Critical Success Factors in Customer Relationship Management Strategy in the Local Government Authorities in Zimbabwe.

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Dissertation Submitted in fulfilment of the requirement for

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ACKNOWLEDGEMENTS

Moving each step forward, l achieved the understanding as to the sweetness of endeavour to gain knowledge. I appreciate God to have bequeathed me such a chance to enjoy the beauty of search for knowledge and exploration of inscrutabilities. It was God who saw me through this programme. The road was zigzagged and rough but the Almighty God did not let me vacillate.

Firstly, l would like to thank the Almighty God for giving me the strength and guidance to complete my study. I would like to thank my family for the support that they have provided me throughout my life. In particular, l wish to acknowledge my mother, Mrs. Martha Chiguvi, as well as register my heartfelt thanks and appreciation to my wife, Mrs. Violet Chiguvi Mutanda, My son, Tatenda Darrel Chiguvi and my daughters, Rumbidzai Joyful Chiguvi and Rutendo Joyous Chiguvi, without whose prayers, love, support, patience and encouragement this dissertation would not have been completed. Thank you for understanding when l needed a break and when l needed solitude.

I would like to express my gratitude to my supervisor Prof V. P. Rawjee and Co-supervisor Prof R. Balkaran for their constant motivation, expertise and patience in guiding me throughout my research project. Their criticisms and suggestions made this work a reality.

Finally, l would like to thank my contemporaries Bonolo Phometsi, Ruramayi Tadu, Collen Mahambo, Dr Olumide Jaiyeoba for their stimulating discussions and support.

DECLARATION

I, Douglas Chiguvi hereby declare that the work presented in this research is my own work and all sources have been duly acknowledged.

D. Chiguvi

(12 December 2017)

ABSTRACT

The aim of the study is to identify critical success factors in customer relationship management strategy success in the local government authorities in Zimbabwe. A thorough abridgment of the literature was conducted, mainly to understand the nature and structure of local government authorities in Zimbabwe as well as to identify critical success factors in CRM strategy success. The study outlined the nature and structure of local government authorities in Zimbabwe. The elements and concepts of customer relationship management (CRM) were reviewed. The frames of references for critical success factors were presented. Besides, factors of evaluating CRM strategy success were also analysed. The conceptual model framework was customized for local government authorities in Zimbabwe.

A Meta-analysis methodology was employed and explanatory research approach was adopted by means of a survey strategy. 197 questionnaires have been collected from twenty one local government authorities in Zimbabwe. The findings of the study revealed that all of the ten critical success factors are significant and positively linked to CRM strategy success. Furthermore, the statistical tests show that success and failure of CRM strategy success are highly dependent on four major critical success factors including Implementation Approach, Change Management, Metrics and Implementation Strategy. However, process design and Buy-in Approach and Adoption have low significance impact in CRM strategy success in local government authorities in Zimbabwe. The results of the data analysis led to the creation of a framework which outlines the critical success factors in CRM strategy success in local government authorities in Zimbabwe and the CRM implementation Index which need to be followed before implementing the CRM strategy. This study has clearly indicated that customer relationship management forms a powerful strategy that local government authorities should apply to manage long-term relationships with their key stakeholders.

Key Words: Critical Success Factors, Customer Relationship Management, Local Government Authorities.

DEDICATION

I dedicate this research to Sarah Dube; my family; my spiritual fathers Prophet T. B. Joshua and Prophet W. Magaya, without them, none of my success would be possible.

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ABBREVIATION OF TERMS

ALGAZ - Association of The local Government Authorities in Zimbabwe
CRM - Customer Relationship Management
CSFs - Critical Success Factors
CFA - Confirmatory Factor Analysis
SEM - Structural Equation Modeling
KMO - Kaiser-Meyer-Olkin test
NFI - Normed Fit Index
RMSEA - Root Mean Square Error of Approximation
IFI - Incremental Fit Index
CMIN/DF - Minimum Discrepancy

CHAPTER ONE

INTRODUCTION

1.0 FOREWORD

Rababah, Mohd, and Ibrahim (2011:22) implicated that significant knowledge of customers enables one to better serve and keep them loyal to you forever, thus this emerges as the main Customer Relationship Management (CRM) theme. Previously, local authorities in Zimbabwe used to focus on production and mass marketing but not on market needs and wants (Jonga, 2014). Pollard, Young and Gregg (2006 cited in Dhman Zaidan 2011: 35) indicate that the CRM has become an important subject in the public sector in Zimbabwe because of the political and community pressure to provide better and efficient customer services. The Zimbabwe urban councils are under pressure to resolve common problems such as pot-holed roads, erratic water supplies, long queues in banking halls, burst sewer pipes, uncollected garbage, illegal dumping, clinics without drugs and non-functional street lights. All these challenges need the councils to keep a closer look at factors critical for the success of the CRM Strategy in Zimbabwe in order to provide an integrated customer service podium for improved service tracing and effective complaint resolution.

According to The Constitution of Zimbabwe (2013), 5% of national revenues must be allocated to provincial and local governments (however in practice this share is not reached due to liquidity challenges faced by the government since 2007 to date. The researcher has observed that the Zimbabwean government support to the local authorities and councils, in the form of grants and resources, is decreasing and diminishing and this assertation was also echoed by Zimbabwe National Statistics Agency (2014). This assertation was confirmed by Jonga (2014) who explained that the local government authorities in Zimbabwe have experienced many challenges and chief among them include lack of funding, too much central government interventions and so on. Competition in terms of provision of services and service delivery is also getting tougher between the local councils and the private sector in areas of waste collection and provision of ancillary services. This shows that the playing field has changed and the business relationship between the local government and stakeholders needs to be built to ensure that the two become involved in the value chain delivery system. A significant number of

businesses are embracing CRM solutions to boost revenue growth, productivity, and customer satisfaction in Zimbabwe. Councils in Zimbabwe are now using mobile applications and social media platforms especially Facebook, WhatsApp to increase community involvement and service delivery.

Empirical evidence shows that many of the local government authorities in Zimbabwe (LGAZ) have failed to implement a successful CRM Strategy (Jonga, 2014; Kurebwa, 2015 and World Bank, 2016). Instead, the LGAZ encountered numerous problems ranging from CRM implementation challenges and cost over-runs, which can be avoidable if the right critical success factors are put in place to ensure that the CRM Strategy becomes successful. The success of the CRM Strategy critically depends on the degree to which the local government authorities follow the best critical success factors. This study therefore provides a checklist of ten critical success factors that the local government authorities in Zimbabwe should consider as they design, adopt and employ the CRM Strategy. With this in mind, this study sought to explore and identify the critical success factors of the CRM Strategy appropriate for the local government authorities in Zimbabwe. This area of study is relatively novel in Zimbabwe, hence a research gap which has triggered the researcher to carry out this study. This study will help the Zimbabwean councils to have a better knowledge and understanding of the CRM Strategy and to implement it successfully.

Customer relationship management advocates for preserving customers through creating, retaining and improving mutual relationships with the organization and other stakeholders. Vel and Sohail (2012) uphold the overall overarching objective of customer relationship marketing being to develop and keep existing clients, decrease marketing budget and promote strong relationships with customers. They further avow that CRM enhances loyal customers and seeks to build an enduring client relationship that centers on the life-time value of customers. Thus the critical questions in this research are:

1. To what degree is the CRM Strategy relevant for the local government authorities in Zimbabwe?
2. What are the key critical success factors for executing the CRM Strategy among the local government authorities?

AI-Khouri (2012: 34) advocates government business to prioritize CRM since it is pivotal in achieving their goals and in developing service responsive models, assist in being more citizen-centric, and being more efficient. In Zimbabwe many the local authorities are considering to establish e-services, such as the use of mobile phones to pay water bills. Despite huge investment in the CRM, the local authorities are still incapable to gain the expected profits from these investments. Despite the popularity of CRM systems implementation, their success seems to be illusive (Vazifehdust, Shahnavazi, Jourshari and Sharifi 2012: 1053). This study therefore explored and identified factors that are critical for successful CRM Strategy applied by the LGAZ. The aim is that the findings of this study will assist to improve the adoption and implementation of the CRM Strategy among the local government authorities in Zimbabwe.

1.1 THE PROBLEM STATEMENT

The local authorities in Zimbabwe are moving away from production orientation to a customer centric philosophy. The advent of technology has also triggered many of the local government authorities to adopt the CRM Strategy. Many the local government authorities in Zimbabwe have partnered with Mobile Telecommunications Operators like Econet, Telecel and Net-One to use mobile phones to pay for water bills through Eco-cash, Tele-cash and One Wallet respectively. In Zimbabwe many the local government authorities are considering to put in place electronic services like e-billing and to become citizen-oriented. They are investing huge sums of money in the CRM, but the results on the ground are unsatisfactory as citizens are still queuing for services, and much of the work is still being done manually resulting in citizen discontentment. The authorities are still ignorant about what must be done in order to implement a successful CRM Strategy. Vazifehdust, Shahnavazi, Jourshari, and Sharifi (2012: 1053) alludes that despite the popularity of CRM systems, their success is turning out to be illusive. Arab, Selamat, Ibrahim and Zamani (2010) also point out that although the potential of the CRM is evident in government, only a few successful CRM implementation projects are known in practice. They further point out that a CRM project stands a small chance of success without considering critical success factors (CSFs). Therefore, this study sought to explore and develop a framework model of the critical success factors required for implementing a successful CRM as well as to develop a CRM implementation Index for the local government authorities in Zimbabwe.

1.2 AIMS AND OBJECTIVES

The overall objective was to explore and pinpoint the elements that are critical for the victory of the CRM Strategy among LGAZ. Therefore, the objectives of this study are:

1) To comprehend the nature and structure of the local government authorities in Zimbabwe.
2) To identify factors those are critical for implementing a successful CRM Strategy in Zimbabwe.
3) To develop a CRM Strategy framework for the local government authorities in Zimbabwe.
4) To measure the impact or failure of the CRM Strategy in Zimbabwe.
5) To develop a CRM implementation index for the local government authorities.
6) To recommend strategies needed to improve the implementation of the CRM Strategy among the local government authorities in Zimbabwe.

1.3 JUSTIFICATION FOR THE RESEARCH

Many local government authorities have implemented CRM systems to sustain their daily citizen centered activities (Carter et al., 2008). Norris and Moon (2005), and Reddick (2009) claimed that numerous local government authorities are more expected to put in place CRM systems in the future since they are being under enormous pressure to figure out alternative ways to provide municipal services at economical charges. The increasing public demand for improved governance services is making CRM implementation initiatives become more important (Schellong 2005; King, 2007). Despite the significant progress made so far in developed countries, numerous emerging countries are lagging behind and are still behind to be competitive. Zimbabwe, for example, is below middling ranks of local government authorities CRM measures, particularly when compared to developed countries like the England, USA and others. Moyo *et al.,* (2016) indicate that the LGAZ have resounding criticisms of poor services. The lack of a vigorous and amply great technology networks and poor stakeholder relationships have also extremely obstructed the provision of the municipality services in developing nations (Kamal, 2006).

Although 91 of the LGAZ promised to implement CRM schemes through merchant immersion, there was poor uptake of the systems implementation (Moyo *et al.,* 2016), due to matters like

lack of right to use, safety, privacy and lack of knowledge of the critical success factors of CRM Strategy are amongst the reasons behind LGAZ to be disinclined to put in place the CRM scheme. Consequently, successful utilization of CRM Strategy has become a great challenge in Zimbabwe and still has inherent potential in smoothing operations of local government institutions.

The researcher has therefore developed a framework model to illustrate the factors that could be incorporated in the CRM Strategy for the local government authorities in Zimbabwe. It has also developed a CRM Strategy framework model and a CRM implementation index for the local government authorities in Zimbabwe. In addition, this research hopes to add to the body of existing knowledge on critical success factors of a successful CRM Strategy.

1.4 OVERVIEW OF THE LITERATURE REVIEW

Wekwete (1992 cited in Zhou *et al.,* 2012) posits that the history of the LGAZ originates from 1890s. The first formal local government authority was called the Salisbury. It was then precluded by the institution of Municipal Edicts. Since independence, Zimbabwean government introduced variety of reforms that were meant to eliminate some of the tribal over-tones in the government (Makumbe 1998). Amongst some of the reforms was the removal of race based restrictions, as well as, promoting the equitable redistribution of wealth. The intention was to foster local government democracy, responsiveness to the requirements of the clients, and amends the colonial neglect inequalities (Helmsing, 1991).

Soon after the Zimbabwean 1980 Independence, the government combined all the urban, African and Native Councils together and the Acts and Statutory Instruments were combined under one Ministry. Smaller local authorities, called Area and Town Management Boards (TMBs), were established. Currently all the government institutions in Zimbabwe are governed by the Ministry of Local Government and Public Works (MLGPW) and are empowered by the Executive. It formulates the law and policy framework which govern the local government institutions in Zimbabwe (Chakunda, 2015).

Local governments in Zimbabwe are divided into two categories namely urban and local authorities. Currently they are 91local authorities in Zimbabwe. Details of the history of the local government authorities were fully explained in chapter two. The target population, for this study, was derived from the Association of The local Government Authorities in Zimbabwe (ALGAZ). The ALGAZ's mandate includes monitoring the operational activities within the local government authorities in Zimbabwe. ALGAZ also updates and keeps an address register record of all local authorities in Zimbabwe. The Urban Council Association of Zimbabwe (2015) report records that there are 91 the local authorities in Zimbabwe and it is from this population that the sample was selected for the study.

Over the past decade, CRM took center stage of practice and is one of the key concepts of significance. The CRM concept focuses on building a long lasting relationship for both the enterprise and clients. Although public parastatals are considered to be late followers as compared to their private sector businesses, they have recently shown substantial attentiveness in CRM technologies. CRM technologies help the parastatals to track and manage relationships with their citizens. This study reviewed extant literature to appreciate the field and to identify critical success factors of strategy appropriate for Urban Councils in Zimbabwe, with CRM being a business strategy aimed to establish and develop value-creating relationships with customers (Moreno and Melendez, 2011). Tohidi and Jabbari (2011: 579) define CRM as a vital to realize the information infrastructures that increase the responsiveness power during compositional pressures in an organization.

Al-Qeed (2017) claims that the CRM is relatively new in the public sector and therefore many organizations do not understand it. This sentiment is also echoed by Saremi *et al.,* (2009: 19-20). AI-Khouri and AI-Raisi (2008) cited by AI-Khouri (2012:35) also highlights that the components of CRM are similar for both the private and public sectors with only a variance in the perspective and their pushing factors. AI-Khouri (2012: 34) posits that public sectors are not compelled by earnings or revenue generation, but they are determined by the mandate to make citizen value. Researches indicate that many governments are still struggling to balance the future influence of the CRM and their present experience (Kavanagh, 2007; Da Silva and Batitsa, 2007; Gilbert, Balestrini and Littleboy, 2004).

Arab, Selamat, Ibrahim and Zamani (2010) point out that although the potentials of CRM are evident in public sectors or government departments only few successful CRM implementation strategies are known in practice. They further point out that CRM projects would stand a small chance of success without considering Critical Success Factors. Despite its vast benefits, applying the CRM Strategy was in vain in organizations (Rigby, Reicheld and Schefter, 2002, King and Burgess, 2008). Despite large investment sums by organizations in the CRM, extensive failure reports to accomplish the desired CRM results were reported (Vazifehdust *et al.,* 2012). Finnegan and Currie (2010: 153) also indicates that there is proof that many organizations find it difficult to operationalize the CRM Strategy.

Past studies have found that the components of the CRM in the private sector are the same with those of government sectors, the only differences being in the outlook and the drivers (Saremi, 2009, AI- Khouri, 2012). Based on these views, the researcher reviewed extensive literature on factors critical for the success of the CRM Strategy in different sectors in order to develop a framework model for the local government authorities in Zimbabwe.

Numerous factors regulate the significant important ingredients for the successful implementation of CRM in an organization. Frakes (1996) described critical success factors (CSFs) as being necessary and sufficient for a victorious accomplishment; with each factor being important. The CSFs constitute the media through which management CRM is examined (Almotairi, 2009). Several researchers have endeavored to compile a comprehensive list of CSFs for the implementation of CRM Strategy (Handen, 2000; GoodHue, 2002; Finnegan, *et al.,* 2006; Foss et al, 2008; Almotairi, 2009; Coltman et al., 2011; Vazifehdust *et al.,* 2012). However, the lists differ due to the multi-disciplinary nature of the CRM. Vazifehdust *et al.,* (2012) point that there is high rate of failure of CRM projects and these failures are due to lack of knowledge and in-depth understanding of the CSFs and issues needed within and across organizational setting.

Many researchers have attempted to identify elements and critical success factors (CSFs) of a CRM but there are few studies in the area of the CRM in the local government authorities. Moreover, there are variations in the results that have been obtained in previous studies.

Therefore, this study aims to pursue and identify critical success factors appropriate for the government authorities in Zimbabwe.

1.5 RESEARCH METHODOLOGY

The segment underneath offers a summary of the research procedure applied in this thesis.

1.5.1 Research Design

The researcher used a quantitative research approach which was influenced by the realism and empiricist paradigms. The researcher used quantitative research because it is more reliable and objective and the study findings are statistically proven and tested. Explanatory and descriptive research design was employed to determine the cause and effect of CSFs in CRM strategy success in the local government authorities in Zimbabwe. Causal research best suited this study as the researcher intends to investigate what are the success factors of the CRM Strategy appropriate for the local government authorities as well as what are the factors that have the most influence on the failure or success of CRM Strategy in the local government authorities in Zimbabwe. Meta-analysis methodology and existing literature review across many studies were employed, in order to ascertain the CSFs in CRM Strategy success appropriate for local government authorities in Zimbabwe. This methodology provides a better understanding of factors critical for the success of the CRM Strategy in the local government authorities in Zimbabwe. The researcher applied descriptive statistical analytical tools like, frequencies, regression, correlation, chi-square test among other inferential statistics. Quantitative data was the best because it is easy to analyze and interpret and it was the best approach to address the study objectives.

1.5.2 Target Population

The Urban Council Association of Zimbabwe (2015) provides a list of all the local government authorities in Zimbabwe. 31 out of the 91 LGAZ are Urban Councils, 60 of them being District councils. The focus of this study was on CRM strategy and therefore only 21 councils who are practicing CRM were chosen and used in the study. Employees and managers who work in the marketing and public relations departments of the 21 selected local government authorities were used as respondents in the study. Approximately a targeted population of 460 respondents was

used in the study. In this study, the researcher used Raosoft sample size calculator to determine the sample size of 210 respondents out of 460 targeted respondents, at 95% confidence level and 5% margin of error. Purposive sampling was employed, a technique where the selection of respondents is not random (Fisher *et al.*, 2012). This technique was chosen due to its practicality, as the researcher was not able to get access to a large mailing list. The researcher was confident that the 210 respondents chosen were thought to best represent the phenomena being studied.

