after that discuss about amount that created into the CRM framework. Able to see who's is utilizing the framework and not. We are fundamentally degree the activity of clients within the framework.

30. Strategic arrangement

iv. Training & courses

v. Rewarding criteria and application

vi. Administrative building

F: Throughout staff evaluation sessions courses are negotiated, plus how effective the previous training was. The system has a personal bonus tied into the own target of each employee as well as the firm vision.

M: We evaluate the benefit of training comparing to the employee performance. Rewarding criteria is based on the productivity of the solo employee, the administrative building would be discussed if there is a certain mistake in a department, and we assess the employees working there without informing them.

T: We have a sales method and target that everyone follows, and we teach people how this method is and it is followed in the system. Regularly we do employee evaluation meetings where the employees and managers discuss to each other about the training they are had before and what training could need.

31. Cultural Effects

iv. Co-working Capability.

v. Emporium Direction.

vi. Clear aims and targets for Ooredoo regarding staff.

F: We study the culture variables. We measure method and, in some cases, these are orientation to the division of the figures. As we mentioned before we have a survey with questions about how the work environment is skilled if employees are a good work environment etc. Most of the time it is related to their work in forms of sales or business vision. We have to know how to develop an employee.

M: It is probably a good thing to evaluate that we cooperate well together, how useful of each other, and how we all perceive the situation if we have specific goals and vision.

T: We have to note how are employees think they are corporate together in the company survey, and it is can be report in regular meetings with the in charge. About the market needs, it's up to the managers to hire a qualified person for a job. Sometimes we evaluate people thorough examination to know how well they fit into the jobs they have.

32. Any further detail you would like to add:

F: I don't find any hard to evaluate the CRM system itself just asked the employees about it. We can make a client’s inventory in the system or how many visitors have been entered into it.

M: The C.R.M. is not a task that can be held in one survey, of course there are a lot of details to discuss, but not in one meeting, it's a framework that can detect the successive point of any culture or emporium, it's not a task that have raised yesterday or the week before, it been taught and discussed for more than a century.

T: C.R.M. depends on the clients, if the client likes this touch point the system gets updated, as a commerce branch manager, I monitored many changes of the market, because of evolution in technology and the users or clients started to utilize the new feature in their life, it is something evolving whenever all the companies should be ready to adapt at any time.

4.5. Analysis

The following part will show the data analysis through comparisons between the thesis's theory from the collected researches and the qualitative survey done. Where the quantitative surveys analysed earlier in the descriptive analysis under each table. The aim is to monitor if there are any differences or similarities between the surveys and the theory mentioned earlier.

4.5.1. C.R.M.'s Objectives

This section analyses the C.R.M.'s objectives related to clients and business. In the Assessment and Summary of Objectives Table 4.2 the responses are briefed and competed.

Table 4.2 Assessment and summary of objectives.

Objectives	Fatima	Muneera	Talal
Loyalty incremented	/	-/	+
Fulfilment incremented	+/	+	/
Retaining incremented	-	+	+
Construct database	+	+	+
Knowledge about Clienteles	-	/	+/
Market Requirements	+	+	+/

Increase deals	+/	++	+/
Mechanization	+/	+	+
Organizing what C.R.M. is all about	+	+	+
The responses are graded using: + as Confirmed, – as Denied, and / as Indifferent Note: signs repetition indicates the strength of the opinion in the interviewee's point of view.			

Client's Objectives

Clients Objective can be summarized as if the high-quality service is provided with an economical price that can be provided by all segments, and the client would like to be expected at any time of the day, and wished that all the firm knows his details, plus the client would like to feel that he is always right, and the victim, only in that case it will result in loyalty and retaining the client.

Ooredoo is not completely agreeing the Hypothesis, because there is a decent ratio of customers have a different criterion when purchasing the service or the item which is the price. On the other hand, there is a big ratio committed to the company regardless of the price, Ooredoo explains that as loyalty, fulfilment, and retaining are because of the well-organized database regarding the market and client. By being more knowing and by using CRM strategy we believe it can provide more services to the clienteles and achieving the fulfilment regarding services results more loyalty.

Commerce's Objectives

According to the hypotheses, collecting client's data is considered a main function for C.R.M. To study that information, analyse it, and use it to result more sales. This data is utilized to give a better idea about the market culture resulting in better planning criteria and better outcomes.

Ooredoo was clear about confirming to use a system to store the customers' information, information can more easily to be overviewed then it can be also explained that it is important to be utilized for enhanced vision regarding the present emporium requirements and by that allows offering improved plans and Innovative solutions to their customers. Ooredoo follows the global development for telecom technology. Ooredoo's vision is that the actual CRM system is to share knowledge between the firm

and the employees. The firm can't ignore the importance of employees regarding different customers.

The hypotheses declare AI & IT developed framework allows transference of datum among departments to fulfil demand and allows competence of client's datum faster, which allows the firm to take faster steps towards the client's fulfilment.