1.5.3 Data Collection Method

A structured questionnaire was used to collect data. The questionnaire was designed based on literature review and a pilot study was conducted before distribution. Questionnaires consisting of closed - ended questions were self-administered to 210 respondents purposefully selected from the twenty one local government authorities in Zimbabwe. Ten questionnaires were distributed in each selected local government authorities in Zimbabwe. The questions, which were derived from literature review, focused on critical success factors, the success of the CRM Strategy and importance of the CRM in the local government authorities. A pre-coded questionnaire was employed to collect the data. The questions were varied in each section in order to address all the objectives of the study (See Table 4.2). The questionnaire was formulated according to Likert-type 5 points scale. The questionnaire consists of 58 items measurement scale to assess factors and situations critical to the success of the CRM Strategy in the local government authorities in Zimbabwe.

1.5.4 Reliability And Validity

Questionnaires were formulated using information from the reviewed literature. Furthermore, in order to check for the accuracy of the measurement tool, a confirmatory factor analysis was done using the Psychometric Nomenclature analysis technique as part of the structural equations model. The Factor analysis was done only for the Likert scale items. Each variable in the study was tested using the Kaiser-Meyer-Olkin (KMO) and Bartlett Tests, to examine the sufficiency and suitability of the data. The Bartlett Test was used to check whether the correlation matrixes of the constructs had significant information while the KMO was used to assess the extent to which the indicators of a construct belonged together. The purpose of the construct validity measurement was to show that the items measured what they purported to measure. Uni-dimensionality was established with the exploratory factor analysis. Reliability analysis was

conducted on all the multi-items scale to check the internal consistency of the scales. This research also employed Cronbach's alpha as it is the most popular and suitable technique for this study. The Cronbach alpha is a reliability coefficient measurement that indicates how well an item is positively correlated to another. Finally the Chi-square test, an absolute test of model fit was employed in the study.

1.5.5 Data Analysis

SPSS and Amos 18 packages were employed and used to analyze quantitative data. The analyzed data was presented in form of graphs, tables and charts for easy readability and understanding of the research findings. All the data findings were discussed with the empirical literature.

1.6 LIMITATIONS OF THE STUDY

Like any other study, this study contains limitations that should be recognized. Firstly, the study only covered 21the local government authorities in Zimbabwe. Other the local government authorities were excluded due to time and cost constraints. Furthermore, this study concentrated on critical success factors of the CRM Strategy in the local government authorities or the urban councils in Zimbabwe. Unfortunately, a thorough analysis of how the identified factors would be implemented was not covered in depth, hence an area for future research.

1.7 STRUCTURE OF THE STUDY

This thesis contains six chapters that are outlined below:

1.7.1 Chapter One: Introduction

This chapter introduces this study and provides the background to the subject under study. It pronounces the importance of CRM in the local government authorities and the need for these the local authorities to inaugurate and sustain closer interactions with their citizens. It also includes the study objectives and hypothesis, rationale of this study and the research procedure, which was employed to identify solutions to the problems identified in the study.

1.7.2 Chapter Two: Overview of the Local Government Authorities in Zimbabwe

This literature review chapter provides an overview of the nature and structure of the local government authorities in Zimbabwe. It also defines the terms of governance and outlines the role of the local government authorities in Zimbabwe to the citizens and other stakeholders. It further explains types of customers of the local government authorities and the role of the urban and district councils in Zimbabwe. In addition, it provides an insight into duties and responsibilities of the local councils to the stakeholders in Zimbabwe.

1.7.3 Chapter Three: Customer Relationship Management

This chapter examines marketing activities and how they have changed in focus from inception till now, prompting the emergence of the CRM. The chapter then discusses the importance of the CRM Strategy and how it may be practiced among the local government authorities in Zimbabwe. The chapter also explains the literature for critical success factors in the CRM Strategy. The empirical literature helped the researcher to develop a model framework of critical success factors of the CRM Strategy in the local government authorities of Zimbabwe which will be tested in chapter 5 of this study.

1.7.4 Chapter Four: Research Methodology

This chapter provides a detailed account of the blue print used in this study. It explains the research strategy, as well as, the quantitative research methodology of this study. The chapter also presents the following methods used in this study: meta-analysis, methodological analysis, population of the study, sampling procedure, research instruments, measurement of reliability and validity of the study and inferential statistics employed in the study.

1.7.5 Chapter Five: Presentation of Results

The empirical results of this quantitative study are shown in the chapter. The results were analyzed using SPSS and Amos 18 version software. The findings of this study are presented using graphs, charts and tables.

1.7.6 Chapter Six: Conclusions and Study Recommendations

This last chapter outlines the summary of the study and study recommendations of improving CRM Strategy in the local government authorities in Zimbabwe. Numerous suggestions are presented in this chapter. The study also proposes critical success factors of the CRM Strategy model to aid the local government authorities in Zimbabwe to build relationships.

1.8 CONCLUSION

The concluding chapter introduces the research problem, objectives and justification necessary to conduct this study. The limitations, key assumptions that form the basis of this study and the appropriate methodology are also presented. In conclusion, the chapter highlights a synopsis of the preceding chapters and lays this thesis' foundation. Therefore, the study provides an overview of the nature and structure of the local government authorities in Zimbabwe in chapter two.

CHAPTER TWO

AN OVERVIEW OF THE ZIMBABWEAN LOCAL GOVERNMENT AUTHORITIES

2.0 INTRODUCTION

This chapter starts by outlining the historical background of the local government authorities in Zimbabwe (LGAZ). Then it describes governance, the local government, and purposes of the LGAZ.

2.1 THE LOCAL GOVERNMENT IN ZIMBABWE

The Zimbabwean country is demarcated into eight (8) provincial districts and two (2) major cities for administrative purposes. The two major cities are Harare the capital city and Bulawayo the provincial city respectively. Harare and Bulawayo's cosmopolitan provinces are additionally subdivided into districts. The provinces are overseen by provincial councils and directed by chair-people that are nominated by the committee. The major cities being Bulawayo and Harare are managed by metropolitan councils and their respective mayors who serve as council chairpersons.

The local governments are the closest domain of the government to local communities in Zimbabwe. The local government implements policies from the central government and delivers services to communities. Due to the fact that the central government cannot directly govern all communities, it pivots itself on the local authorities as a link to individual communities. In Zimbabwe the local authorities are run by nominated and chosen officers that include technocrats with wide knowledge in the clarification of statutes and by-laws. This special knowledge is vital in the management of the local authorities since it heightens quality service delivery to their local communities. Over and above the technocrats, officials are chosen by the local people to represent their interests in the councils. The presence of the designated officials (herein called 'councilors') allows the local communities to be kept conversant of local councils' events.

2.1.1 Governance

Governance can be defined as the application of political, economic and managerial authority to run a country's matters at all levels (UNDP, 2001).Governance includes ways, procedures and structure upon which individuals point out their grievances, welfares, legal expectations, meet their responsibilities and arbitrate their differences. UNESCO (1999) concurs well on their definition of governance the UNDP one on the fact of it being there for people to exercise their political, economic and administrative authority in the administration of a country's affairs including citizens expressing their benefits, and exercising their legal privileges and obligations. The World Bank (2016) further explains governance as the means in which power is work out in the administration of a country's monetary and social resources for development. This means that the idea of governance is concerned directly with the organization of development processes concerning both the public and private sectors. Generally, governance is about the institutional environment whereby citizens mingle with government bodies and administrators.

2.1.2 Definition of the Local Governance

Meyer (1979: 10) reasons that the local government is a local democratic body that fosters unity within the unitary democratic system of a country. It is a subsidiary member of the government bestowed with prearranged, well-ordered governmental powers and financial resources to offer specific local services and to advance, regulator and standardize the geographic, social and economic environment of a distinct local area. Gomme *et al.*,(1968) further describes the local government as a subsidiary organ of the entire government of a nation or state which is managed by establishments subordinate to state authority, but chosen freely by the state authority, by experts resident or property owners in certain areas formed by communities sharing the same interests and history. Mawhood (1993: 66) also reveals that the local government is the level of government purposely formed to create stronger bonds between the government and the ordinary people and provides these grassroots structures a sense of involvement in the local governance processes that control their daily lives. The presence of the local government has always been warranted on the basis that it is a vital mechanism of the procedure of democratic consolidation and strengthening of broad based contribution in decision making procedures.

According to Watt *et al.,* (1999: 25) the local governance is a method and a derivative of the local government and involves the participation of the local communities in the administration of their own affairs. The local governance comprises organizations such as municipalities and city councils tasked with providing public services in designated localities (either urban or rural) and are regularly managed by officers who are either elected, appointed and/or tasked by local elections or through other recognized means, responding to job advertisements (Madhekeni and Zhou, 2012). Generally the local government denotes to the control and organization of towns and rural places by individuals that are chosen from them. The local governance talk about the delivery and upkeep of public services and infrastructure at the local levels using moneys produced from the local community, over and above allowances and loans from central government, and other sources (Chakunda, 2015).

2.1.3 Major Functions of the Local Authorities

Through the local governance, the local authorities implement plans for the delivery of services to the local societies and, also, articulate by-laws that effect the provision of such services. The local authorities are accountable for the delivery of a wide range of public services in a geographical locality. Additionally it makes regulations and offers services. The local authorities support the wellbeing of the local communities in various circles stretching from and including social, economic, environmental, entertainment and socio-cultural activities.

2.2 HISTORY OF THE ZIMBABWE THE LOCAL GOVERNMENT AUTHORITIES

Jordan (1984 cited in Zhou *et al.,* 2012) posits that the history of the local governance in Zimbabwe started in the early 1890s with the arrival of the British South African Company (BSAC) and the preceding establishment of the pioneer formal local authority, the Salisbury Sanitary Board. The subsequent years witnessed the introduction of Municipal Ordinances, Advisory Boards in African townships and African Councils being governed by the District Commissioner's Office. These arrangements paved way for the formation of an extremely centralized local governance system grounded on white supremacist policies and characterized by the imposition of inferior and centrally defined programs on African and Native Councils and denial of African self-government.

According to Chatiza (2010) the contemporary the local government system in Zimbabwe is a product of historical developments. The history of a formal local government is generally traced back to the arrival of the British South Africa Company (BSAC) in 1890. This is when the first modern the local governance structures were established and the traditional ones were effectively supplanted by English-style administration. Masunungure (1996: 1) indicates that "from its inception, the overriding imperative was the consolidation of the colonialist hegemony and its attendant infrastructures of control." However, some scholars observe that the traditional the local governance institutions that existed before colonization in 1890 deserve recognition and classification as forms of the local government (Kurebwa, 2015).

2.3 PRE-INDEPENDENCE PERIOD 1890-1979

According to Mutizwa-Mangiza (1990 cited in Kurebwa 2015), during the colonial era, the policy of racial segregation dominated political, economic and social spheres, and was enforced by legislation such as the Land Apportionment Act of 1930 and the Land Tenure Act of 1931 which demarcated land as being European or African.

Chatiza (2010) also notes that a sound colonial conceptualization of the local government in African areas was undone by racist separate development policies. The first formally established the local authority was the Salisbury Sanitary Board in 1891 (Jordan, 1984; Wekwete, 2006; Zhou 2012). The necessary legal instrument (Ordinance 2) was, however, only enacted in 1894 and followed by the first Municipal Law of 1897 which granted municipal status to Salisbury (now Harare metropolitan) and Bulawayo with wholly elected councils. The urban the local government legislation that existed before independence was changed through the enactment of a Municipal Act in 1930 and the Urban Councils Act in 1973. In big urban the local authorities like Salisbury (now Harare) and Bulawayo, a number of the local Town Management Boards (TMBs) were created. From the 1930s through to independence, more the local government legislative and policy changes were witnessed in African than in European areas (Chatiza, 2008). This was part of managing the Native question and ensuring that the African rural economy remained secondary and subsidiary to the white economic sector as a basis for the availability of African labour for the Europeans. As a consequence, the local government institutions in African areas were not autonomous. They did not pursue the local interests, and lacked the local

legitimacy resources, compared with those in the European areas. Urban and rural areas were divided, and development which was pursued at that time subjugated African interests and ambitions and was managed by structures dominated by privileged groups. For instance, the 1973 Urban Councils Act provided for the control of African Townships by rate-paying whites, coloureds and Asians (Kurebwa, 2015). In quintessence, the liberation struggle progressively delegitimized the colonial the local government, creating a basis for a new the local government system after independence. The liberation war contradicted African Councils and rationalized the disposition of traditional leaders. By contradicting and rationalizing African Councils, the liberation struggle installed structures around which early independence the local government reforms were built (Chatiza, 2010).

2.4 POST-INDEPENDENCE PERIOD 1980 – PRESENT

In 1980 the Government of Zimbabwe created a new single the local Government ministry, and brought all the three types of the local government institutions (Urban, African and Native Councils) and all legislation (Acts and Statutory Instruments) under one Ministry. Tribal Trust Lands were renamed Communal Lands and 55 Dis-established in African Townships with a purely consultative role. In non-African areas within municipalities like Harare, smaller the local authorities known as Area and Town Management Boards (ATMBs) were established. Most of these were incorporated in 1972 before the enactment of the 1973 Urban Councils Act (Jordan, 1984).

The local government legislation provided for racially divided urban and rural areas. The divisions were both spatial and institutional. From a historical perspective it is important to note that the first formal the local government body was established in an urban context (Kurebwa, 2015). It was only in 1927 that rural the local government in a formal sense was given form under the Native Councils Act. Native Boards and District Councils were created under the District Councils Act of 1980 from the amalgamation of about 220 African Councils. These were larger geographical units whose size and boundaries encompassed all the communal land in an administrative district. The councils were democratically elected and were charged with development functions. This was a significant landmark in the history of the development of the structure of the local government (Matyszak, 2011). Within the broad context of

decentralization, the Zimbabwean government sought to increase the decision-making powers of the local authorities and transfer added functions to them so that they could respond more effectively and efficiently to the needs of the local citizens (Chatiza, 2008).

The post-independence Zimbabwe after the 1980 elections adopted a unitary system of government. The most distinctive feature of this system of government is that there is only one source of state authority allowing a higher possibility for the uniform application of laws and policies to all parts of the country. Kurebwa (2015) points out that in unitary systems the local governments exist only as mere agents of the central authority, although it is often necessary for the effective the local expression of state power to have an administration at the local level. The center in this paper refers to central government which is made up of three arms namely, the judiciary, legislature and the executive. This unitary system of government in Zimbabwe is underpinned by the local authorities as lower tiers of government responsible for providing services at the local levels (Chakunda, 2015).

2.5 MINISTRY OF THE LOCAL GOVERNMENT AND PUBLIC WORKS (MLGPW)

At the apex of the local government system in Zimbabwe is the Ministry of The local government and Public Works (MLGPW) charged by the Executive with the local government functions. The MLGPW is the key institution within central government which should provide a national policy framework for and coordination of the local governance. Its policy is to recognize the local democracy and decentralize of powers and responsibilities from central government to lower-tier structures. The MLGPW administers all the Acts and Statutory Instruments promulgated in the local government area. The Minister retains a substantial supervisory role over all the local government authorities (LGAs) and enjoys the ultimate power of intervention and suspension of any the local council. In some sense, the local Government Authorities in Zimbabwe operate at the behest and suffering of the Minister. In fact, the main legal instruments of the local government invest the President and the Minister of local Government with the power to suspend or act in place of the local authority and the power to nullify some decisions of the local authorities.

The main structures include the MLGPW, the Provincial Councils, Urban Councils and Rural District Councils. The ministry has been assigned the various statutes which establish and operationalize the local government. The Ministry is accountable to the Nation, Parliament and the Executive for the efficient operation of the local government (Chakaipa, 2010). The Minister and the Permanent Secretary have far reaching decision-making powers affecting rural communities.

Zimbabwe has two main types of the local authorities, the Rural District Councils in rural areas, and the Urban Councils in the urban areas. The institutional framework for the local government in the country can be better understood in terms of three universes; the Centre, the Urban universe and the Rural universe, with the latter two orbiting around the centre. At the centre of the local government policy is the Ministry of The local Government and Public Works (MLGPW) which is the lead agency. The Ministry provides the legislative and policy framework within which the local government units operate (Chakunda, 2015). The local government system in Zimbabwe is dualistic in nature, distinguished into urban the local authorities (31 urban councils) which comprises of the local boards, town councils, municipalities and city councils as provided for in the Urban Councils Act, Chapter 29.15 and rural the local authorities (61 Rural District Councils (RDCs)) as provided for in the Rural District Councils, Chapter 29.13 (Machingauta, 2010).

2.5.1 The District Councils Act 1980

The District Councils Act (amended in 1981 and 1982) applied to the Communal Lands, where it revived the local government after the period of the liberation struggle, consolidated the previously fragmented African Councils from over 220 to 55, and democratized the system of the local government (Mutizwa-Mangiza, 1985). District Councils consisted predominantly of elected councilors, and other members nominated under the Act such as chiefs and headmen. They were chaired by an elected councilor. The councils were the principal planning and development agencies within their jurisdictional zones. They had limited powers of taxation, implemented a variety of central legislative enactments, and provided various services. The District Administrator (DA), who was the chief executive of the council, was a national civil servant, responsible for overall planning, development and coordination. Although the traditional

leaders who had dominated the local government during the colonial era were not removed, and no new ones were appointed. Their powers of adjudication and land allocation were transferred to the District Councils (Mutizwa-Mangiza, 1985). The District Councils Act decentralized more power to districts but was viewed by some as an attempt to recentralize power through the Ministry of The local Government, especially as the district councils were headed by the DA who was an employee of the Ministry.

The concept of decentralization became the mode of governance in Zimbabwe after realizing that the centralized systems of governance were expensive, cumbersome, and inflexible. They adapt slowly to the new phenomenon of governance and most importantly are open to political abuse (Machingauta, 2010). The decentralization option was seen as appositive step towards poverty alleviation mainly because the local authorities are closer to the people, and hence are better positioned to deal with the needs of their people. Their proximity to the people reduces the time to introduce interventions that are necessary to alleviate the negative conditions that the local people face at the earliest convenient time. Decentralization brings an important dimension of good governance, accountability and transparency. The proximity of the local government to consumers of their services can easily make them accountable to them and compel them to be transparent (Chigwenya, 2010). It is also important to note that decentralization can allow easy coordination between various government agencies, a process which is very difficult in centralized systems where agencies operate independently, resulting in fragmented development (Mubvami and Nhekairo, 2006).

Rural District Councils (RDCs) cover the areas that are designated as communal land in Zimbabwe. Extensive efforts have been made to encourage RDCs to promote the local economic development. Some of the initiatives include the Communal Areas Management Program for Indigenous Resources (Campfire), Public-Private Partnerships (PPPs), more efficient revenue generation, and institutional and organizational capacity building. The RDC Act gives the rural communities' access to the democratic participatory process the governance and their access to benefit from the local development initiatives.

RDCs are heavily dependent on the central government for funding and in most cases have on average been able to raise only 15% and in some districts 1% of their revenue from the local levies, taxes, rates and charges (Kurebwa, 2015). The remainder comes in the form of transfers from the center, all of which are tied to particular activities. They collect a small amount of revenue from the development levy, user fees, licenses and income-generating activities. The distribution of these transfer funds from the central government follows no set formula for calculating the transfers. The main forms of transfers from the central government are loans under the Public Sector Investment Programme (PSIP). It is entirely at the discretion of the central government and is usually disbursed through sector ministries. The transfers have not been followed or funded in full, resulting in operating deficits on the part of the local authorities. As a result, the political and administrative independence of the Councils is severely compromised.

Rural District Councils are run by an elected council and their staff is headed by a Chief Executive Officer (CEO). The CEO is chosen by the council subject to approval by the Minister of The local Government. The key coordinating mechanism at the district level is the Rural District Development Committee (RDDC). This is a committee of the RDC that also includes all other stakeholders in the district, including central government officers, Non-Governmental Organizations (NGOs), parastatals and the private sector. There are five mandatory committees under the RDC which are: finance, roads, natural resources conservation, human resources, and social and health. There is no Marketing department and this makes the CRM a challenge in the local government authorities.

2.5.2 Characteristics of Rural District Councils

Some of the basic characteristics of RDCs in Zimbabwe have been described by Kurebwa (2015) as:

(a) Depends on central government for funding.
(b) Covering areas with limited readily exploitable and developed resources, worsening the dependence on central government. Nevertheless, improved management of natural resources such as wildlife has provided opportunities for increasing the local revenue;

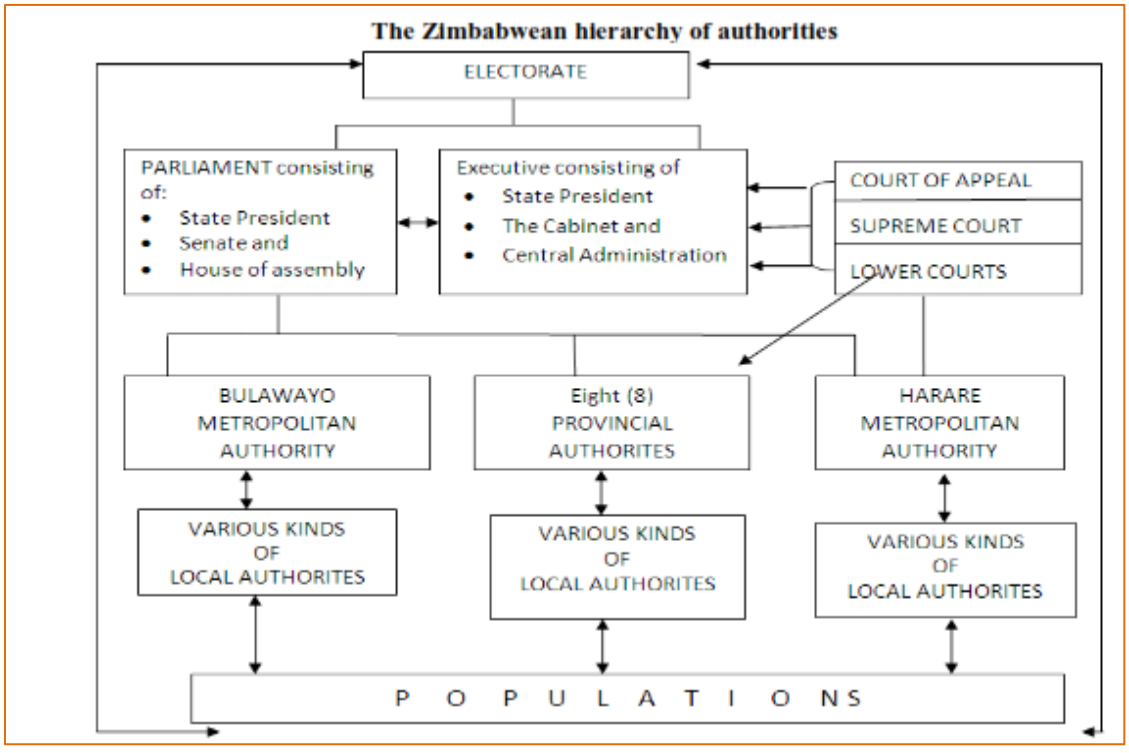
(c) Having peasant agriculture on marginal land as its major economic base. Limited urbanization and a general lack of non-farming activities continue to cause labour migration to other areas;

(d) With limited finances and few opportunities for human resource development, the management capacity and technical skills of executive staff have remained relatively undeveloped, resulting in more administrative than development-oriented RDCs;

(e) The statutory powers of councils are generally limited allowing for few and standard activities. Such limited powers are evident in terms of the local revenue-raising powers, which are restricted to inelastic tax resources, while many services are provided by central government ministries and parastatals;

(f) Although councilors play an important role in representing the interests of their wards, they have in their activities frequently been overshadowed by Members of Parliament and Senators, and by representatives' of other interest groups, mainly due to the lack of resources available to council.

2.5.3 The Zimbabwe Hierarchy of Authorities



Source: (Marume, 2013)

According to the Zimbabwe Constitution Amendment Number 20 of 2013, the national government of Zimbabwe is made up of three arms: the executive authority, the legislature and the judiciary.

2.5.4 The Executive Authority

Sections 88 to 113 of the Constitution provide the composition and exercise of executive authority. The Constitution vests executive authority in the President, who subject to the Constitution shall exercise such executive authority through the cabinet directly appointed by him or her. Section 104 (1) provides that the President appoints ministers and assigns functions to them such as the administration of any Act of parliament, ministry, or department. The cabinet consists of the President, as the head (chair), Vice Presidents and such number of ministers appointed by the president. The President presides over cabinet meetings and in his absence the vice president takes over, and in the absence of both, Ministers present shall elect one from amongst their numbers to be chairperson to preside over the meeting.

2.5.5 The Legislature

Section 116 of the Constitution vests the legislative authority of Zimbabwe in the legislature which shall comprise of parliament plus the President of the nation. The structure and exercise of legislative authority and the delegation of legislative authority is provided in part 5 of the Constitution. In terms of this Constitution, the legislature of Zimbabwe consists of:

(a) A Head of State and

(b) A bicameral Chamber "Parliament" comprising

- The 80 member Senate – an upper house which is made up of elected senators, members appointed on the basis of proportional representation, and traditional chiefs chosen by the council of chiefs.
- The 270 member National Assembly – a lower house consisting of 210 members who are elected by voters registered on the common roll for 210 common roll constituencies and 60 women chosen on proportional representation from each of the 10 provinces.

Meetings of the national assembly are chaired by the speaker of the national assembly and those of senate by the President of senate, both elected in the first meeting after the general elections of the respective bodies provided then members present constitute a quorum. The major role of the parliament (senate and national assembly) are: Protecting the constitution and promoting democratic governance in Zimbabwe; ensuring that the state and all government institutions and agencies at every level act constitutionally and in the national interest; and ensuring the accountability of all institutions and agencies of the state and government at every level. In order to perform the above functions effectively, parliament must establish such a number of portfolio committees to oversee the various state, and government agencies and departments. These committees are designated according to government portfolios to examine the expenditure, administration and policy of government departments and other matters falling under their jurisdictions.

In terms of Section 134 of the Constitution, parliament may, in any Act of parliament, delegate legislative power to subordinate institutions to pass subordinate or subsidiary legislation but subject to review by parliament itself. This is both inevitable and desirable, as, in the modern state, parliament intervenes and regulates many different activities and therefore cannot realistically be expected to pass all rules and regulations necessary to run the state. Thus, parliament passes legislation that simply establishes broad policies and then delegates to subordinate authorities the power to pass subsidiary legislation in order to bring into effect in detailed form those broad policies. The delegates are for instance urban councils, who, acting in terms of the above section of the Constitution and Section 228 of the Urban Councils Act [Chapter 29.15] may pass by-laws to regulate the local development. However, although it is undisputable that the delegated legislation is inevitable, concern is centre on the possibilities of abuse of the delegated legislative powers and hence parliament should institutionalize sufficient systems to safeguard delegated the legislative authority against abuse to the detriment of the citizens.

Chapter 8, Sections 162 to 191 of the Constitution vests judiciary authority in the Supreme Court, the High Court, and subsidiary courts. The President appoints the Chief Justice, who is the head of the judiciary and the Supreme and High court judges after consultation with the Judicial

Service Commission. Section 164 emphasizes the independence and impartiality of the courts as the cornerstone of any credible justice delivery system. The independence and impartiality of the judiciary is deemed central to the rule of law and democratic governance by the Constitution and therefore neither, the state nor any institution or agency of the government at any level may interfere with the functions of the courts.

2.6 OVERVIEW OF CURRENT LOCAL GOVERNMENT STRUCTURES AND SYSTEMS IN ZIMBABWE

Zimbabwe is a unitary, democratic and sovereign republic and, in terms of the Constitution of Zimbabwe 2013 (Amendment No. 20) Section (267), the provinces of Zimbabwe are identified as: Bulawayo Metropolitan Province, Harare Metropolitan Province, Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West, Masvingo, Matabeleland North, Matabeleland South and Midlands; whose boundaries are fixed under an Act of Parliament [section 267 (1)]. Overall there are ten provinces. The provinces are made up of 91 councils (UCOZ, 2013), viz. thirty one (31) urban councils and 60 Rural District Councils (RDC). According to Chikerema, (2013), the term the local authority denotes administrative bodies that are officially responsible for all the public services in specific geographical areas such as cities, towns, municipalities, counties and boards.

The juridical framework for the urban the local authorities in Zimbabwe is set out in the Urban Councils Act Chapter 29.15 (1996) and the local Government Laws Amendment Act of 2008. Urban the local authorities confine their operations to the principal Urban Council Act and they cannot do anything beyond the powers sanctioned by the legal instrument. The Urban Council Act establishes the cities, municipalities, towns and the local boards. It also confers functions and powers and imposes duties upon the municipal and town councils and the local boards. Zimbabwe has 31 urban the local authorities which are hierarchically organized, based mainly on size and functions (Chakaipa, 2010: 36). The urban councils are hierarchically organized into four (4) categories namely cities, municipalities, towns and the local boards. The Urban Council Act empowers urban the local authorities to make by-laws which regulate various activities, levy rates and service charges on ratepayers to raise revenue for service provision and infrastructure development.

Urban Council Act confers urban the local authorities with a wide range of responsibilities, which include: Provision of water for domestic, commercial or industrial areas, hospitals, clinics, ambulances, maternity and child welfare, libraries; provision of housing and transport facilities; construction and maintenance of drains, sewers and bridges; cleansing and refuse removal and disposal; prevention of air, land and water pollution; operation of fire brigades and municipal police, street lighting, public places; and provision of parks, recreation grounds and open spaces (Gideon *et al.*, 2013). Essentially the councils are the local authorities and they are made up of wards. The urban councils are further divided hierarchically into cities, municipalities, towns and the local boards. The table below provides the councils in their different categories:

Table 2.0: Categories of Councils in Zimbabwe

Category	Number	Names
The local Boards	4	Chirundu, Epworth, Hwange, Ruwa
Town Councils	11	Karoi, Chipinge, Gokwe, Plum Tree, Norton, Zvishivane, Rusape, Shurugwi, Chiredzi, Lupane, Beitbridge
Municipalities	9	Kariba, Victoria Falls, Gwanda, Chitungwiza, Redcliff, Marondera, Bindura, Chegutu, Chinhoyi
Cities	7	Harare, Bulawayo, Gweru, Mutare, Kwekwe, Masvingo, Kadoma
Rural District Councils	60	Beitbridge, Bikita, Bindura, Binga, Bubi, Buhera, Bulilima, Chaminuka, Chegutu, Chikomba, Chimanimani, Chipinge, Chirumanzu, Chiredzi, Chivi, Gokwe North, Gokwe South, Goromonzi, Guruve, Gwanda, Gutu, Hurungwe, Hwange, Hwedza, Insiza, Kadoma, Kusil, Makonde, Makoni, Manyame, Marondera, Masvingo, Mazowe, Mbire, Mhondoro, Mberengwa, Mudzi, Murehwa, Mutare, Mutasa, Mutoko, Muzarabani, Mwenezi, Ngezi, Nkayi, Nyaminyami, Nyanga, Pfura, Runde, Rushinga, Sanyati, Tongogora, Tsholotsho, Umguza, Umzingwane, Uzumba-MarambaPfungwe, Vungu, Zaka, Zivangwe and Zvimba.

Source: (Chiguvi, 2017)

2.6.1 Urban Councils

Urban Councils in Zimbabwe are divided into four sub-types which are the local Boards, Town Councils, Municipalities and City Councils in ascending order of status, power, authority and resources. The urban councils enjoy a greater zone of autonomy than Rural District Councils and are administered under the Urban Councils Act. The urban councils are categorized according to

a hierarchy of status, structure and capacities. In total there are thirty one (31) urban councils and of these, four are the local boards, eleven town councils, nine municipalities and seven city councils.

In Zimbabwe both cities and municipalities are headed by elected Mayors. All the cities and municipalities also have town clerks and chamber secretaries and both positions are appointive. The Town Clerks and Chamber Secretaries work on a day-to-day basis with the executive Mayor and are his chief advisors on council affairs. A critical and mandatory administrative structure in all cities and municipalities is the Executive Committee. This comprises the Mayor, his deputy and the chairpersons of the other compulsory committees specified in the Urban Councils Act. It is noteworthy that the chairpersons of committees are elected by the other councilors and not chosen by the mayor and does not have the power to do so.

In Town Councils and Town Boards, there is no provision for a mayoral position. On the contrary, the Councilors elect one among themselves to be Chairperson and this is a part-time position. In the former, the public elects the councils while in the latter, membership to the local boards is all or part appointed by the Minister. In both town councils and the local boards, the state continues to administer the land in their areas of jurisdiction thus also limiting their capacity to raise revenue. In addition, though their duties are the same as for any other urban local authority, their powers, especially with regard to borrowing, are more circumscribed than for municipalities and cities.

2.7 THE CORPORATE GOVERNANCE STRUCTURE FOR URBAN LOCAL AUTHORITIES

The local Government Laws Amendment Act 2015 Section 12 states that every council area shall be governed by a Council. The Council is the focal point of the corporate governance system for urban the local authorities in Zimbabwe. The Council is composed of two units, the elected Councilors who have policy and the legislative responsibilities on one hand and the administrative arm which is responsible for day to day running of Council and implements decisions of Council (Kurebwa, 2015).

The executive or administrative arm for cities/ municipalities and town councils are headed by Town Clerks and Town Secretaries respectively. Town Clerks are assisted to manage day to day council operations by Senior Service Directors like the Directors of Engineering services, financial services, health services, housing and community services and the Chamber secretary. The Board of Councilors consists of elected officials and in some cases are combined with Special Interest Councilors who are appointed in terms of section 4A (1) (b) of the local Government Laws Amendment Act. This provides an oversight role to the executive / management team. The roles of the Management team and the Board of Councilors are clearly distinguished in the Act; this reduces role conflict and also promotes the corporate governance value/principle of accountability. The management team is accountable to the board of councilors. The Ceremonial Mayors and Council Chairpersons for municipalities/cities and town councils/town boards respectively chair the governing boards of the local authorities. The Mayors or chairpersons are also the Councils' representatives on ceremonial issues

Clear separation of powers between the Chief Executive Officer and the Board of Councilors, Chairperson and the Councilors for Zimbabwean urban the local authorities elect one person among themselves to be the chairperson of the council. The Urban Council Act provides for a clear demarcation of responsibilities and authority between the chairperson of council and the Town Clerk or Town Secretary, this is a good corporate governance practice. Corporate governance is an effective mechanism for encouraging efficiency and combating corruption (World Bank Report, 2016). One mechanism of combating corruption in the urban councils is the separation of powers between the Town Clerk and the Ceremonial Mayor.

2.7.1 The Local Government Board

The local Government Board (LGB) is another national institution established under the Urban Councils Act. This is a six-member Board appointed by the central government to oversee the operations of the local authorities, but its visibility and authority is felt mainly in the appointment or dismissal of Senior Council employees. It provides leadership on the organization; administration and personnel issues in local government and the minister may direct the local Government Board to institute investigations on any matter relating to the local government administration. To avoid confusion, it must be clarified that the local government staff are

recruited by the local authorities themselves and have the power to discipline and dismiss the staff, but the local Government Board must approve the appointments and dismissals of the senior staff in the urban authorities. For the senior staff in the Rural District Councils, the Ministry plays this role. The local Government Board has two public service Commissioners (from the Public Service Commission – central staff agency); a representative from the Association of Rural District Council (ARDC); two representatives from councils; and one representative from the workers.

2.7.2 The Rural Councils

Rural the local authorities have always been different from the urban councils. From 1980, the Rural District Councils were not treated as autonomous units. To date the local communities are reduced to spectators' of state and donor funded operations in their areas of jurisdiction. The rural people have generally felt powerless as they have little input in decisions affecting their lives. The Rural District Councils have remained an appendage of the government and enjoy no meaningful decentralized functions. Currently there are sixty (60) Rural District Councils in Zimbabwe. The rural scenario is dominated by two legally defined institutions, Rural District Councils and traditional leaders and these are provided for under the RDC Act and the Traditional Leadership Act.

2.8 TRADITIONAL LEADERSHIP IN LOCAL GOVERNMENT AUTHORITIES

The Zimbabwe governance system like in most African countries is characterized by existence of the hereditary chieftainship in an otherwise proclaimed republic. Chakunda (2015) explains that traditional leadership is active at all levels of governance in Zimbabwe from the national level to the village level. The institution is recognized by the constitution, unlike the local government that is created by statutes of Parliament. There are conflicting claims to legitimacy and uneasy co-existence between traditional and elected leadership. Traditional leadership and the local government officials occasionally trade accusations of abuse of power, non-compliance with laws and customs and traditions, especially regarding allocation and management of scarce resources such as land. It is at the local government level that there are serious relational problems between the traditional leaders and the modern public administration systems. The Rural the local government is affected the most by traditional rulers, as it is where they exercise

their judicial, administrative and legislative functions (Kurebwa, 2015). Successive governments since 1890 have been concerned with reconciling the powers and functions of traditional authorities with those of elected the local government officials.

During colonialism, traditional leadership occupied a difficult position as the highest-ranking representative of their people in the traditional system, and the lowest-ranking representatives of the new colonial administrative system. The colonial administration took over from the local communities the right to approve new chiefs. The chiefs were also paid small salaries for the judicial and tax collection services they provided. From the 1960s, the chiefs were also given increased rights over allocation of communal land. At independence in 1980, chieftainship was retained as a symbol of traditional values but the chiefs themselves were stripped of all their administrative and judicial functions. The chiefs and headman even lost their tax collecting functions. District Councils assumed the administrative functions previously performed by traditional rulers whilst community courts took over the judicial functions.