Ooredoo agrees with the theories, in fact Ooredoo is working on it by utilizing the artificial intelligence inventions into the technology frameworks that Ooredoo has constructed in the past decade, offering the automation for as much services as they can.

Ooredoo further confirms that each system has different teams. From supervision, to development, until maintenance team, working continuously to provide services, avoid failures, and seek accomplishing the client's desires.

4.5.2. C.R.M.'s Used Strategies

This section monitors and show analyses the C.R.M. strategies. In Frameworks assessment and summary Table 4.3 survey answers are noted down and symbolized.

- **Touch Points**

One thesis lists touchpoint that firm use like social media, Websites, Email, Telephone, and Direct Sales.

Ooredoo is working with that, these are the most effective touchpoints used for any business or project. Further, they use that when working with other projects through the account managers.

Ooredoo's main communication is mail and direct calls, but web applications are the main way. Ooredoo, found a big function to a mobile application as an element for communicating. Ooredoo believes the importance of social media because it's not cost

Ooredoo also points that fixed to use of communication like TV and radio, because most client don't familiar to follow or tune on the radio. They communicate via social media, email, and phone calls far more than radio or TV nowadays.

Ooredoo agrees with this. Ooredoo is studying and analysing the reactions of the people in the firms and use those statistics to refer the right employees at Ooredoo whom speaks to the authorized people at the customer's firm, in order to take actions regarding any mistake or suggestion to attract the customers.

Ooredoo further declares that is interactions between technical in both firms in a several ways to configure together and involve sales or marketing people which give them many touchpoints to each other.

Last couple years web application and mobile application has been the most important part to progress over the, which was one of the reasons to increase the sales.

- **Front Office**

The thesis explains that front offices are the offices who gets a direct in touch with the clients, to listen to the problem of clients, and helping to solve them out, and meet with new clients to give a detailed idea about Ooredoo and the movements and projects.

Ooredoo agrees with the theories introduced earlier in this thesis and focuses on data collected from each client and his/her reaction among visit the branch or call the customer service.

The issue is such data is spread among the various Ooredoo's sectors and many employees can access it. Accordingly, Managers explain further because of having a forked system where everything is connected to everything. The disadvantage if the system is hacked, the clients' information can be sold out.

For the VIP clients that works on high level manner, Ooredoo centralizes the data with very limited access in relative with regular clients, the local retail points in charge utilize the same network system where are data are stored.

The thesis explains how to deal with the customer lifecycle needs in each firm and shows the definition of each phase the client passes. phases vary from reach, adaptation, distribution, Acquisition, Conversion, Retention, ending with loyalty so can reclaiming lost clients.

As Ooredoo considered the first national telecom company in Qatar, the firm is not precisely following the phases that hypothesis assumes on the local manner or on the Individuals level, Ooredoo is missing some points regarding the strategies.

Ooredoo does however agree on some point that the hardest task is a conversion on new clients. In case a client has been acquired its very odd to leave the firm, along the various evolution with the network's studies in the last decade, Ooredoo is the leading institution in this field.

But on the other hand, for the high level of projects completed in line with theory managers clarified the firm's cycle by visiting one retail point as a start, moving to

introducing sample plans where it results in finding the best offer. At the end, the offer is mostly handed over to the client.

The hypothesis of the culture for commerce firms is a sensitive factor when applying CRM framework. The internal culture has to fully match the goal with the aims and targets to work out efficiently. The accomplishment of CRM depends on how much does the firm's internal culture match so the objective and goals could be achieved.

Ooredoo is following up the point. Ooredoo permanently trains its employees, especially the direct employees in touch with clients, only highly trained employees get the chance to work down in the first line.

Ooredoo clarified paying big attention to the clients, especially the commerce-positively impacting ones. Therefore, they see clients continuously feel welcomed which results the perfect standing is because of them speaking on international-wise.

- **Back Office**

Client's Value

The theory is explaining the value of client, the elements are: Average of Retention, expenses, profit Margin, and how long the client will stay.

Ooredoo sort of agreeing with it, about the volume to the client profits to period as a main part. They calculate the profit margin to the provided services. that leads us to that they study the income comparing to expenses of general service for fix the cost control all that data used to estimate every customer's profit margin every period.

Ooredoo explains that it's possible to expect loyalty. After working hard, fast, and professional with each customer, and if there is an issue with a client the salespeople and technicians will handle as possible as they can to keep satisfied them.

Relations

The thesis assumes that CRM target is to fit and handle with every client on a person-to-person basis.

Ooredoo agrees with the thesis, and it's their primary reason to use CRM framework in business every customer has an account manager to support them as a one-to-one basis. Ooredoo demand one client time they work with many individuals from each corporation connect together explaining that for every client it could be more

than one person involved from different departments sharing all this information in an easy and flowable way start from key manager to the construction team and the technical, which have to coordinate. They would try to become partners in business.

Tailoring & Aiming

The thesis defined different stages it be able to tailoring in and discuss the serviced in way that provide client's needs.