2.9 CONCLUSION

The chapter has provided a holistic overview of the local government authorities in Zimbabwe. It has assessed governance, the local government, and the functions of the local government in Zimbabwe and identified the following key challenges being faced by the Zimbabwe local government authorities and chief among them include poor customer services and service delivery, lack of funding from the government and sometimes late disbursements of funds, too much central government interventions in local issues and poor infrastructure development. As discussed, the local government authorities play a key role in society, however, to survive in this competitive environment, they are required to possess sufficient resources and be able to cope with the environmental demands, as well as moving away from production and mass marketing orientation to customized marketing by adopting CRM. Vazifehdust, *et al.*, (2012) and Mohammadkazem, *et al.*, (2016) coincided and suggest that CRM could be used as a strategy to improve business performance and service delivery. This concept can be adopted by the local government authorities of Zimbabwe to assist with addressing the current challenges being faced. The next chapter therefore discusses the theoretical underpinning of CRM and its possible applicability within the Zimbabwe local government authorities.

CHAPTER THREE

CUSTOMER RELATIONSHIP MANAGEMENT AND CRITICAL SUCCESS FACTORS

THEORETICAL PERSPECTIVE AND CONCEPTUAL FRAMEWORK

3.0 INTRODUCTION

This chapter discusses the factors required for the victory of CRM Strategy. It also highlights the evolution of CRM, CRM characteristics and elements, internal and external influences of the CRM, CRM value strategies and CRM systems. It further points out the CRM success factors and CRM failure outcomes, as well as the benefits of a good CRM Strategy the local government authorities. The chapter also highlights factors that are critical for a successful CRM Strategy among the local government authorities in Zimbabwe.

3.1 CUSTOMER RELATIONSHIP MANAGEMENT

CRM is now a necessity not an option in many organizations. AI-Khouri (2012: 34) states that CRM is an important concept in all businesses because it helps entities to be customer centric and responsive, citizen-centric and efficient. Christopher *et al.,* (2013) asserts that today's markets are highly contested and they are competitive. Therefore, organizations must spend significantly in CRM. This assertation was also echoed by Bohling et al., (2006) who avowed that management should build and develop strong relationships with their clients. Mohammadkazem *et al.*, (2016) and Hussain (2016) also corroborate that CRM is today's engine of improving the business performance. Creating good relationships clients is important because it increases good quality of information as well as, helping organizations to understand their clients much better, thus helping local government authorities to deliver customized products and services to the clients. This sentiment was also expressed by Chamelta, (2006) who mentions that good CRM ensures that companies drastically change towards a reliable CRM Strategy. Local government authorities should deliver excellent service in order to increase customer satisfaction**.** Kamalian et al., (2013) echoed that CRM helps to reinforce relationships between organizations and their clients and as a result it emboldens innovation within the organization. Nicoletti (2016) posits that for CRM Strategy to be successful, it must be citizen oriented and

should be developed from that perspective. It must be customer centric rather than focusing on the requirements of the business. The current snags with local government authorities in Zimbabwe are many. The researcher has observed that employee culture towards CRM is poor. The workers' attitude and mentality towards client is negative. This means that for CRM Strategy to be efficacious there is need of change in public organizations' inner culture and also there is great need of reorientation of the vision by their state bodies. The approach and character of staff must change, allow a citizen-directed service, and eliminate bureaucratic procedures and focus more on the actual needs of the citizens. Local government authorities must put the people at the epi-centre of all their operations (Larsen, and Milakovich, 2005). Rababah, Mohd, and Ibrahim (2011: 22) purport that in order to serve and retain loyal customers; organizations need to understand their customers. Historically, the local authorities used to focus on production and selling and did not focus on market needs and wants. Pollard, Young and Gregg (2006 cited in Dhman, 2011: 35) indicate that CRM is now highly considered in the public sector because the citizens want excellent services. This is not an exception for local government authorities in Zimbabwe, hence the need for this study to pinpoint the factors needed for the victory of CRM Strategy.

Municipalities should prioritize a consistent improvement of the life and well-being of society, through innovation, active participation as well as dynamic and a supportive economic agency (Keramati *et al.,* 2011). Varajão *et al.,* (2013) explain that public organizations need to be citizen centric and adopt responsive leadership. They should also eliminate procedures which do not add value. With this view in mind, the implementation of the CRM Strategy in public organizations and municipalities in Zimbabwe need to be customer oriented. Information needs to be customized and there is need for effective communication. Through interaction with clients the municipality can learn more about the habits of its citizens and thus enable strategic decision-making. Varajão, (2013) affirmed that local authorities must meet customers' expectations at the right time and latest technologies must be adopted in order to allow citizens to communicate at any time and place.

3.1.1 The Emergence of Customer Relationship Management

According to Ahmad *et al.,* (2015: 95) CRM was popularized in the 1980s. This concept forced organizations to start to foster relationships with customers with the assumption that businesses that understand and place their client's needs at their heart are likely to be prosperous and successful. Hussain (2016) states that the business might lose customers it has today if they fail to lock them in. This means that CRM essential in today's business. It helps organization to lure, understand and to offer clients better services (Goodhue *et al.,* 2002). A corporation can achieve higher profitability by augmenting customer loyalty rather than spending more time on recruiting new customers (Hussain *et al.,* 2015). The CRM has long been known by earliest merchants to be ideal for building relationships with customers and for retaining them (Foss *et al.,* 2008). CRM can be used by the local authorities as a tool to acquire, nurture and retain clients. Bull (2003) argued that CRM is extremely required among businesses today due to increased global competition. Dhman (2011) explains that the emphasis of CRM is to establish long lasting collaborations and partnerships with customers. Even though CRM is not easy to apply, it has grown to play a major role in the business as it helps corporations to gain competitive advantage, and in so doing increase profitability (Hussain *et al.,* 2015). CRM enables organizations to understand their customers and this knowledge help the management to develop the CRM Strategy.

3.1.2 CRM Definitions

Although the literature is full of CRM definitions, it is relatively novel to the arena of marketing in the local government authorities in Zimbabwe. Buttle (2009) believes that the CRM can be viewed differently by different people and it can be used in different situations. However, some people refer to the CRM as customer relationship marketing. The available literature on the CRM defines CRM differently thereby leading Winer (2001: 91) commenting that it means diverse things to different people. Peppard, (2000) defines CRM as a tactic to the field of marketing which incessantly use refined information concerning the existing clients to predict the future requirements of the market. In this system, current information is constantly and continuously gathered and refined. The information relates to both current and future customers. Swift (2001: 12) defines the CRM is about influencing client behavior through well-expressed

communications in order to increase retention, profitability, acquisition and loyalty with clients. This definition is client centric but excludes other communication tools to establish relationships. Buttle (2004:34) defines CRM as a principal organization plan that incorporates both internal and external networks with clients. CRM is a product deriving from relationship marketing and improving customer retention through relationship management (Zineldin 2006: 431). Gummesson (2008) sum it up by positing that CRM is about understanding the customers.

3.1.3 Elements of CRM

There are four key generic elements of CRM are:

- **Long lasting relationships**

The aim of CRM is to form long lasting profitable relationships with clients (Grönroos, 1989). To achieve this goal two way communication is required with clients. Effective communication with clients promotes long lasting associations with customers (Baran *et al.,* 2008). CRM escalates customer service expectations and enables organizations to exhibit greater customer recognition and treatment. Long lasting relations only exist when clients trust the organization. This assertation was also echoed by Egan (2008) who stated that when client's requirements and expectations are met, clients may have a sense of allegiance to the organization. This infers that local government authorities in Zimbabwe should start to build long lasting relationships with the citizens to ensure the victory of CRM Strategy.

- **Decoying gainful clients**

The goal of CRM is to find and lure the most profitable clients. The ultimate aim is to maintain and grow the relationship, through cross-selling and up-selling. CRM seeks to increase the customer lifetime value with trustworthy clients. Satisfied and faithful clients are easy to convince to buy more and to bring new clients to the organization (Baran *et al.,* 2008; Buttle, 2004). Trust is essential for customer relationship management. This entails that the local government authority's resources should be used in such a manner that will fortify and keep gainful clients and simultaneously grow less profitable clients to gainful customers.

- **Customer management**

CRM is not only about acquiring clients but the focus must be directed to the good management of clients. Good management of clients enables organization to maximize the lucrative lifetime value of the relationship. If clients are managed effectively, they grow and stay longer in the organization. Loria *et al.,* (2005) advised that good management of customers facilitates CRM Strategy. Customer relationship management escalates customer service expectations and enables organizations to exhibit greater customer recognition and treatment. This means that CRM give organizations a competitive advantage (Baran *et al.,* 2008). Customers feel secured if the organizations show affection to them. This infers that local government authorities in Zimbabwe should show love to their clients if they are to achieve CRM strategy.

- **CRM as a system**

Customer relationship management should be viewed as a system. This means that effective CRM should involve all the components of the organization including inputs, processes and output. All the elements of the organization must work together in order to build total customer value and satisfaction. Disunity among the facets of the enterprise will destroy long lasting relationships with clients. This means that local government authorities in Zimbabwe should view the CRM Strategy as a system. Due diligence and strategic alignment and focus is required to ensure the victory of CRM Strategy.

3.2 THE CHARACTERISTICS OF THE CRM STRATEGY

Berndt *et al.,* (2009) mentioned that a nifty CRM Strategy must include the following characteristics:

- **Relationship Management**

Clients want to do business with organizations that understand and manage well. Organizations must apprehend customer expectations and deliver them as expected by the clients. To achieve this organization need to have a database to store clients' information. Past information about clients helps the organization to tailor make their products to the customers. Past information help organizations to plan future products hence strengthening the CRM Strategy.

- **Sales force automation**

Effective CRM needs to be supported by advanced technologies. Organizations must keep abreast with the changing technology and make use of available technology to improve and consolidate interaction and relationships with clients. Digital marketing and social media must be fully embraced in order to improve marketing efficiency and effectiveness of service delivery. Automation helps to improve distribution of services, communication as well as tracking customer performance. Automation also helps to promote effective communication with clients, as management are in a place to determine precisely what a client wants and when he/she wants it.

- **Use of technology**

Technology provides organizations with a numerous number of opportunities for communicating with customers. It allows businesses to connect with clients directly. Technology enhances customer loyalty, communicates up-to-date information to customers, removes uncertainty, and creates confidence (Ndubisi and Wah, 2005).

- **Customer Focus**

Good customer analysis is another characteristic of CRM Strategy. Customer analysis helps the business to build and provide value to clients. CRM increase customer intimacy and this make it flexibly enough to communicate with clients and to foster client commitment. The combinations of customer portfolio analysis and customer intimacy promote good CRM Strategy (Ndubisi and Wah, 2007). This means that local government authorities need to be customer centric in order to achieve victory of CRM Strategy.

3.3 THE CRM PROCESS

CRM process comprises of the following phases:

Stage one: Preparatory stage

Due diligence must take place prior the actual process can commence. This helps management with validation for the spending on time and effort. It also shapes the proposed deliverables.

Total stakeholder analysis must be done in order to apprehend the expectations of the parties before the CRM Strategy is put in place.

Stage two: Synchronizing the CRM Ingenuity

Logistics must be put in place before the implementation of the CRM Strategy. To achieve this CRM champion leader must be nominated to spearhead the CRM Strategy campaign. This help to educate the stakeholders the purpose and significance of the CRM Strategy. Top leadership support will make the CRM Strategy a success.

Stage three: Client Assessment

At this stage, it is significant for the business to apprehend the requirements and expectations of both existing and new clients. This helps the organization to produce products and services which are customer centric. It also guides the organization to spend proportionally more effort on the most valued clients.

Stage four: Developing CRM Strategies

Market segmentation must be done before developing the CRM Strategy. This helps the organization to group clients into segments. This helps to identify the most valuable clients to the business. This help to classify those clients who generate the greatest profit or have the best potential to nurture. Each segment should be studied thoroughly and profiled to ensure the business delivers on their requirements. The goal of CRM is to form and retain a base of devoted clients who are lucrative to the business.

Stage five: Benchmarking

Before implementing CRM Strategy organizations need to find out what rivals are doing with regard to their relationships with clients. This gives the opportunity for the business to develop and craft competitive CRM Strategies.

Stage six: Internal Assessment

This is done in order to ensure the preparedness of the organization. To determine if CRM Strategy is a viable choice for the business, the organization should focus on the following aspects:

- The suitability of the organization's strategy;
- Assessment of the organization's business culture;
- Evaluation support from senior leadership;
- The caliber of employees in the organization.

Stage seven: Choosing a CRM Technology

At this stage it is vital to consider clients requirements, business processes and culture before selecting the CRM technology. CRM Strategy victory or letdown is determined these domains. It is also important to understand the manner in which CRM technology is built to ensure victory of CRM Strategy.

Stage eight: Staff training

Management and staff and all other end-users of the CRM should be completely trained before CRM Strategy implementation. Everyone should understand the CRM system to guarantee victory of the CRM Strategy. More resources should be set aside for CRM training. This means that the organization should determine the appropriate time for the staff to be trained. There is high chance for CRM Strategy to be accomplished when personnel are knowledgeable and qualified to use the CRM systems.

Stage nine: Execution of CRM Strategy

Pilot study must be done prior to CRM Strategy implementation. The management and users must learn from the pilot study results so as to improve the victory of CRM Strategy. Once the piloting has been done the organization can deliver the rest of the CRM project through the business cycle. Motivation of staff, staff involvement and support are key ingredients at this phase.

Stage ten: Evaluating CRM Outcomes

Various tools of measuring CRM outcomes must be put in place. This helps to assess the efficiency and effectiveness of the CRM Strategy. The most comprehensive approach of measuring CRM performance is the use of the balanced scorecard. It assesses both the financial and non-financial aspects of the CRM Strategy and the feedback from these measures will help to improve the whole CRM Strategy of the business, as it pinpoints the areas that need to be adjusted and improved to guarantee victory of the CRM Strategy.

3.4 INGREDIENTS OF CRM

In order to sustainably implement its business growth strategy an organization should mutually and symbiotically understand its clients' requirements. This enables the organization to build and provide greater customer value. Organizations must understand the ingredients of CRM in order to satisfy and retain its customers and to achieve its long-term profitability.

- **Trust**

Both parties the service provider and the client must trust each to ensure triumph of the CRM Strategy. Clients expect the organization to fulfill its promises and organizations expects clients to fulfill the contractual obligations as required. This same notion applies to local government authorities and their clients. They must be beneficial trust to ensure success of the CRM Strategy.

- **Commitment**

Commitment inspires organizations and clients to unite in order to strengthen the present relationship. For any commitment to exist, both parties must understand and equally depend upon each other in terms of their quest to achieve long lasting relationship.

- **Two-way communication**

Communication enables both parties in a relationship to interact and exchange information. It promotes openness and transparency. It enables the parties to mutually understand one another and to strengthen the relationship. This infers that local government authorities must constantly communicate with their clients in order to promote long lasting relationship.

3.5 CUSTOMER RELATIONSHIP MANAGEMENT: THE LOCAL GOVERNMENT AUTHORITIES

The local government authorities in Zimbabwe are in a transition of moving away from mass marketing to customized marketing. The winners will claim market dominance if they can fully satisfy their customers. This competition will enable businesses to increase their purchase volumes and revenue, and attract new investment. It will also generate for new business references and prospects for identification. The local government authorities, who understand their clients, are prosperous and the citizens are more willing to do business with the authorities.

Customer relationship management is fundamental for municipalities as much as it is for private companies. It would ensure and optimize the relationships between companies and their clients. Xavier, Gouveia and Gouveia (2004 cited in Duque *et al.,* 2013) indicate that organizations which are not able to interact with their clients are finding it difficult to establish effective long lasting relationships with them. This infers that effective communication is needed to establish rapport with clients in the local government authorities in Zimbabwe. Duque *et al.,* (2013) mentioned that many CRM Strategy failures are due to poor interactions between organization and stakeholders.

3.6 CUSTOMERS OF THE LOCAL GOVERNMENT AUTHORITIES

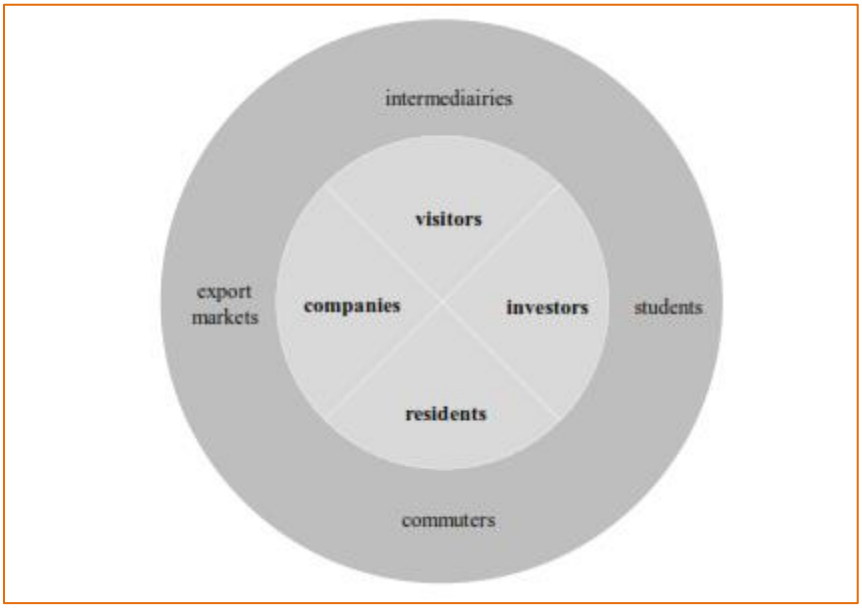
The core idea of marketing is to satisfy the customer requirements and always to plan within ambit of the customers. According to William and Aakers (2002) it is disastrous to define organizations by their products but must be defined according to clients' requirements. This implies that prospective and existing clients should be prioritized by the organizations. Clients include all people and organizations that are doing business with the local authority. The most common clients of local authorities are citizens, businesses and visitors among others (Kavaratzis and Ashworth, 1990). Table 3.0 shows different types of clients for the local government authorities.

Table 3.0: Types of Clients for the Local Government Authorities

Source	1	2	3	4
Types of Clients according to (Van den Berg *et al.,* (1999), Ashworth and Voogd 1990, Braun 2008)	Citizens	Businesses	Visitors	Residents
Types of Clients according to (Kotler, *et al.,* 1993, 2004, Braun 2008)	Residents and workers	companies and industry	Visitors	Export markets
Types of Clients according to (Kotler *et al.,* 2002, Rainisto 2003, Braun 2012)	New residents	investors	Tourism and Hospitality	Foreign investors
Types of Clients according to (Braun *et al.,* 2013, 2008)	Prospective residents	Prospective companies	Potential visitors	Potential investors

In summary, there are four core customer groups of the local government authorities which include existing and potential residents, visitors, companies and investors (Braun *et al.*, (2008). For some cities the customer groups are shown in figure 3.0.

Figure 3.0: The customers of the local government authorities



Source: (Braun *et al*, 2008)

3.6.1 Types of Customers of the Local Government Authorities

- **Residents**

The initial set of customers' covers residents and potential residents and outline what those residents will be looking from the local government authority. The most obvious response will be a 'place to live'. This 'place' is where their homes and jobs are, that is the area from where they commute to their workplace. It is also a place where they raise children, shop, and exercise, participate in sport, study and so on (Van Den Berg *et al.,* 1999). From a client-based point of view, citizens desire and appreciate the surroundings with access to amenities in order to live comfortably and satisfactorily.

- **Companies**

A second set of customers are companies. Van Den Berg *et al.,* (1999) explain that companies need a place where they can conveniently do business and easily pursue their objectives. From company-based point of view, companies aspire to do business in an affordable and smart environment with low charges for services such as taxes, rates and so on. They also expect favorable by-laws and efficient services.

- **Visitors**

A third set of customers are visitors. Braun (2008) points out that, unlike the residents and companies, visitors have no intention of settling in the city but just to visit. Therefore, the city becomes the visitor's temporary terminus. The visitors only go there to search for an attractive environment, safe accommodation (hotel, apartment, camping, family's house et cetera), and accessible facilities or locations. The local government authorities should be able to provide such facilities in order to increase council revenue and customer satisfaction.

Visitors may also be attracted by buildings and public amenities such as cafeterias, parking services, rest-rooms, and transport stopovers and other. They might as well prefer a central or a peripheral accommodation. Business visitors give priority to the accessibility to their business appointment while leisure visitors might prefer conveniences to services. Some visitors to some

extent value potential business opportunities or places where they can do business. The local authorities should put in place those expectations when planning their CRM Strategy.

- **Investors**

A fourth set of customers are slightly different from the other three aforementioned. Braun (2008: 58) argues that investors should be regarded as the fourth general category of urban customers. He argues that indeed companies and their owners' households are investors. These financiers usually prefer to settle in a city or attractive business environment. Some investors may not necessarily settle in a place where they invest. These include financial establishments like banks, insurance companies, pension funds etc. It is vital for the local government authorities to provide attractive investment opportunities in order to attract investors.

Traditionally, most local government authorities were considering themselves as monopolist who can do whatever they want without clients' consideration. They were production oriented and less focus was directed towards customer requirements. However, today the playing field has changed as more affluent clients are demanding better products and services from their local government authorities. There is increased competition for the "Supremely elite". Also in recent years from 2000, citizens across all cities and municipalities, especially from high and medium density locations, are more demanding and want best services from the local government authorities. They want better tarred roads, good sewage drainage systems, consistent garbage collection and clean running water, street lights and efficient services. In order to meet these Critical Success Factors must be considered to warrant effective execution of the CRM Strategy from local government authorities.

3.7 FACTORS WHICH HAVE LED TO CRM OF THE LOCAL GOVERNMENT AUTHORITIES

- **Intense Competition**

The Private Sector and The local Government Authorities (LGAs) are all taking efforts to appeal to and preserve the customers. They now consolidate in one place all efforts to provide better customer service leading to delighted customers. These include new technologies, research facilities, globalized services, and new products.

- **Well Informed Citizens**

Nowadays citizens residing in places administered by the local government authorities are knowledgeable and cognizant of their rights and what they should get from the service providers. This was necessitated by the advent of new technology, as today's citizens are well informed. This suggests that local government authorities must listen and provide what is needed to warrant victory of CRM Strategy.

- **Decline in Brand Loyalty**

There is a degeneration brand loyalty lately with customers frequently switching over to better and new introduced available competitive products and services. As a result, the local government authorities have to upscale their operations and procedures in order to guarantee victory of CRM Strategy.

3.7.1 Evolution of CRM of the Local Government Authorities

Traditionally local government authorities were production oriented. However, there is a paradigm shift to customized marketing. Recent technological improvements such as mobile money, e-billing and customer satisfaction as well as revenue growth are at the root of the local government authorities' focus. According to recent projections, the local government authorities in Zimbabwe were estimated to spend about $7 million in 2016 on CRM projects and this amount is projected to increase by 14% each year for the next several years (source, MOLG Report, 2015).

Nowadays, the local government authorities require a sound cost-benefit-analysis at all touch points of CRM. They now look up to an innovative CRM Strategy that is primarily driven by technology. The CRM has the power to help the local government authorities to rapidly and acquiescently promote growth. The drive to putting into practice CRM initiatives is becoming crucial as a result of public demand for government to offer improved services delivery (Schellong, 2005).

Even though many developing countries have made significant they still need to work on their communication and relationship management. Zimbabwe, for example, ranks below the average ranking on CRM in comparison to other elite countries like UK, USA and others. According to Moyo (2016) the local government authorities in Zimbabwe have been criticized for providing poor services. Lack of due diligence, customer focus, political instability and economic challenges were cited as major snags derailing the victory of CRM Strategy. Despite the challenges, the local government authorities in Zimbabwe are willing to put in place CRM but they are not aware of what need to be done to warrant the victory of CRM Strategy.

3.8 BARRIERS TO EFFECTIVE CRM IN THE LOCAL GOVERNMENT AUTHORITIES

They are numerous factors that inhibit effective CRM in the local government authorities and chief among them include:

Audience selection: In contrast to the private sector organizations, most local government authorities do not choose their customers. Quite often they are forced to deal with citizens who do not qualify for the service or benefit they provide, and as a result those citizens resist local authorities' reforms. This significantly increases the cost of acquisition and of continuation of services. This is the reason why most local government authorities incur huge costs and expenditure at the expense of the revenue targets.

Poor coordination: local government authorities often experience the interagency problem of being poorly coordinated internally and across departments and geographies. Lack of standardization of policies and procedures across local authorities' divisions is an obstacle towards effective CRM. There is need for harmonization of policies to ensure consistency and team work spirit among different facets of the local authority.

Lack of resources: Local government authorities are also affected by lack of resources for designing, building and optimizing the CRM. It also faces the problem of losing employees to

the private sector who are attracted by higher salaries paid by the private sector. This problem widens the skills gap in the local government authorities.

Long time make decisions: Local government authorities are beginning to understand that customer relationships management does not only involve technological development. It also involves better service delivery. The slow recognition CRM programmes in the local government authorities is caused by the fact that only very senior managers are qualified to make change. This is because the senior managers in local government authorities tend to take longer time to make decisions and to act on these decisions. This challenge is a barrier towards effective CRM Strategy.

Lack of performance measures: The measurement culture tends to be activity and content based because of lack of knowledge of the process, service and value measures. Customer perceptions on the quality of service delivery are often not taken into consideration. Instead, the public service tends to penalize "bad news", measures or to avoid or disregard negative customer perceptions. An effective customer relationships management programme quires strong "honesty" measures and improved implementation and performance measures. The organization should be able to measure its improvement and to tell whether these improvements are recognized by the customers. Poor performance measures are an obstacle towards effective CRM Strategy.

Outsourcing challenges: National and the local government departments usually outsource functions and processes in order to reduce costs or to finance replacements of large IT systems. The agreements signed for outsourcing the functions or processes tend to focus more on the performance criteria than on the customer. As a result, there is slow improvement in the customer service and in the re-engineering of processes that interface the company and the client (Hewson, 2003). Local government authorities do not have their own CRM department which is a barrier towards effective CRM Strategy.

3.8.1 The Differences of CRM between the Public Sector and the Private Sector

According to Coleman (2005) CRM in the public and private sectors are dissimilar for the following reasons:

- Government is a monopoly provider of services such as registering a change of addresses. Customers are often forced to use these services.
- Profit maximization is usually the object of the private sector and not for the public sector.
- Public administrations are not commercial and as a result they do not compete or find it difficult to share experiences, software and to interchange data.
- Government institutions are ultimately citizen owned or oriented.
- Differential marketing is likely to be disliked in the public sector by the citizens because it is inherently undemocratic, or violates regulations that promote justice of citizens.

3.8.2 Private Sector and Public Sector CRM Driving Forces

Government and commercial business organizations are forced to deliver high quality service because of the pressure from customers. Table 3.1 shows differences between forces government and commercial forces that drive the customer relationships management.

Table 3.1: Commercial Driving Forces

Commercial Drivers to using CRM	Government Drivers to using CRM
Objective is to increase revenue and profits.	Aim is to provide services and meet the set objectives at the lowest cost to citizens.
Increase budgets CRM Strategy.	Streamline CRM Budgets to cut down cost.
Aim is increase customer satisfaction and to preserve customers.	Aim is to improve resident gratification at the minimum cost.
Aim is to promote client awareness to increase proceeds from profitable clients.	Increase operational efficacy by targeting citizens that require the services the most.

Sources: (Coleman, 2005)

According to Coleman (2005) the following benefits accrue from using customer relationship management in the public sector:

- Repeated use of data
- Identification of citizen preferences through analysis of past interactions
- Personalized services
- Simplified online services
- Improved work efficiency and effectiveness.
- Online interactions
- Accessible data across government agencies and levels
- Minimize theft and other fraud attempts.

3.8.3 Advantages of CRM for the Customers of the Local Government Authorities

Customers could remain loyal to urban councils if they received greater value for their money. They could also receive the following benefits, among others:

Enjoy confidence Benefits

Customers prefer to keep service providers they have considerably invested. The local government authorities make the high service provider switching cost by penalizing customers for cancelled agreements. The customers also pay for time and psychological costs when they switch service providers. Customers can therefore get more time for other priorities by preserving a good relationship with a service provider (Rootman *et al.*, 2008; Zeithaml *et al.*, 2006). This benefit is vital for both new the local and foreign investors because they need trust the local authorities before they can invest their money.

Social benefits

Clients need a sense of belongingness. Local government authorities should promote team building programmes to unite citizens. The aim of CRM is to build networks and collaborations which eventually promote unity and increase social benefits to the community. The local authorities need to cement their relationships with customers through dialogue and instant feedback.

Special treatment benefits

Good CRM enables clients to get the services at reduced costs and other incentives like free serviced land, low tariffs, free street lights and other amenities at low cost. Good CRM strengthen long lasting relationships with clients and consequently it attracts clients to pay for services they get form local authorities promptly and without delay and less resistance.

3.9 CUSTOMER RELATIONSHIP MANAGEMENT METHODOLOGIES

In current business atmosphere customers are considered important assets to an organization like money and knowledge. Successful organizations take care of their customers. It is important for organizations to satisfy the clients' needs and requirements. This enables organizations to be successful and prosperous. They make such achievements because they recognize the importance of customer relationship management philosophies. More businesses are considering to incorporate CRM projects and to maximize contact with their customers (Almotairi, 2008). Sharma and Lyer, (2007) mentioned that even though some CRM projects fail at a high rate, successful ones warrant victory. Local government authorities must be familiar with the most famous existing implementation methodologies of the CRM Strategy systems. This knowledge helps marketers to make CRM initiatives increasingly successful and to reduce their failures.

3.9.1 Customer Relationship Management Implementation Methodologies

Effective implementation of CRM requires knowledge and understanding. As already indicated a successful CRM Strategy builds a customer oriented culture, enhances profitability, retains customers and achieves beneficial mutual relationships. The most famous CRM methodologies are explained below:

3.9.2 CRM-Iris Methodology

Chalmeta (2006) indicates that CRM implementation integration problems can be solved using an overall integrated CRM-Iris methodology. This methodology comprises of 9 activities namely process map, human resources organization and management, and the construction of the information, implementation, and monitoring system, project management and prerequisites,

organization framework, customer strategy, designing of a customer relationship assessment system. In a summary this methodology integrates the strategic and technical aspects of CRM. However, the main snag in this methodology is that there is complete lack of involvement of users.

3.9.3 CRM-Six Sigma Methodology

Pan, Ryu, and Baik (2007) investigated the most important Critical Success Factors necessary for the CRM Strategy. They developed a Six Sigma Methodology which consists of Define, Measure, Analyze, Improve, and Control (DMAIC) and CSF. The aim of this methodology was to improve CRM efficiency and effectiveness. To sum up the Six-Sigma methodology strongly explains the CSF needed for the implementation of CRM Strategy. Again the challenge of this methodology was lack of involvement of the users in the process.

3.10 WHY CUSTOMER RELATIONSHIP MANAGEMENT IMPLEMENTATION FAIL?

Arab, Selamat, Ibrahim and Zamani (2010) point that even though they are signs of victory of the CRM in the public sectors (government) in the future, majority of them are clueless on what need to be done to ensure victory of CRM Strategy. They further indicate that CRM projects would stand a small chance of success without considering Critical Success Factors. Despite its many benefits and the amount of support it receives, the CRM Strategy has often failed in organisations (Rigby, Reicheld and Schefter, 2002, King and Burgess 2007; Frow and Payne, 2011). Finnegan and Currie (2010) also point that it is evident that many organisations are facing challenges to put in practice the CRM Strategy. Al-Khouri, (2012) also have noticed the failure rate of CRM implementation; and Rao in particular indicates that implementation challenges are caused by lack of critical inputs such as user acceptance, senior management engagement, strategic focus, resources, and focused change management. Furthermore, Simon (2010 cited in Al-Khouri 2012) indicates that CRM implementation requires significant resources and hard work to ensure its success. Chinje (2014) has also found that CRM has failed due to the fact organizations do not consider the price of implementing a CRM before they undertake that. This infers that there is need of a vibrant CRM Strategy framework for businesses especially for local government authorities in Zimbabwe.

Table 3.2 The Different Measures of CRM Implementation Failures

Failure rate (%)	CRM Measures	Source
83.1	Inffective usage of CRM tool	(Shengdong and Xue, 2011)
80	CRM implementation failure rate based on total CRM projects implemented	(Ahearne et al., 2012)
70 or more	The measure used is the total number of CRM projects implemented. It is estaimated that at least 70% of projects implemented will fail.	(Bull, 2003); (Wilson et al., 2002)
70	It is estimated that at least 70% of total CRMprojects implemented will result in either losses or no bottom-line improvement in organization performance.	(Foss, Stone, and Ekinci, 2008)
60	The number of CRM systems implemented that failed using an in-house/ custom-developed CRM software.	(Bull, 2003)

Source: (Chinje, 2014)

3.11 CRITICAL SUCCESS FACTORS NEEDED IN LOCAL GOVERNMENT AUTHORITIES

To explore critical success factors affecting the success of CRM strategies in the local government authorities in Zimbabwe this study identified the following factors from twenty (20) journal articles:

- Ten (10) critical success factors of Due diligence:
- Strategic focus and alignment
- Customer focus
- Change management
- Implementation approach
- Metrics
- Implementation Strategy

- Buy-in and adoption
- Project management and
- Process design.

The above critical success factors are common and they were mentioned by twenty authors in different research studies. These ten mentioned factors were tested in this study and they were all found to be important in the CRM Strategy for the local government authorities. The researcher employed a meta-analysis study. The researcher started first by reading each article and noting the ten elements above. Eventually, the researcher obtain done hundred and twelve (112) concepts from those twenty (20) studies. In addition, this inclusive list of the constructs was each assessed to unearth nascent themes. Ten (10) critical success factor categories were synthesized to create a framework in Table 3.3 which further displays an in-depth discussion of the themes. A detailed meta-analysis methodology will be explained at the end of this chapter.

Table 3.3: Critical Success Factors Literature Review Analysis

Journal Article	Strategic Focus and alignment	Customer focus	Change management	Implementation strategy	Metrics	Process Design	Implementation Approach	Buy-in & Adoption	Project Management	Due Diligence
Avoiding CRM paths of destruction (2002)	x	x		x			x	x		x
Backman, S. (2009): Avoiding Technology Project failure	x		x						x	x
Beasty, C. (2005): 11 ways to ensure CRM success	x	x	x	x				x		x
Boardman, R. (n.d.). CRM success or failure	x			x	x		x	x		x
Burns, M. (2008). CRM survey								x		x
CRM implememntation-the right way! (2009)	x	x	x	x	x	x	x		x	x
CRM implememntation-What you should know (2009)	x		x	x	x	x				x
Eberhardt, C. (2001). A CRM starter pack	x	x	x	x	x	x	x	x		x
Ganeshram, R. & Myron, D. (2002). The truth about CRM success & Failure	x			x	x		x		x	x
Kane, R. (2009). Straight talk Advise from the trenches of SaaS CRM	x			x		x	x		x	x
Lashar, J.D. (2008). Even Saas requires the right approach			x				x	x		x
Lay down CRM goals to ensure success! (2009)	x	x			x					x
Lee, D. (2008). Four steps to success with CRM		x				x				x
Loftis, L. et al (2004). CRM success requires more than money and a mandate	x	x	x	x			x			x
Murtha, K &Foley, J. (2001). Ten steps to CRM success	x		x		x		x		x	x
Reel, J.S. (1999). Critical success factors in software projects		x						x	x	x
Sethupathy, A (2007). Predictive indicators of CRM success							x	x	x	x
Top reasons for CRM success. (2009).		x	x		x	x	x		x	x
Top reasons for failure. (2009).	x	x	x	x	x	x	x			x
Turner, K. (2007). A CRM value system: Five metrics of success	x	x	x		x	x				x

Source: (Chiguvi, 2017)

3.12 CSFs IN CRM STRATEGY IN THE LOCAL GOVERNMENT AUTHORITIES

Due Diligence

All the twenty articles revealed that due diligence is a vital factor needed to be done to ensure victory of CRM Strategy. Table 3.3 shows that due diligence is the most common theme. This infers that the more strenuous the planning process proceeding to the project beginning is, the greater the possibility of victory. This means that rigorous planning must be done in advance

prior to implementing the CRM Strategy successfully in local government authorities in Zimbabwe. Turner (2007) also confirms that due diligence is positively linked to the success of the CRM. This means that the local government authorities who want to recognize the success of the CRM Strategy should exercise due diligence prior to implementing the CRM Strategy. Boardman (2005) mentioned that enterprise CRM software is costly and therefore, due diligence is crucial prior to implementing the CRM Strategy. This study will test this factor to confirm the assertation from the literature review.

Strategy Focus and Alignment

Strategy focus and alignment is needed to ensure successful CRM Strategy in the local government authorities. This suggests that council strategies must be aligned in the CRM Strategy and there is need of a linkage in order to detect and share finest CRM norms and standards among council personnel and other stakeholders. Turner (2007) also argued that if the strategy is not aligned, it result to disparity which will lessen the local government authority's ability to accomplish its ends. Beasty (2005) also confirmed that strategy focus is equally important in CRM Strategy. This study will test this factor to confirm the assertation from the literature review.