Ooredoo completely agrees with this theory, and they are the main example of where is customizations are provided. Ooredoo provides the client needs they have to act customization to services. The smart technical solution is common between individual and project plans. The final services plan is hard and meets the required of every client it have to be fit to every client needs. Another theory strongly suggests gathering information from clients, to build usable information gathering from client.

Ooredoo also completely confirms this theory. As we mention they collect data through. They basically try collecting information related to their services, like what make client satisfied and in case there is an increment or decrement in the service plan. Ooredoo said that this matter is not able to broadcast and they have to clearly analyse. Ooredoo studies the data for competitors, the prices and the quality of services and in case they lose any project they will know what offer the competitor give. In their opinion, it's a very important thing to do.

The account manager notes down everything looks important to the customer's needs, even the report related to the competition and customers.

One suggestion is the data should be analysed to clarify what is owns clients and what makes client staying or leaving and who is competitor clients and what the reason make them staying or leaving, and studying the weaknesses data.

Ooredoo agrees these suggestions is serious, the most serious part is how client can be loyal, they do multiple researches to figure out if clients are satisfied with what is improved. They note that knowing the reason makes client to leaving is important. They do customer satisfaction surveys on a regular basis.

Categorizing and Distinguishing between Clients

One suggestion that argues for client’s classification into few parts according to the value using long conditions vision. The theory explains every client performs different values to them, the firm has to adapt with.

Ooredoo agree this, every customer is important for them. all clients have same attention they used to fit to every client's needs. Ooredoo have a lot of clients which is less gainful than others, these clients have the same concern as the bigger customers.

They bargain with firms a bit in an unexpected way depending on their estimate. Big firms are paying attention of centrally, individual personal clients are taken care of locally at department workplaces.

C.R.M. framework

The thesis declared the imperatives that any firm has to care about to run a successful CRM system by the following, first steps shall not be big, assure the involvement of all the employees in the plan, specify the short- and long-term objectives, and assure to inform the employees of the added value it offers when accomplishing the.

Ooredoo confirmed of owning its own CRM framework, applied on the real life and recorded on the network. Managers declared the hard of it is the new client, and the lost client, whereas gaining them is critical and the presenting time is not long at all.

Table 4.3 Frameworks assessment and summary

Framework	Fatima	Muneera	Talal
Interactivity if accessed easily	+	+	+
Cycle of Client	/	/	+
Culture impacts	/	+	+
Clients worth	+	+	/
Prediction ability	-	-	-
Interdepartmental enhanced contact	+	+	/
Modifying services/items	+	+	-
Client's behaviour analysis	+	+	+
Client's classifying and grading	-	-	+
Framework: Small steps to big	+	/	+
Framework: Concurrence	+	+	+
The Answers are symbolized as follows: + as Confirmed, – as Denied, and / as Indifferent Note: signs repetition indicates the strength of the opinion in the interviewee's point of view.			

4.5.3. C.R.M.'s performance

In this part the C.R.M.'s performance is analysed. In Table 4.3 the responses of Ooredoo are briefed for revision and comparing.

Fatima views the main part of CRM is which is well suitable to business and to avoid any issue and more workloads. She thinks if accomplishing the CRM framework, the clients it will be more satisfying and note that the company is more organized and more committed towards them.

Muneera views the main part of CRM framework as it can work for them to analyse their data. For how much of requests entered correctly to framework is a good sign.

Talal views the main part of CRM framework is the strength of the firm culture and the understanding of the market needs and how to build a secure strong database

Assessing the total firm benefit – C.R.M. to Shareholder value, strategies' profitability, Client's total value

Fatima agrees and sees administrative metrics which is firm value as an imperative, further noted to the connection. She clarifies it must be conducted and taught to the employees to be more aware in giving a better image to the clients. However, Fatima believes the clients-firm relationship is strong, and it's view other metrics to measure.

Muneera has the same opinion, she sees the firm is attentive about the attaining effect, providing more services and products, however Ooredoo intensively is not ignoring the procedure phases. The analyst however evaluates and analyses various clients, starting with profitable ones, ending with the least-important clients in branches.

Talal sort of agree with this category, he directly deals with the individual customer the firm is focusing on selling more services. The increments of firm benefit start from the branches

Assessing the Wroth, Loyalty, & Retaining.

Fatima totally agrees to trade these as very matter because of their strong relations with the client.

Muneera agrees that the measure of loyalty and retention and analyse it make the picture of our method clear.

Talal in same opinion as Fatima with this part of information. They focus on the satisfaction of the work in their CRM framework, as a result of strong relation they have built shape with their client.

Assessing Acquisition's process, Retention, and client's base Expansion.

Fatima is totally in line with that measurement, she clarifies that internal departments have methods for measuring such things. The employees guess to occur between company and client at a manager's stage.

Muneera in line with that statement, the employees handle every customer they get and analyse what happens to their needs. When a client getting sales team to inserts the data into the framework and if the firm loses a project the departments tries to know the reason and analyse it to avoid that in the future.

Talal mentions that this handled by person accounting managers according to the firm goals and CRM strategy.

Assessing the IT & AI Systems.

Fatima considers measuring the IT system as imperative. For the expense study and data analysis, however focusing on customers and market is essential to predict any future solution in the right manner.

Muneera agrees the systems should be measured periodically. She has performed real analysis on the IT system. The firm puts standards for the evolution phase to know the mechanism of establishing and utilizing the frameworks.

Talal explains that he thinks the framework is to be assessed by surveying clients and the employees.

Assessing the manpower's assets – behaviour and satisfaction of employees, Organization's Direction and Attitude

Fatima declares that Ooredoo is applying the theory regarding the evaluation of employees. Once a week. The performance and satisfaction assessment of their employees through meetings

Muneera agrees with the statement. She evaluates everyone to be sure that they are using it correctly they have references for good and bad in the framework and if it can be used in the work routines.

Talal declared that Employees' views are notes of the company-wide in an anonymous survey. it is a part of the regular routines.

Strategic arrangement – courses, rewarding criteria, organizational building.

Fatima is completely in line with this theory, she is linking between training, rewards, and CRM. They also have real periodical training for their salespeople.

Muneera considers this as a critical factor for the firm to develop and evolve, generating more cash, but notifies there are blind points that should be taught in courses which she doesn't see the firm is doing, regarding psychological wise.

Talal also considers the strategic arrangement as imperative. Assuring that by declaring all employees are involved in trainings and only high assessed staff is put in the first lines. Where hard working employees are promoted due to the productivity, and the smart working that saves Ooredoo from falling in mistakes.

Assessing cultural effects – co-working, market's direction, individual goals

Fatima agrees with this opinion. she realizing from employees how good they to cooperating together.

Muneera don't measure everything according to the culture, even that she is show an interesting in that part. she thinks it's useful to know how good the employees cooperate together. But she is not sure about how it suitable for CRM.

Talal confirms that regarding market culture, the managers can hire qualified people for the job. There is a vision for individual employees to make them blend better with the organization.

Table 4.4: Comparison and briefing of C.R.M.'s performance.

Measurement	**F**	**M**	**T**
Total Benefit	+	/	+
Loyalty, Worth, & Retention	/	/	+
Assessment of procedure	-	+	/
Assessment of framework	+	/	/
Manpower factors	+	+	+

Strategic Arrangement	/	+	/
Cultural impact	/	+	+
The responses are graded using: + as Confirmed, – as Denied, and / as Indifferent Note: signs repetition indicates the strength of the opinion in the interviewee's point of view.			

4.6. Quantitative Survey

This section discusses the clients' survey showing results including (normality test, reliability test, mean, standard deviation, correlation test, regression analysis) followed by a descriptive analysis paragraph based on five variables which were earlier in the literature review, as the following: -

Customer experience, Employee's behaviour, Value proposition, Relationship development, Client's loyalty

4.6.1. Normality Test

The below Table 4.5 shows two types of normality test which are the Kolmogorov-Smirnov and Shapiro-Wilk test to identify the type of the distribution of the survey. knowing that statistics shall be less than 0.05 to consider the survey normally distributed, if the statistics shows above than 0.05 then it is not normal distributed.

In the above table it is shown that in both test statistics shows value of more than 0.05. Shapiro-Wilk shows a range of 0.6, and Kolmogorov-Smirnov shows an average of 0.350. Hence, it is not normally distributed.

Table 4.5: Tests of normality

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
CE	.370	151	.000	.655	151	.000
EB	.361	151	.000	.680	151	.000
VP	.370	151	.000	.697	151	.000

RD	.311	151	.000	.748	151	.000
CL	.354	151	.000	.693	151	.000
a. Lilliefors Significance Correction						

4.6.2. Reliability Test

The Table 4.5 show the reliability of the answers for each variable and assess the result according to Cronbach's alpha test, where any value shows more than 0.5 is considered reliable moving to the highest reliability level which is 0.99.

All the variables show alpha of 0.9 and above which is a very strong, excellent and dense reliable ratio. Where the customer experience shows 0.963, employee behaviour is 0.980, value proposition show 0.974, relationship development 0.911, and customer loyalty shows 0.967.

Table 4.6: Tests of reliability

All variables	Cronbach's Alpha	N of Items	Level of Reliability
CE	.963	4	Excellent
EB	.980	8	Excellent
VP	.974	5	Excellent
RD	.911	2	Excellent
CL	.967	5	Excellent

4.6.3. Customer Experience

The Table 4.7 show the CE variable's questions and results including the minimum, maximum, mean, and standard deviation. And afterwards a descriptive analysis to briefly philosophize the answers and give an idea above the opinions retrieved from the surveyed sample.

The below table shows an average mean of the answers of 4 out of 5 according to the Likert-scale. Which means most of the surveyed people agree had a good customer

experience with Ooredoo from being welcomed, along with refreshing atmosphere, generous hospitality, and help is available at all touchpoints. Which means the CE-CRM element has been given to the clients.