Customer Focus

Table 3.3 above clearly indicates that customer focus is factor that needs to be considered in order to warrant the achievement of the CRM Strategy. This implies that local government authorities need to be well-versed about the facilities, products and other amenities in councils. Customer complaints must be gathered and analyzed so as to increase the realization of the CRM Strategy. Lee (2008) mentions that businesses must pay attention to the customer and priotize customer goals at the expense of their own interests. This assertion was also sustained by Reel (2009) who posits that some portions of the CRM Strategy planning stages should embrace either asking or involve the clients. This demonstrates that the local government authorities who want to achieve the success of the CRM Strategy should be customer centric in order to yield customer value and satisfaction. They need to understand the customer requirements and build CRM systems and strategies that create total customer value in order to achieve CRM Strategy success.

This means that failure to do that will result to CRM Strategy failure in local government authorities. This study will test this factor to confirm the assertation from the literature review.

Change Management

Table 3.3 also indicates that change management is a major critical success factor in CRM and this means that change management support CRM Strategy success effectively. This was also corroborated by Mohebbi, Shah Hoseini, and Esfidani, (2012) and also confirmed by (Jutla *et al.,* 2005; Eid 2007; Hsin, 2007; Mendoza *et al.,* 2007; Almotairi, 2009) who all ratify that change management is linked to the victory of the CRM Strategy. This means that the local government authorities must take into account and consider change before putting in place CRM Strategy. Local government authorities need to provide innovative apparatuses and train the workers appropriately in order to deliver excellent services to the citizens. This study will test this factor to confirm the assertation from the literature review.

Implementation Approach

Literature supports that implementation approach support CRM Strategy success effectively. This was echoed by Boardman's (2005) who mentions that the final success of the CRM Strategy is steered by change management strategies and must be implemented in phases. This allows local authorities to measure performance in phases. This factor was also backed by Lashar, (2008) and Peppers and Rogers, (2002) who have the view that the CRM Strategy needs to be implemented in phases. It is also important to ensure that adequate resources are put in place during the execution of the CRM Strategy. This study will test this factor to confirm the assertation from the literature review.

Metrics

Metrics is another factor that needs to be considered when implementing CRM Strategy. It is the major factor towards the victory of the CRM Strategy. This implies that key performance indicators (KPI's) are important for the achievement of the CRM Strategy in the local government authorities among other measurement items tested. This factor was supported by Ganeshram and Myron (2002) who mentions that CRM Strategy fails when the firms lack knowledge on what they want to achieve. In addition, Cury and Kkolou (2004) sums it by

mentioning that assessing the performance of the CRM Strategy is important in order to understand the best ways of improving it. This means that the local government authorities who want to enjoy the value of the CRM Strategy must ensure that the right metrics are available so as to promote excellent service quality delivery to the citizens. This study will test this factor to confirm the assertation from the literature review.

Implementation Strategy

Literature review in Table 3.3 also shows that that implementation strategy is a success factor that needs to be considered in CRM Strategy. Eberhardt (2001) who mentions that lack of implementation strategy is the major cause of CRM Strategy failure. He went on further mentioning that most organizations often have one CRM champion thereby resulting in the CRM Strategy failure. Furthermore, Eberhardt (2001) underscores that if CRM approval is not agreed by all the facets of the organization, the CRM Strategy will not be accomplished. Boardman (2005) concludes that an organization without the right implementation strategies will fail to meet its goals. This critical success factor was also confirmed by (Turner, 2007) who reiterates that the implementation strategy is significant and positively linked to the success of the CRM Strategy. This means that local government authorities must integrate CRM systems across all the departments and also the stakeholders must be consulted and involved to ensure CRM Strategy success. This study will test this factor to confirm the assertation from the literature review.

Buy-in and Adoption

Buy-in and adoption is needed to ensure a successful CRM Strategy in the local government authorities. This factor was buttressed by Boardman (2005) who notes that CRM Strategy implementation success is possible when management is energetically and dynamically involved in the CRM project. This researcher feels that buy-in and adoption from all stakeholder groups before and during the implementation of the CRM Strategy is vital to ensure its success in the local government authorities. It is therefore, important for local government authorities in Zimbabwe to mobilize all stakeholders to rally behind CRM Strategy initiatives and projects. Beasty (2005) indicates that CRM is contagious because its success in one department positively

excites other departments. This study will test this factor to confirm the assertation from the literature review.

Project Management

Sethupathy (2007) mentions that CRM projects are only effective and successful when the management identifies a good project leader or promoter to run and spearheading CRM Strategy. Sethupathy (2007) confirms that project management is positively linked to CRM Strategy success. It is therefore crucial that local government authorities should appoint CRM champion leaders and advocates to ensure CRM Strategy. Good project management techniques enable local government authorities to conduct feasibility study, estimate CRM resources and schedules, anticipate CRM risks as well as executing the CRM Strategy effectively. This study will test this factor to confirm the assertation from the literature review.

Process Design

Process design is a success factor for CRM Strategy in the local government authorities. Eberhardt (2001); Lee (2008) and Turner (2007) all concurred that process design is linked to CRM Strategy. This means that the local government authorities must put in place the right process designs, in terms of CRM systems and equipment to ensure the success of the CRM Strategy. This study will test this factor to confirm the assertation from the literature review.

To sum up the researcher will develop a conceptual model. In addition, the researcher wants to find out which of the ten identified factors much influence towards the success or failure of CRM Strategy in the local government authorities in Zimbabwe. The rest of this chapter will concentrate on the steps used to develop framework of the research.

3.13 INITIAL PROPOSED FRAMEWORK MODEL OF CRM STRATEGY IN THE LOCAL GOVERNMENT AUTHORITIES

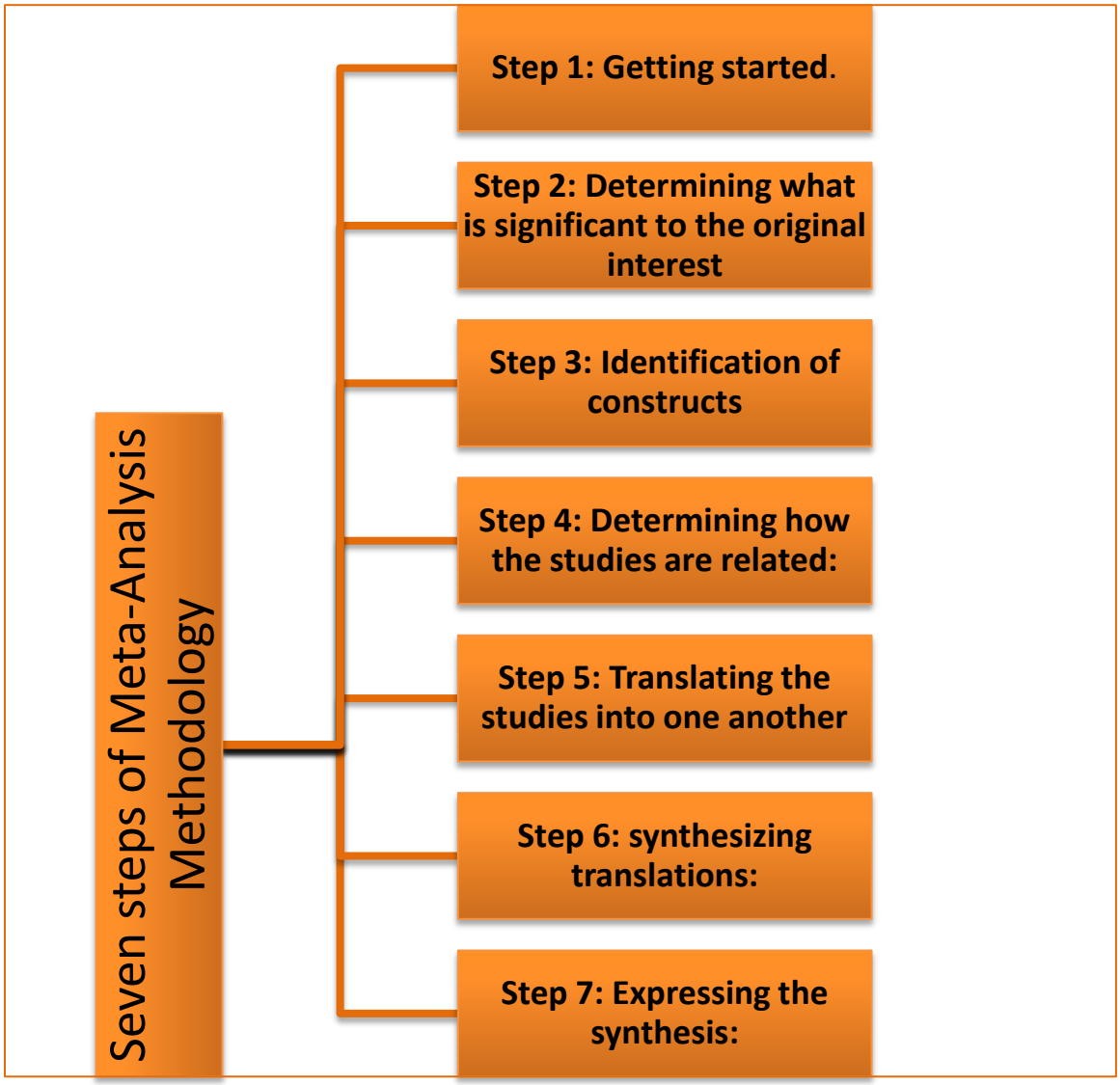
The primary aim of this research was to investigate critical success factors that lead to the success of the CRM Strategy the local government authorities. Therefore, studies dealing with critical success factors were reviewed. Critical Success Factors are those aspects of the CRM crucial for the victory of a CRM Strategy. The ten (10) factors, were derived from twenty (20)

researches for CSFs in CRM include Due diligence, Strategic focus and alignment, Customer focus, Change management, Implementation approach, Metrics, Implementation Strategy, Buy-in and adoption, Project management and Process design. These ten (10) Critical Success Factors are broadly acknowledged. Below is the description of the meta-analysis methodology used in this study.

3.14 META-ANALYSIS METHODOLOGY

The scholarly work was based primarily on meta-analysis methodology and the causal research design was followed. Meta-analysis proves to be a useful method to condense data obtained from twenty scholarly papers. Meta-analysis involves the rendition of studies into one another. Noblit and Hare (1998) explain that the interpretation of studies considers the resemblance of the information. Noblit and Hare (1988) underscore that there are seven steps of meta-Ethnography methodology. This researcher followed the same seven steps to identify the critical success factors in CRM strategy for the local government authorities as illustrated in figure 3.1:

FIGURE 3.1: THE SEVEN (7) STEPS OF META-ANALYSIS METHODOLOGY.



3.15 APPLICATION OF THE META-ANALYSIS RESEARCH METHODOLOGY IN THE STUDY

This section explains how the researcher has used and adopted the meta-analysis methodology in this study, following the 7 steps illustrated in Figure 3.1 above.

Step 1: Starting the process:

The determination of this research was to identify factors critical to the victory factors of CRM Strategy in the local government authorities in Zimbabwe. In this study the critical success factors were synthesized from several related studies. Journal articles were retrieved from credible scientific databases and synthesized.

Step 2: Determining what is significant to the original interest:

In determining what is significant to the original interest, scholarly information from journal articles were retrieved from the Nexus database system, Emerald database, Google scholar and also from the institutional repository of Durban University of Technology. Some studies that are significantly connected to the CSFs in CRM Strategy were also searched from the internet. When performing the search, the researcher used the following keywords or phrases: "critical success factors", "customer relationship management", "CRM Strategy", "CRM success/failure factors" and "the local government authorities". Google scholar provided the researcher with updates of relevant journals from 2014 to date of the study.

From the searching process, one hundred and forty seven (147) studies were obtained by the researcher. From the total, one hundred and thirty two (132) of the articles were journal papers and fifteen (15) were conference papers respectively. In addition, the results were filtered. Consequently, 20 journal articles were obtained for their relevance to this study. Figure 3.2 illustrates the searching and filtering of the results.

THE SEARCHING AND FILTERING RESULTS

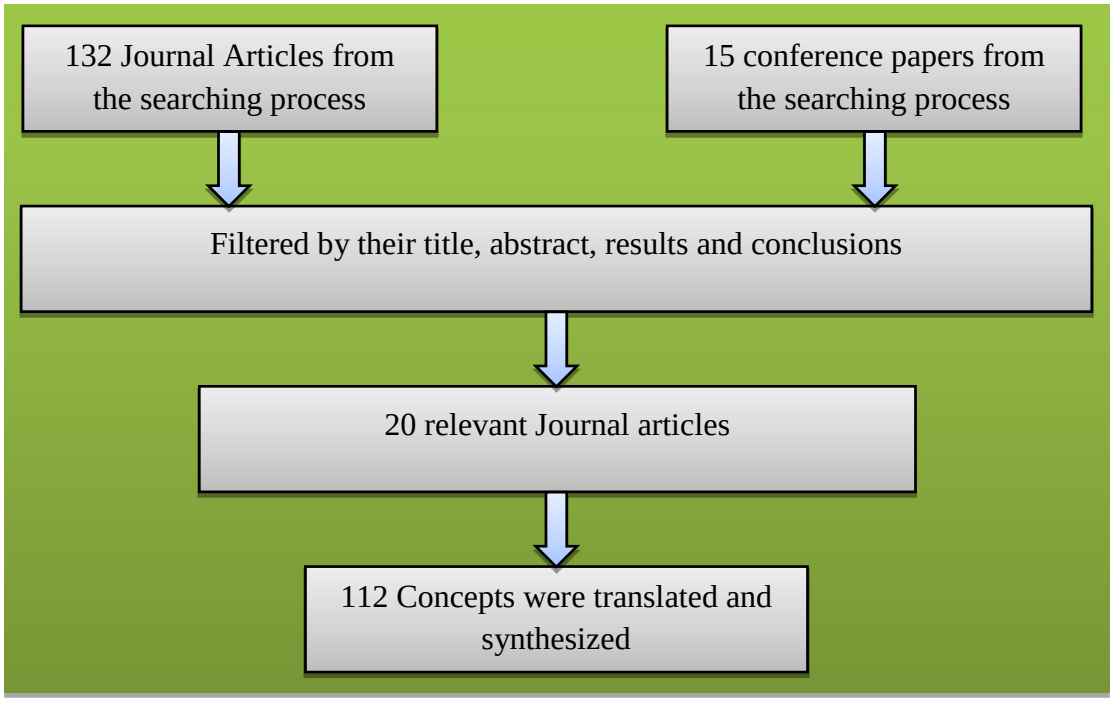


Figure 3.2 Searching and Filtering Results

Source: (Chiguvi, 2017).

Step 3: Reading the studies:

At this stage the researcher focuses exclusively on two key concepts, which are "critical success factors", and “CRM Strategy success”. About 20 studies were read the researcher highlighting on the two key concepts that were noted. Consequently, 112 concepts from those twenty (20) studies were obtained. In addition, the researcher highlighted factors necessary for the success of the CRM.

Step 4: Defining how the studies are interconnected:

The researcher created a table that encompasses the key constructs from the 20 studies. 112 constructs were identified from the twenty relevant journals selected. The researcher therefore concludes that many of the concepts are relatively similar. The concepts are depicted in Table 3.4.

SUMMARY OF THE CONCEPTS ACROSS TWENTY (20) STUDIES:

Table 3.4: Summary of the Concepts across Twenty (20) Studies

No	Author(s)	Number of concepts	Concepts
1	Avoiding CRM paths of destruction (2002)	6	1.1: Due diligence 1.2: Strategic focus and alignment 1.3: Customer focus, 1.4: Implementation approach 1.5: Implementation Strategy 1.6: Buy-in and adoption.
2	Backman, S. (2009)	4	2.1: Due diligence 2.2: Strategic focus and alignment 2.3: Change management 2.4: Project management
3	Beasty, C. (2005)	6	3.1: Due diligence 3.2: Strategic focus and alignment 3.3: Customer focus, 3.4: Change management 3.5: Implementation Strategy 3.6: Buy-in and adoption
4	Boardman, R. (2005)	6	4.1: Due diligence 4.2: Strategic focus and alignment 4.3: Implementation approach 4.4: Metrics 4.5: Implementation Strategy 4.6: Buy-in and adoption,
5	Burns, M. (2008)	2	5.1: Due diligence 5.2: Buy-in and adoption
6	CRM implementation - the right way! (2009)	9	6.1: Due diligence 6.2: Strategic focus and alignment 6.3: Customer focus 6.4: Change management 6.5: Implementation approach 6.6: Metrics 6.7: Implementation Strategy 6.8: Project management 6.9: Process design
7	CRM implementation - What you should know (2009)	6	7.1: Due diligence 7.2: Strategic focus and alignment 7.3: Change management 7.4: Metrics

			7.5: Implementation Strategy 7.6: Process design
8	Eberhardt, C. (2001)	9	8.1: Due diligence 8.2: Strategic focus and alignment 8.3: Customer focus 8.4: Change management 8.5: Implementation approach 8.6: Metrics 8.7: Implementation Strategy 8.8: Buy-in and adoption 8.9: Process design
9	Ganeshram, R And Myron, D. (2002)	6	9.1:Due diligence 9.2: Strategic focus and alignment 9.3: Implementation approach 9.4: Metrics 9.5: Implementation Strategy 9.6: Project management
10	Kane, R. (2009)	6	10.1: Due diligence 10.2: Strategic focus and alignment 10.3: Implementation approach 10.4: Implementation Strategy 10.5: Project management 10.6: Process design
11	Lashar, I.D. (2008)	4	11.1: Due diligence 11.2: Change management 11.3: Implementation approach 11.4: Buy-in and adoption
12	CRM goals (2009)	4	12.1: Due diligence 12.2: Strategic focus and alignment 12.3: Metrics 12.4: Customer focus
13	Lee, D. (2008)	3	13.1: Due diligence 13.2: Customer focus 13.3: Process design
14	Loftis *et al.,* (2004)	6	14.1: Due diligence 14.2: Strategic focus and alignment 14.3: Customer focus 14.4: Change management 14.5: Implementation approach 14.6: Implementation Strategy
15	Murtha, K. and	6	15.1: Due diligence 15.2: Strategic focus and alignment

	Foley, J. (2001)		15.3: Change management 15.4: Implementation approach 15.5: Metrics 15.6: Project management
16	Reel, J. S. (1999)	4	16.1: Due diligence 16.2: Customer focus 16.3: Buy-in and adoption 16.4: Project management
17	Sethupathy, A. (2007)	4	17.1: Due diligence 17.2: Implementation approach 17.3: Buy-in and adoption 17.4: Project management
18	Top reasons for CRM success (2009)	7	18.1: Due diligence 18.2: Customer focus 18.3: Change management 18.4: Metrics 18.5: Implementation Strategy 18.6: Project management 18.7: Process design
19	Top reasons for Failure (2009)	8	19.1: Due diligence 19.2: Strategic focus and alignment 19.3: Customer focus 19.4: Change management 19.5: Implementation approach 19.6: Metrics 19.7: Implementation Strategy 19.8: Process design
20	Turner, K. (2007)	6	20.1: Due diligence 20.2: Strategic focus and alignment 20.3: Customer focus 20.4: Change management 20.5: Metrics 20.6: Process design

Source: (Chiguvi, 2017)

Step 5 & 6: Interpreting the studies into one another and synthesizing interpretations:

In this study, the researcher performed fifth and sixth steps concurrently. The researcher also considered all the critical success factors identified by each author. Table 3.5 shows how the researcher attempts about translation and the process of synthesizing. In this study, the concepts from the twenty (20) studies used describe the same concept ideas, but the total number of the

concepts varies as shown in Table 3.5. One hundred and twelve (112) concepts from those studies and reasons or explanations were taken into account. Furthermore the researcher synthesized all of the studies to give the following 10 common concepts: Due diligence, Strategic focus and alignment, Customer focus, Change management, Implementation approach, Metrics, Implementation Strategy, Buy-in and adoption, Project management, and Process design. These concepts are the critical success factors of the CRM Strategy in the local government authorities in Zimbabwe. Table 3.5 shows the results of processes of translation and synthesis.