Table 4.7: Descriptive statistics of customer experience

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
When visiting Ooredoo's branches, I have a welcoming reception	151	2	5	4.32	1.224
Ooredoo's activities and branches have refreshing ambiance.	151	1	5	3.91	1.224
Ooredoo has such a generous hospitality	151	1	5	3.84	1.276
at all the touchpoints with Ooredoo, the help is available.	151	1	5	3.86	1.301

4.6.4. Employee Behaviour

The Table 4.8 show the EB variable's questions and results including the minimum, maximum, mean, and standard deviation. And afterwards a descriptive analysis to briefly philosophize the answers and give an idea above the opinions retrieved from the surveyed sample.

The below table shows an average mean of the answers of 3.5 out of 5 according to the Likert-scale. Which means most of the surveyed people agree on good behaviour of Ooredoo's by addressing employees were friendly, polite, professional, cooperative, and serving the desired and needed help. Which means the EB-CRM element has been given to the clients.

Table 4.8: Descriptive statistics for employee behavior

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Ooredoo's employees are friendly.	151	1	5	3.77	1.298
Ooredoo's employees are polite.	151	1	5	3.92	1.314
My needs and requirements are listened by Ooredoo's employees.	151	1	5	3.84	1.302
All my preferences as a segmentized client are known.	151	1	5	3.87	1.293
Ooredoo's is a quick responsive to my questions.	151	1	5	3.86	1.296
Ooredoo's employees have the full knowledge of the equipment utilized.	151	1	5	3.89	1.268
Ooredoo's employees are expert in their work.	151	1	5	3.85	1.324
The Ooredoo's personnel are cooperative.	151	1	5	3.86	1.312

4.6.5. Value Proposition

The Table 4.9 show the VP variable's questions and results including the minimum, maximum, mean, and standard deviation. And afterwards a descriptive analysis to briefly philosophize the answers and give an idea above the opinions retrieved from the surveyed sample.

The above table shows an average mean of the answers of 3.86 out of 5 according to the Likert-scale. Which means most of the surveyed people agree on being value served by Ooredoo, by fulfilling their needs with a fair price, while the products given have been a high quality. Which means the VP-CRM element has been given to the clients.

Table 4.9: Descriptive statistics of value proposition

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Ooredoo services has a fair price.	151	1	5	3.87	1.315
Ooredoo's products has a high quality.	151	1	5	3.86	1.312
Ooredoo's equipment are high quality equipment.	151	1	5	3.86	1.327
Ooredoo's services are fitting my preferences.	151	1	5	3.85	1.324
Ooredoo is fulfilling my needs.	151	1	5	3.84	1.302

4.6.6. Relationship Development

The Table 4.10 show the RD variable's questions and results including the minimum, maximum, mean, and standard deviation. And afterwards a descriptive analysis to briefly philosophize the answers and give an idea above the opinions retrieved from the surveyed sample.

The below table shows an average mean of the answers of 3.89 out of 5 according to the Likert-scale. This means most of the surveyed people agree on Ooredoo as helpful company in solving their issues as fast as possible, and offering the comfortable solutions to serve more client satisfaction hence developing the relationships and strengthening the connection. This means the RD-CRM element has been given to the clients.

Table 4.10: Descriptive statistics of relationship development

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
My complaint is resolved without any delay.	151	1	5	3.94	1.302
When a problem is resolved, I am satisfied of the solution.	151	1	5	3.83	1.330

Valid N (listwise)	151				

4.6.7. Customer Loyalty

The Table 4.11 show the CL dependent variable's questions and results including the minimum, maximum, mean, and standard deviation. And afterwards a descriptive analysis to briefly philosophize the answers and give an idea above the opinions retrieved from the surveyed sample.

The below table shows an average mean of the answers of 3.88 out of 5 according to the Likert-scale. Which means most of the surveyed people agree on loyalty to Ooredoo by considering the firm as the best choice, stating the satisfaction, and being attached, while a decent ratio is believe there is no possibility to switch over Ooredoo, declaring of the re-purchasing intention from Ooredoo. Which means the CL-CRM variable is achieved.

Table 4.11: Descriptive statistics of customer loyalty

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Ooredoo is the best choice for me.	151	1	5	3.86	1.312
I am satisfied with Ooredoo	151	1	5	3.87	1.330
I feel that I am attached to Ooredoo	151	1	5	3.87	1.315
There is no possibility to switch over Ooredoo	151	1	5	3.93	1.220
I believe I will re-purchase from Ooredoo	151	1	5	3.85	1.251
Valid N (listwise)	151				

4.7. Correlation Test

After the data is retrieved, the data were plugged to be correlation tested. In the next table the correlation ratio will be shown which will be utilizing Spearmen's test to

identify if there is a relationship between the dependent variable CL and the independent variables CE, EB, VP, RD. the result shall have a rho more than 0.5 to be considered correlated where the maximum will be 0.99, beside significance ratio with not more than 0.05 to assure the correlation assumption.

The below table shows the independent variables against the dependent variable and all of the correlation coefficients were above 0.71 rising to 0.801 which are considered a decent correlation coefficient and can comfortably declare there is a relationship between all the independent variables and the dependent variable. With notifying the significance ratio in all the variables is 0.000 which is confirming the statement above.

Table 4.12: Spearman's correlations between the variables

Correlations							
			CE	EB	VP	RD	CL
Spearman's rho	CL	Correlation Coefficient	.801**	.711**	.771**	.784**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000
		N	151	151	151	151	151
**. Correlation is significant at the 0.01 level (2-tailed).							

4.8. Results Scatter Plots

For further check of linearity, which assures the relationship of the variables, the scatter plot is utilized to assure the linearity among the variables selected for the framework. Where all the independent variables have shown linearity against the loyalty variable. Hence, the impactive relationship is approved due to the linearity of all the scatter plots shown below.

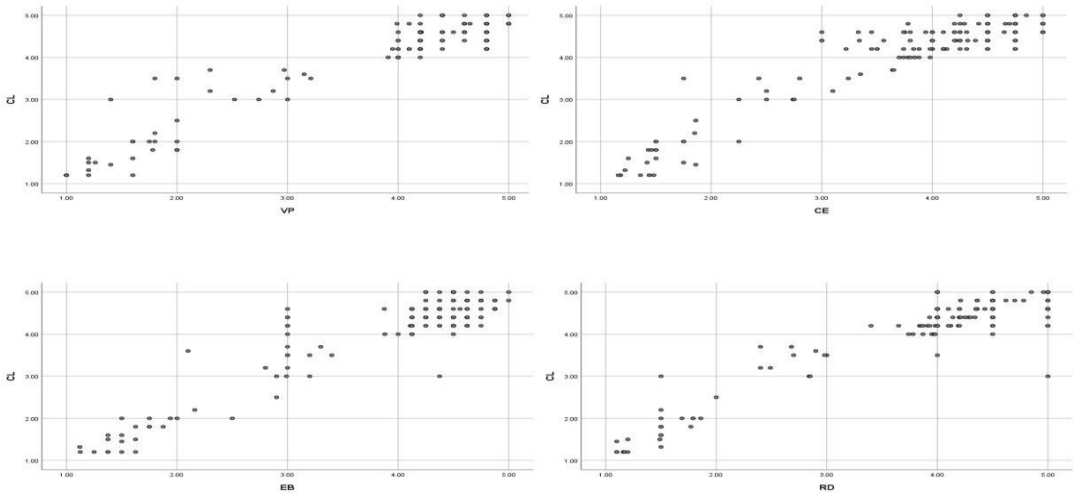

Figure 4.1: Results Scatter Plot

4.9. Regression Analysis

In this section the regression is held after the correlation test was done to assure the strength of the connection between all the independent variables and the dependent variable. This test is held after confirming the correlation to assure the strength of the relationship of the selected variables to confirm the effectively of the independent variable on the dependent variable in order to clear away all the doubts regarding the correlation, where the R-value is required to be at least above 0.5 and a maximum of 0.99 to approve the correlation of the variables. Calculations are held by SPSS 26.0 and the results are as follow: -

Testing Hypothesis 1

Regression test was conducted for customer experience and customer loyalty found the R square to 0.85, thus an increase of customer experience would result in an 85% increase in customer loyalty. Where the coefficient value for the customer experience a=0.680 and coefficient of constant **β** =0.819 are positively significant. The beta was 0.930, which means that more pay attention on customer yields in a 94% rise in customer loyalty, therefore the results support the H_1 that states "there is a significant connection and impactive relationship between customer experience and client's loyalty ".

Testing Hypothesis 2

Regression test was conducted for employee' behaviour and customer loyalty found the R square to 0.86 that means around 87% of total variation in customer loyalty is explained by employee' behaviour. Where the coefficient value for the employee' behaviour a=0.39 and coefficient of constant **β** =0.928 are positively significant. The beta was 0.928, which means that more pay attention on employee' behaviour yields in a 93% rise in customer loyalty, therefore the results support the H_2 that states " there is a significant connection and impactive relationship between customer experience and client's loyalty ".

Testing Hypothesis 3

Regression test was conducted for value proposition and customer loyalty found the R square to 0.809, thus an increase of value proposition would result in an 81% increase in customer loyalty. Where the coefficient value for the value proposition a=0.830 and coefficient of constant **β** =0.804 are positively significant. The beta was 0.853, which means that more value proposition yields in an 86% rise in customer loyalty, therefore the results support the H_3 that states " there is a significant connection and impactive relationship between customer experience and client's loyalty ".

Testing Hypothesis 4

Regression test was conducted for relationship development and customer loyalty found the R square to 0.879 that means around 88% of total variation in customer loyalty is explained by relationship Development. Where the coefficient value for the relationship development a=0.627 and coefficient of constant **β** =0.888 are positively significant. The beta was 0.938, which means that more relationship development yields in a 94% rise in customer loyalty, therefore the results support the H_4 that states " there is a significant connection and impactive relationship between customer experience and client's loyalty ".