THE RESULTS OF TRANSLATION AND SYNTHESIS:

Table 3.5: The Results of Translation and Synthesis

Journal Articles	Due diligence	Strategic focus and alignment	Customer focus	Change management	Implementation approach	Metrics	Implementation Strategy	Project management	Process design	Buy-In & Adoption
Avoiding critical paths of destruction (2002)	1.1	1.2	1.3		1.4		1.5			1.6
Backman, S. (2009)	2.1	2.2		2.4				2.4		
Beasty, C. (2005)	3.1	3.2	3.3	3.4			3.5			3.6
Boardman, R. (n.d.)	4.1	4.2			4.3	4.4	4.5			4.6
Burns, M. (2008)	5.1									5.2
CRM implementation - the right way, (Mishra, 2009)	6.1	6.2	6.3	6.4	6.5	6.6	6.7	6.8	6.9	
CRM implementation - what you should know, (Mishra, 2009)	7.1	7.2		7.3		7.4	7.5		7.6	
Eberhardt, (2001)	8.1	8.2	8.3	8.4	8.5	8.6	8.7		8.9	8.8

Ganeshram and Myron, (2002)	9.1	9.2			9.3	9.4	9.5	9.6		
(Kane, 2009)	10.1	10.2			10.3		10.4	10.5	10.6	
Lashar, (2008)	11.1			11.2	11.3					11.4
CRM goals, (2009)	12.1	12.2	12.4			12.3				
(Lee, 2008)	13.1		13.2						13.3	
Loftis, L. *et al.,* (2004)	14.1	14.2	14.3	14.4	14.5		14.6			
Murtha & Foley, (2001)	15.1	15.2		15.3	15.4	15.5		15.6		
Reel, J. S. (1999)	16.1		16.2					16.4		16.3
Sethupathy, A. (2007)	17.1				17.2			17.4		17.3
Top reasons for CRM success, (2009)	18.1		18.2	18.3		18.4	18.5	18.6	18.7	
Top reasons for failure, (2009)	19.1	19.2	19.3	19.4	19.5	19.6	19.7		19.8	
Turner, K. (2007)	20.1	20.2	20.3	20.4		20.5			20.6	
Totals: 112 Concepts =	**20**	**14**	**11**	**11**	**11**	**10**	**11**	**8**	**8**	**8**

Source: (Chiguvi, 2017)

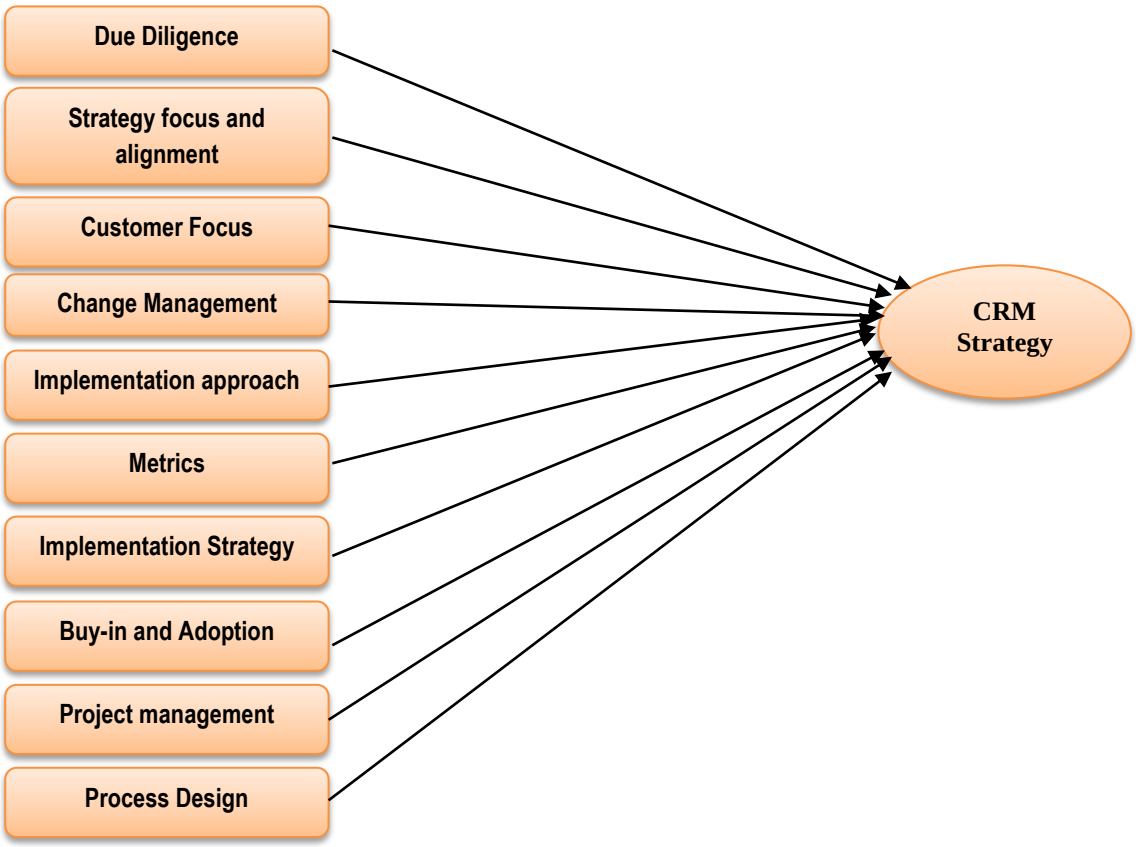
Step 7: Expressing the synthesis:

In Table 3.5, each study is represented by a number and each critical success factor by a code. List of were explained in detail in Chapter three lists the codes of critical success factors and their meanings. Table 3.5 shows that all the twenty (20) studies mentioned due diligence as the key critical success factors of the CRM Strategy. As indicated in Chapter 5 all the ten (10) critical success factors of the CRM in the local government authorities in Zimbabwe are evaluated in the local government authorities.

To sum up the researcher can conclude that the meta-analysis methodology is demanding because it requires careful thought, planning, and implementation. However, it is relevant in this

study because it integrates research findings across different studies, hence improving the validity and reliability of the study.

FIGURE 3.3: FIRST PROPOSED MODEL OF THE RESEARCH STUDY



Source: (Chiguvi, 2017)

3.16 CUSTOMIZATION OF THE MODEL FOR THE LOCAL GOVERNMENT AUTHORITIES IN ZIMBABWE

This study identified factors critical for the success of the CRM strategies in the local government authorities and analyzed their effect on the strategies. To this end, 147 scholarly papers were reviewed and only 20 articles were found to be relevant to the study. Also, the researcher tested the proposed model in the real world and the hypotheses in the local authorities, the local government authorities in Zimbabwe. Twenty one urban councils in Zimbabwe were chosen to represent the sample frame of this study.

Fourteen (14) sets of hypotheses were developed in this study:

H1: Due diligence is positively related to CRM Strategy in the local government authorities.

H2: Strategy focus and alignment is positively related to CRM Strategy in the local government authorities.

H3: Customer focus is positively related to CRM Strategy in the local government authorities.

H4: Implementation approach is positively related to CRM Strategy in the local government authorities.

H5: Change management is positively related to CRM Strategy in the local government authorities.

H6: Metrics is positively related to CRM Strategy in the local government authorities.

H7: Implementation strategies are positively related to CRM Strategy in the local government authorities.

H8: Buy-in and Adoption is positively related to CRM Strategy in the local government authorities.

H9: Project Management is positively related to CRM Strategy in the local government authorities.

H10: Process Design is positively related to CRM Strategy in the local government authorities.

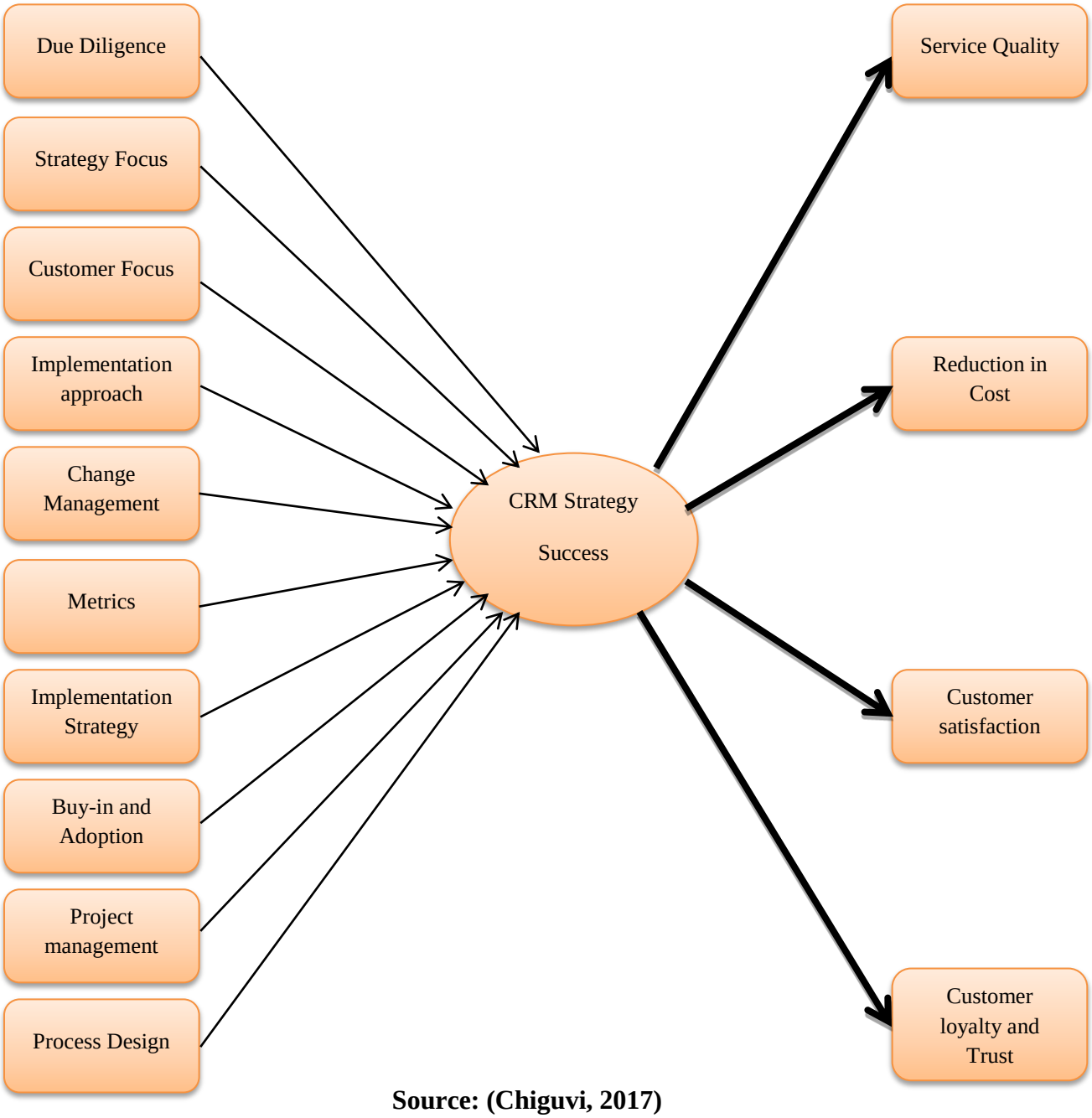
H11: The success of the CRM Strategy increase service quality in local government authorities.

H12: The success of the CRM Strategy reduces cost in local government authorities.

H13: The success of the CRM Strategy increase customer satisfaction in local government authorities.

H14: The success of the CRM Strategy increases customer loyalty and trust in local government authorities.

FIGURE 3.4: THE FINAL PROPOSED MODEL OF THE STUDY



Source: (Chiguvi, 2017)

From a focused and meta-analytical review of seminal literature on critical success factors in customer relationship management stretching from 1999 – 2015, the researcher distilled a conceptual framework, in chapter three and four, upon which this study is based. Fourteen hypotheses were tested in chapter five using 0.05 level of significance test and Pearson

correlation analysis. Figure 3.4 above shows that the ten critical success factors are the independent variables and the success of the CRM Strategy is the dependent variable. The researcher assumed that all the ten critical success factors determines the victory of the CRM Strategy. The local government authorities who want to achieve The success of the CRM Strategy should invest hugely in due diligence, Strategy focus and alignment, customer focus, change management, metrics, implementation approach, implementation Strategy, project management, buy-in and adoption and process design. All the ten factors are tested and validated in Chapter 5 to determine the degree of influence and impact of each in CRM Strategy success.

3.17 SUMMARY OF THE OVERVIEW OF THE LOCAL GOVERNMENT AUTHORITIES IN ZIMBABWE AND CRM STRATEGY

Chapter 2 has provided an overview of local government authorities in Zimbabwe and identified the challenges faced by local government authorities in Zimbabwe. Chief among them was poor service delivery, dwindling revenue as many rate payers are not paying for their services, lack of relationships with key stakeholders, as well as lack of funding from the government. This study assumes that the current challenges faced by local government authorities can be alleviated if the local government authorities understand the factors that warrant the victory of CRM Strategy in the local government authorities in Zimbabwe. Chapter 3 discussed theoretical underpinning of CRM and its possible applicability within Zimbabwe local government authorities. The chapter clearly elucidates that CRM is not an event but rather a process needed to acquire, develop and preserve customers. The chapter highlighted that customer relationship management is fundamental for municipalities as much as it is for private companies. This implies that CRM has got a role to play to improve customer satisfaction, service and increase customer trust and loyalty. However, critical questions that remain are what are the factors needed for the victory of the CRM Strategy in the local government authorities in Zimbabwe. To answer the above questions, chapter 3 provided the preliminary research of the study using a meta-analysis methodology in order to elucidate the CSFs needed in CRM Strategy success in the local government authorities. The identified factors was tested and empirically proven in chapter 5. Chapter 6 will provide the results and broad recommendations of the study as well as the final framework model of the study respectively.

3.18 SUMMARY

This chapter provides literature review relevant to the study. The chapter clearly reveals that CRM is not an event but rather an ongoing process used to acquire, nurture and preserve customers. Ten CSFs were identified and were deemed to be crucial for the victory of CRM Strategy. However, critical questions that remain are what are the factors needed for the victory of the CRM Strategy in the local government authorities in Zimbabwe. Chapter five will provide the solutions to the critical questions after testing each identified factor using inferential statistics. The next chapter 4 will provide the methodology that was employed in this study.

CHAPTER 4

RESEARCH METHODOLOGY

4.0 INTRODUCTION

The preceding section presented the literature surrounding critical success factors and CRM. Veal and Darcy (2014) highlights the need to solve concerned problems by collecting data from the objects under enquiry when conducting research. This chapter discussed the methodology applied in this research that enabled the researcher to collect and analyze data. The research paradigm, research design, research approach, population and sampling method that are used in this thesis are described. The methodology of a research involves a stratagem for achievement of identified goals and gives a road-map prescribing the effective use of the necessary tools (Ajdari *et al.,* 2012). Therefore, in this chapter the research methodology and research framework approach are discussed. Furthermore, all the necessary steps are explained in the procedure, providing an overview of pick up and computing data, grounded on the assured validity and reliability standards to fulfil prescribed criterions, and warranty the study shall attain the preset intentions.

4.1 RESEARCH PARADIGMS

Kuhn (1962) defines a paradigm as the whole collection of principles, values and common techniques by a controlled communal. Guba and Lincoln (1994) expanded this definition and by adding that the paradigm has to guide the scholar, apart from in the selections of technique used but also on ontology and epistemologically essential methods. In brief, a paradigm is a philosophical stance comprising of ontological, epistemological and methodological assumptions which guides a research perspective and the crucial role the researcher plays in any scientific inquiry. Guba and Lincoln (1994) claim that paradigm issues are critical and no researcher should conduct an inquiry lacking a vivid understanding of what model enlightens and directs his or her approach. Numerous paradigms to guide research were noted, and according to Guba and Lincoln (1994), these include positivism, constructivism, critical theory, and realism. For this study, the researcher adopted the realism research paradigm supported with a quantitative research as justified in this section.

4.1.1 Justification of the Realism Research Paradigm

This study followed a realism research paradigm. This is because realists believe that reality is real and assume that a real world can exist outside the human mind (Guba and Lincoln, 1994). Direct reality is said to mean, what individuals feel, see, hear, and so on but in contrast, in serious practicality, individuals debate about their peculiar experiences for certain situation (Sekaran and Bougie, 2003). The present study used respondents from 21 local government authorities in Zimbabwe who are working in Marketing and PR departments together with the heads of council departments to take part in the study so as to identify the most success or failure factors in CRM Strategy success. Moreover, another purpose of the study was to formulate a CRM Strategy context model for the local government authorities in Zimbabwe. Therefore, the researcher had to adopt a realism paradigm in pursuit of this objective. The motive of the study was to develop a CRM Strategy model for the local government authorities in Zimbabwe which cannot be explained by following extremist paradigms like positivism and critical theory; neither can it be explained by a purely interpretive paradigm like constructivism. Therefore, the realism paradigm was chosen as the appropriate philosophical stance to follow in this study.

4.2 RESEARCH DESIGN

Research design is thought of as a plan and structure of the study that obtains answers of the research questions (Cooper, Hedges and Valentine, 2009). The aim of enquiry ought to highlight anything that needs to be achieved by carrying out such an exploration, and show how its outcomes can be used (Thomas and Harden, 2008). A majority of examination's aims are attained simply through applying any of the three kinds of research plans, that is, exploratory, causal or descriptive research designs (McDaniel and Gates, 2014). This exploration adopted causal and descriptive research design respectively. This was complimented by a quantitative research design so as to establish the fundamental association between CSFs and CRM Strategy success in local government authorities in Zimbabwe. Quantitative research was employed to address the 14 hypothesis of the study.