Table 4.13: Regression analysis

Hypotheses		Unstandardized Coefficients		Standardized Coefficients			
	R^2	A	B	Beta	Sig.	F	Result
H_1	.865	.609	.904	.930	.000	956.304	Accepted
H_2	.860	.39	.929	.928	.000	918.999	Accepted
H_3	.809	.830	.804	.853	.000	630.504	Accepted
H_4	.879	.627	.888	.938	.000	1086.053	Accepted

5. CONCLUSION

This chapter provides summarized answers of research questions. Approving the research hypothesis, besides providing suggestions and recommendations for any future studies will be conducted in the same field.

The research has been investigating about the existence of the impactive relationship between the C.R.M. implementation on client's loyalty. Applying qualitative and quantitative approaches in the same research to view both sides of the case study. Monitoring books, research papers, articles to investigate about the hypothesis assumed to build a structured interview, and adopting a framework to build a structured survey. Research had four main questions, the first three questions were answered based on the interview answers, retrieved while relying on the resources in the literature review to assure the authenticity of the result. where the first question investigated about the C.R.M. objectives. It was answered by a clear infrastructure, that will help in implementing a successful framework to gain the loyalty. Second question was investigating about the strategies utilized for C.R.M. It was answered that there were many models developed such as IDIC model and tailoring the service, looking out for the desired touchpoints and hunt the clients at. The third questions was investigating how to measure the effectiveness of C.R.M. It was answered by monitoring the result after each strategy implementation, monitoring the profit along time, monitoring the number of new clients, and number of leaving clients. Fourth question was investigating the validity of the conceptual framework based on the survey spread. The result was positive. There is a significant connection and impactive relationship between the C.R.M. implementation and the client's loyalty.

For research question one which was investigating about C.R.M.'s objectives. The study clarifies that there are some of the reasons most firms decide to initiate the C.R.M.'s framework, firstly because of the positive impact on the clients, and the employees in general. One of the most important gains can be listed as arrangement of

database, client fulfilment, and retaining's ratio, along with better recognition of market needs. The main objective that is behind C.R.M.'s utilization is better clients' database arrangement. Loyalty, fulfilment, and retaining ratio were considered consequences of arranging the database. If solutions are provided for clients and responding are given in a faster, clear, and easy way results in having a strong image which impacts clients positively, and attracts new clients indirectly by the existed clients. Nevertheless, framework utilization cannot achieve the goals all the time, the price and quality overtake the whole procedure, that doesn't mean the firm failed in applying the arrangement or strategy, but dealt with the wrong client's category. Figuring out which type the firm deals with results in taking the right decisions, saving time, manpower, and money. The loyalty's hypothesis cannot be denied whatsoever, it is considered as the very first goal behind implementing the framework. There is more focus on the loyalty in parallel with focusing on price and quality that meets market needs. Framework's initiating is a part viewed differently between the firms. The firms don't primarily utilize cross or up-sell. The main purpose behind doing so is B2B clients rarely comes to hear new offers; clients look out for what they need only. There are several objectives firms view. These are the objectives in of the CRM process that assists the firm to better recognize the market, what the requirement and desires are. Firms consider market requirements to be imperative element for C.R.M.'s framework. Further advices to modify and tailor the products and services for each single client. It's integrated into every sale and every part of the customer relationship. One of the main processes, not effect increases sales to that a B2B customer will buy just what they need.

For the second research question which was discussing the C.R.M. strategies, the study shows that there are many strategies that have been considered as imperative of B2B field of CRM frameworks. which is, touch points, information access, business value, customization, it is advised to start with small steps to test the water of the environment and figure out if the implementation is successful and fruitful or not, and then decide whether to expand or not. There are clients' touch points that are an important to react to B2B. Important data is flowing through IT systems which are to link relevant data is created. The touch points are advised to be retrieved by all departments in no time to offer the service as fast as possible. The touch point is changing as technology progresses the firm follows along with the current technology,

and the current mobile app is used and preferred by clients. Client's worth is considered imperative and vital.it has to measure as an ongoing process. The author considers loyalty and retaining metrics as vital especially the firms' representatives, which tends to make big deals gaining hundreds of individuals at one shot. The thesis resulted in tailoring services has enormous impact on B2B clients. The case study clarifies and advice to consider tailoring as the most imperative in high demand – and high cash flow regions. Tailoring takes place when the price is not considered and the service is highly demanded. When expressing the interactivity as customized, leaving a beautiful background in client's memory and remains for lifetime and will be spread out and expressed as a smart and positive move by the firm. Culture is an important part of the CRM strategy. The data suggest that this is something that has been more used. The interesting chapter when putting the culture goals and effects builds a structure able in achieving the objectives of the commerce. Client's lifecycle is additionally a critical area that was distinctive within the experimental information portrays a major part of the hypothesis at the end, results show it is vital to construct client cycle as contradicted to the mentioned studies. The thesis accepts this can be since the solid connection's introduction in B2B firms dispenses with this have to be separate clients into bunches that can be overseen agreeing to their stages within the offering chain.

For the third research questions which was investigating about measuring the effectiveness of C.R.M. Thesis resulted in identifying C.R.M.'s most critical perspective which is the client's database arrangement allowing employees require least period to plan and come up pertinent client data. The research appeared that there was small intrigued in measuring the in general impact CRM has on the shareholder esteem. There was moreover exceptionally small intrigued in measuring the by and large dependability and esteem of clients or estimating utilizing these values. Typically, likely an impact of the solid relations that are shown within the examined organizations. The result would likely be diverse in case the firms were more transaction-oriented. The part gets the light of concern on employees, which are considered the epitome of firm's power which must be carefully analysed and assessed. Period-based courses and meeting can form the best way to do so. Assessing the oracle and each system and framework is vital after data's competence, faster service can be provided, bigger number of clients per duty served. The culture was a part that the firms found important, it affects and cannot be affected by. It can shut huge firms and can expand new-born

firms in no time. Presented methods of measurement where been worked on. However, not all of the methodologies were taken into consideration.

For the fourth research question which was retrieved mainly from the research hypothesis which is investigating the existence of the impactive relationship between C.R.M.'s implementation and client's loyalty. After collecting primary and secondary data with different strategies for each type of data and conducting tests to assure the validity and accuracy of the data retrieved it has been clear in this research that there is an effective and impactive between C.R.M. implementation and client's loyalty. Secondary data which were the literature review has been clearly stating loyalty is influenced by C.R.M. implementation. Where some studies stated it is the main destination and the first and last reason of implementing the C.R.M. Primary data was adopting the qualitative and quantitative researches where the qualitative was utilized to answer philosophical questions in a short and straightforward to give a deep understanding of the concept, while quantitative was making sure of the hypotheses developed for this research where it led to approve the main hypothesis by testing all the hypotheses extracted earlier from the main one. The study has discussed a problem regarding the customer relationship management and its impact on commerce firms. Hence, a hypothesis was assumed with adopting a framework going through tests to make sure of the hypothesis. Thesis attempted to put the light on C.R.M. in a B2B environment and slightly on B2C. for any further studies regarding this topic the author recommends. C.R.M.'s departments are to be studied solely along with its effects on realistic firms. Comparing CRM in B2B from a customer view. When conducting a case study about international firms, survey all the regional branches. Study the loyalty and how can be evaluated in a method that makes it clearer. Conduct about multi-national culture countries C.R.M. system. Customer Relationship Management is a framework that is academically taught, commerce's success depends on it if the right category was targeted. Plan, study, and analyse what the market is craving before involving. CRM development must be considering the touch points. Work with an easy and simple system. Most systems have the same concept. It has to be one that right for people will be using daily. Develop your employees. Making staff use a new system is hard. Periodically training can make reaching the goal easier. Discover the main factors are keeping the customers coming back.

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APPENDIX A_

Qualitative Survey Letter

The following appendix is the letter written to the firm, in order to allow to do the survey.

Dear Ooredoo, Qatar

Public Relation Management Department

I would like to introduce myself I'm Mohamad Najjar a master student in (T.C. İSTANBUL KÜLTÜR ÜNİVERSİTESİ).

As Ooredoo is a leading corporation in the telecom field. I request a meeting to get a survey about Customer relationship management (CRM) which is my research topic.

I'd like to ask several questions about the topic starting with the strategies that Ooredoo's applying moving through the customer and Ooredoo and ending at the relationship between the employee and management.

Best Regards,

APPENDIX B_

Quantitative Survey

The following survey has been distributed to 151 clients randomly.

How strongly do you agree or disagree to the statements below					
Statement	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Customer Experience					
When visiting Ooredoo's branches, I have a welcoming reception					
Ooredoo's activities and branches have refreshing ambiance.					
Ooredoo has such a generous hospitality					
at all the touchpoints with Ooredoo, the help is available.					
Employee Behaviour					
Ooredoo's employees are friendly.					
Ooredoo's employees are polite.					
My needs and requirements are listened by Ooredoo's employees.					
All my preferences as a segmentized client are known.					
Ooredoo's is a quick responsive to my questions.					
Ooredoo's employees have the full knowledge of the equipment utilized.					
Ooredoo's employees are expert in their work.					
The Ooredoo’s personnel are cooperative.					

Value Proposition					
Ooredoo services has a fair price.					
Ooredoo's products has a high quality.					
Ooredoo's equipment are high quality equipment.					
Ooredoo's services are fitting my preferences.					
Ooredoo is fulfilling my needs.					
Relationship Development					
My complaint is resolved without any delay.					
When a problem is resolved, I am satisfied of the solution.					
Customer Loyalty					
Ooredoo is the best choice for me.					
I am satisfied with Ooredoo					
I feel that I am attached to Ooredoo					
There is no possibility to switch over Ooredoo					
I believe I will re-purchase from Ooredoo					