4.2.1 Justification of the Causal Research

The principal aim of this investigation was to comprehend the affiliation between the critical success factors and the CRM Strategy. Casual research design seeks to determine how the

independent variable influences the dependent variable after an event has occurred (Welman, *et al.,* 2005). Causal research was used to determine the impact of each critical success factor on customer relationship management strategy. The ultimate aim was to see whether the identified critical success factors have impact on CRM Strategy in the local government authorities in Zimbabwe. Causal research best suited this study as the researcher intends to investigate what are the success factors of the CRM Strategy appropriate for the local government authorities as well as what are the factors that mostly influence the success or failure of CRM Strategy in the local government authorities in Zimbabwe. Regression and correlation statistics was applied to test the relationship between the two variables critical success factors and CRM Strategy respectively.

4.2.2 Justification of the Descriptive Research

Descriptive study is considered in obtaining as well as earning evidence concerned with the status of the phenomena to be described. Descriptive study tries to explain relationships among variables (Cooper, *et al.,* 2009). Before choosing a descriptive study plan, the scholar should select amongst various methods such as, the case study, a survey, secondary data model or an experiment research (Hair, *et al.,* (1998). This study used a case study of 21 selected local government authorities in Zimbabwe. This fits well with the purpose of this study in that this study seeks to identify the critical success factors in CRM Strategy in the local government authorities in Zimbabwe. Descriptive research was found to be the most appropriate in this study because the researcher wanted to investigate the relationship between the identified critical success factors and customer relationship management Strategy in the local government authorities in Zimbabwe. Therefore, this study is both explanatory and descriptive. The researcher also used document meta-analysis to enhance both the descriptive and explanatory aspects of the study.

4.3 RESEARCH APPROACH

When choosing the nature of research plan best applicable to apply for gathering the primary data, a close analysis of research objectives and information requirements is vital. Welman *et al.,* (2005) alludes to two approaches that researchers may consider which are either quantitative or

qualitative. This study is purely quantitative and therefore it used quantitative data to address the study objectives of the research.

4.3.1 Quantitative Research

The quantitative approach, mostly deals in manipulating and analyzing the relationships between selected variables (Cooper, *et al.,* 2009). It deals with descriptive statistics which may be percentages, proportions or means (Ary, *et al.,* 2010). The quantitative aspect in this study arose from the use of the structured questionnaire in the form of the 5 point Likert scale.

4.3.2 Justification of the Quantitative Research

Quantitative research approach fits well with the causal and descriptive research designs adopted in this examination. This research followed a deductive quantitative methodology because it sought to test the relationship between critical success factors and CRM Strategy success in LGAZ. The approach enabled the researcher to create precise forecasts and verify or validate the relationships between the identified critical success factors with CRM Strategy success in the LGAZ. This approach helped the researcher to translate the collected numerical data into meaningful information. In this study, fourteen (14) hypothesis were developed and tested therefore the study was purely quantitative. The merit of quantitative research approach is its objectivity and it is ideal when study population is large and where study findings can be generalized. In this study findings are from 210 respondents who are purposively selected from 21 LGAZ and the findings can be generalized to all other LGAZ because their governance and operations are almost the same.

4.4 THE POPULATION OF THE STUDY

Ary, *et al.,* (2010:148) define population as the larger group of all members of any well-defined class of people or objects about which the generalization is made. For this study, the target population was obtained from the Association of The local Government Authorities in Zimbabwe (ALGAZ). The ALGAZ is responsible for all the operational activities taking place within the LGAZ in the country. It should as well maintain an up-to-dated address register of the LGAZ. The UCOZ (2015) database record shows that there are 91 local government authorities in Zimbabwe, with an estimated population of 80 000 employees. Best and Khan (2003) refers to

a target population as any group of individuals that shares one or more characteristics that are of interest to the researcher. The population is too large and therefore the researcher preferred to use a sample population of 460 employees purposively selected from 21 local government authorities in Zimbabwe. Best and Khan (2003) suggests that a sample size of more than 10 000 is too large for data to be meaningfully obtained and analysed hence the researcher has to choose what they find reasonable. The researcher used a sample targeted population of 460 employees.

4.4.1 Justification of the Sample Population

The sample population for this study was 460 representing employees in marketing, PR and corporate affairs and managers from the 21 selected local government authorities in Zimbabwe. The researcher focused on twenty one (21) of the 31Urban Councils which have enough customer relationship management staff and CRM systems to guarantee the validity of the study. Data collection was conducted based on a survey from the selected local authorities that have customer relationship management team in their offices. The local authorities that do not have customer relationship management staff or offices were excluded from the study. From each the local government authority the management members; Town Clerk, Marketing and PR officers and heads of department managers were used in the study.

4.5 SAMPLING METHOD

Kumar *et al.,* (2011) expounds on a sample being an idealistic sub-group of the population that represents the entire population. Welman *et al.,* (2005) argues that researchers usually fail to make direct observations of every individual in the population under their study thus this prompts them to collect data only from a representative sample and make inferences from those observations about the entire population. Judgmental sampling was employed in this research. A non-probability sampling provided a standard sample size as the researcher intended to identify the respondents who were more likely to provide the relevant information of the success / failure factors of CRM Strategy in local government authorities in Zimbabwe. The researcher also used some personal judgment in the selection of respondents (judgmental sampling). The researcher will use judgmental sampling to select respondents who have knowledge and expertise in line to study area of the research. This was done in the quest to improve accuracy and reliability of the study findings. The reason is because CRM Strategy is a novel area in local government

authorities in Zimbabwe and as such some employees are not aware of the subject area of the study. Therefore the respondents were purposively selected the local government authorities that have customer relationship management team in their offices. The local authorities that do not have customer relationship management staff or offices were excluded from the study.

4.5.1 Sample Size Determination

The sample size for this study was 210. Raosoft software sample size calculator was used to determine the sample size of 210 respondents of the study at 95% confidence level with 0.05 margin of error from 460 targeted respondents. The sample size was scientifically calculated using Raosoft sample size calculator. The research elements were purposively chosen since the application of purposive sampling facilitates generation of significant comprehensions necessary to increase a profounder understanding of the research phenomena. This was done by picking the most enlightened participants that met specific requirements. The sample was purposefully restricted to the respondents with the knowledge of CRM Strategy because of their expertise in the area. Ten structured pre-coded questionnaires were sent to each of these twenty one (21) urban councils and a high response rate was anticipated since the questionnaires were self-administered. Therefore, 210 structured questionnaires were distributed in this study.

4.6 DATA COLLECTION INSTRUMENT

Questionnaires are amongst the common instruments used in social research (Best and Khan, 2014). In this study, data was collected using a structured questionnaire that was designed based on the literature review and pilot study conducted before its distribution. The questionnaire was sent to the respondents in each selected LGAZ. A cover letter that explained the purpose and perceived importance of the survey was inserted in the questionnaire. The questionnaire was framed following the Likert-type 5 points-scale with an Agree/Disagree continuum. Prior studies and relevant theories were used to develop the items in the questionnaire and the resultant refined instrument, being questionnaires that were self-administered and latter to gather the data from the LGAZ. The questionnaire consists of fifty eight (58) items measurement scale to assess factors and situations critical to the success of the CRM Strategy in the local government authorities in Zimbabwe. The researcher uses questionnaire because it was a cheap way of surveying a large cross-section of population quickly which helps the researcher to save time. To

attain the required response rate, the questionnaire was self-administered. Bhattacharyya (2006) explains about the Likert scale technique that entails participants to answer numerous questions with each answer providing an agreement or disagreement or strongly disapproval, strongly approval format on a scale with many intermediate points. Before the main query, a few demographic characteristic questions that are related to target population are asked to be more knowledgeable about the respondents' views. The questionnaires to the respondent was organized into three parts; firstly the part comprised the demographic question regarding the respondents, and then secondly, the section contained forty four (44) items which evaluate ten critical success factors of CRM Strategy, and the third section has got four (4) items which evaluate the CRM success and four (4) other general questions.

4.6.1 Pretesting of the Questionnaire

A pilot study that allows early identification of challenges in the main study and dealt with them was carried out to avoid limitations. Pilot questionnaire were administered two weeks before the study. Pilot study was carried out after the instruments had been finalized. Questionnaires were tested and the subjects were encouraged to make comments and suggestions concerning the instrument particularly on clarity, relevance and appropriateness of questions which worked well and the deficiencies were corrected immediately when identified. The pilot test ascertained any significant contribution of respondents to the study and determined the ease of comprehension of the questionnaire. The pilot study enabled the examiner to assess the appropriateness and suitability of the study method. After pilot study, the research instrument was distributed to the respondents of the study. Table 4.2 shows the structure and questionnaire characteristics together with their variables.

Table 4.2: Structure of the Questionnaire of the Study

Associated factor	Items	Qns. Code	Qns. No	Type of response
Demographics	Sex			Multi
	Age			Two
	Level of Education			Multi
	Work Experience			Multi
	Type of Local Authority			Multi
Due Diligence	Rigorous planning is done in advance prior to CRM Strategy implementation		1	Likert scale 5
	Customer analysis is done before CRM Strategy implementation		2	
	CRM goals are communicated to all stakeholders before CRM Strategy implementation.		3	
	Due diligence is done before CRM software and vendor selection		4	
Strategy focus & Alignment	Council strategies are aligned in the CRM Strategy		5	Likert scale 5
	Top managers are only involved in formulating CRM Strategy		6	
	Multidisciplinary teams are created when formulating CRM Strategy		7	
	There is a network allows identification and sharing of best CRM practices amongst employees and other stakeholders		8	

	There is decent cooperation and harmonization amongst front and back office divisions of council authorities		9	
	CRM Strategy information is shared between different departments of the council		10	
Customer focus	Customers thoroughly know services, opportunities, and other facilities in council		11	Likert scale 5
	A Database of customers' information is entirely collected		12	
	A databank of customers' Grievances and proposals is congregated		13	
	Problems and service quality are solved through analysis of gathered data		14	
	We have different IT tools like blogs and Social media to deliver information and services to the clients.		15	
Change management	Our employees and managers are fully trained, in order to lessen resistance to change.		16	Likert scale 5
	Our personnel and managers are fully trained to use CRM software.		17	
	We have a strong CRM oriented culture in the council.		18	
	Incentives and recognition are provided to encourage CRM Strategy implementation and adoption.		19	
	Our CRM is totally aligned with needs and expectations of different stakeholders.		20	
	Our CRM strategies are well buttressed by exact planning and schedule and in accordance with CRM Strategy.		21	
Implementation approach	Is CRM Strategy implementation flexible		22	Likert scale 5
	CRM Strategy is broken down and implemented in phases.		23	
	Councils has got enough resources to implement CRM Strategy		24	
	Mayor and some Top Managers of the local councils upkeep CRM Strategy implementation		25	
Metrics	Key Performance Indicators (KPI's) are available to measure CRM success		26	
	CRM process are compiled and procedures are clearly defined		27	

	CRM procedures are continuously improved by performance measurement tools		28	Likert-5
	CRM expectations are set for all parties involved prior to CRM Strategy implementation		29	
Implementation Strategy	CRM systems are integrated across all departments in the council		30	
	All stakeholders are consulted and involved during CRM Strategy implementation		31	
	CRM Strategy implementation is championed by one department in councils		32	
	CRM Strategy implementation rubrics, procedure and techniques are easily available for all stakeholders		33	Likert -5
Buy-in & Adoption	Mayor and Top Managers are actively involved in adopting CRM Strategy		34	
	Employees motivational incentives and rewards encourage a customer focused behaviour		35	
	Training is provided to employees and other CRM users prior to CRM implementation		36	Likert-5
	Employee resistance to new CRM technology is common		37	
Project Management	CRM team has got well qualified staff		38	
	CRM budget is adequately resourced		39	Likert-5
	CRM team is fairly represented by all departments of the council		40	
Process Design	CRM processes are customer centric		41	
	CRM process standardization result from concrete and measurable process targets		42	
	CRM process are user friendly		43	
	CRM processes are continuously enhanced by performance measurement tools		44	Likert-5
CRM Strategy success	The success of the CRM Strategy improves service quality		45	
	The success of the CRM Strategy decrease the cost		46	Likert-7
	The success of the CRM Strategy increase customer satisfaction		47	
	The success of the CRM Strategy increase customer loyalty and trust		48	

Source: (Chiguvi, 2017)

4.7 MEASUREMENT OF THE MODEL VARIABLES

A close-ended structured questionnaire, derived from the literature review was used as the measuring instrument for this study.

ANALYSIS OF QUANTITATIVE DATA

Welman *et al.,* (2005) assert that researchers derive very little meaning before processing and analyzing quantitative data, thus the data ought to be processed and transformed into codes. SPSS version 19 and Amos 18 version being the most popular data capturing and analyzing softwares were used in this research study and the resultant data is presented in the custom described below:

DESCRIPTIVE STATISTICS

The most proficient way of summarizing large data set characteristics is by descriptive statistics (Kent, 2001). Tables will be used to present descriptive statistics also referred to as data display and synopses. Mainly bar, pie charts and tables will be used to present the quantitative data.

FREQUENCIES AND PERCENTAGES

A frequency count is discussed as the number of time significance occurs in a given dataset or the number of participants that provide a specific answer (McGivern, 2013). The frequency distribution thus shows how repeatedly each reaction occurs. Frequencies may be displayed on pictograms such as pie diagrams, bar chats and or tables. Kent (2001) posits that the percentages allow easy comparability by simplifying the data into standard numeric ranges.

4.8 RELIABILITY AND VALIDITY

4.8.1 Reliability of the Instrument

The aim of reliability, according to Cooper, *et al*., (2009), is to minimize the errors and biases in a study. For testing reliability of this study, Cronbach's coefficient Alpha measurement was used. Kent (2001) talks of Cronbach's Alpha as being a coefficient of reliability and not just a statistical test. Cronbach's Alpha has however grown into the effective measure preferred for

instituting reliability of multiple-itemized scales. Mazzocchi (2008) explains Cronbach's Alpha as summing up averages of correlation in the midst of objects. This test was employed to quantify the reliability of the items in the measurement tool. The Cronbach Alpha test results of the constructs of the study are shown in Table 4.3. This investigation embraced a cut off of 0.5 for Cronbach's Coefficient as per Nunnally (1978). The use 0.5 as the cut off follows precedence from previous studies (Blankson and Stone, 2002; Blankson and Cheng, 2005; Jaiyeoba, 2013).

Table 4.3: Cronbach Alpha Results for Each CSF

Critical Success Factor	Cronbach's Alpha	No: of constructs
Due Diligence	0.506	4
Strategic Focus and Alignment	0.749	6
Customer Focus	0.884	5
Change Management	0.858	6
Implementation Approach	0.880	4
Metrics	0.825	4
Implementation Strategy	0.545	4
Buy-in and Adoption	0.541	4
Project Management	0.950	3
Process Design	0.827	4

4.8.2 Validity of the Instrument

Validity is how well a test measures what it is intended to. Content validity refers to one assessing what is supposed to be measured, such that in this study, content validity was proved through embracing the validated instruments from each researcher in the literature. In this study, the researcher was convinced that the measurement items in the instrument are verified for dependability, ease of comprehension and sequential suitability of the instrument.

Factor analysis was used to test the model validity. In factor analysis, questions that are proposed to measure an exact element must have the common factorial load. In this examination, forty four (44) questions were intended to measure CRM Strategy success, and four (4) questions were premeditated to evaluate the victory of CRM Strategy in the local government authorities in Zimbabwe. Cronbach's Alpha and Kaiser-Meyer-Olkin (KMO) were employed to test adequacy and appropriateness test of data. The Bartlett test was also employed in this study. The purpose of the Bartlett test was to check whether the correlation matrixes of the constructs have significant information. The KMO and the Bartlett test results will be demonstrated in chapter 5.

THE CODING OF MEASUREMENT OF THE MODEL VARIABLES OF THE STUDY:

Table 4.4: Coding of the Measurement of the Model Variables

Due Diligence (DDT)	**Code names**
Rigorous planning is done in advance prior to CRM Strategy implementation	**DDT1**
Customer analysis is done before CRM Strategy implementation.	**DDT2**
CRM goals are communicated to all stakeholders before CRM Strategy implementation.	**DDT3**
Due diligence is done before CRM software and vendor selection	**DDT4**
Strategy Focus & Alignment (SFAT)	**Code names**
Council strategies are aligned in the CRM Strategy	**SFAT5**
Top managers are only involved in formulating CRM Strategy	**SFAT6**
Multidisciplinary teams are created when formulating CRM Strategy	**SFAT7**
There is a network that facilitates identification and sharing of best CRM practices between workers and other stakeholders	**SFAT8**
Good partnership and harmonization exists in all facets of council authorities	**SFAT9**
CRM Strategy information is shared between different departments of the council	**SFAT10**
Customer Focus (CFT)	**Code names**

Customers thoroughly know the services, opportunities, and other facilities in council	**CFT11**
Customers' data are entirely collected in a Databank	**CFT12**
Customers feedback is gathered in a database	**CFT13**
Problem and service quality is improved through analyzing the gathered information and data.	**CFT14**
We have different IT tools like blogs and Social media to deliver information and services to the clients.	**CFT15**
Change Management (CMT)	**Code names**
Our employees and managers are completely skilled and are willing to change.	**CMT16**
Our personnel and managers are fully trained to use CRM software.	**CMT17**
The council has a robust CRM oriented culture.	**CMT18**
Incentives and recognition are provided to encourage CRM Strategy implementation and adoption.	**CMT19**
CRM is totally associated with desires of various publics.	**CMT20**
Our CRM strategies are well buttressed by exact planning and schedule and in accordance with CRM Strategy.	**CMT21**
Implementation Approach (IAPT)	**Code names**
Is CRM Strategy implementation flexible	**IAPT22**
CRM Strategy is broken down and implemented in phases.	**IAPT23**
Councils has got enough resources to implement CRM Strategy	**IAPT24**
The mayor and some top managers of the local councils support CRM Strategy implementation	**IAPT25**
Metrics (MET)	**Code names**
Key Performance Indicators (KPI's) are available to measure CRM success	**MET26**

Our CRM processes are standard and procedures are clear.	**MET27**
Our CRM processes are continually upgraded by performance measurement tools.	**MET28**
Our CRM expectations are set for all parties involved prior to CRM Strategy implementation.	**MET29**
Implementation Strategy (IMST)	**Code names**
CRM systems are integrated across all departments in the council	**IMST30**
All stakeholders are consulted and involved during CRM Strategy implementation	**IMST31**
CRM Strategy implementation is championed by one department in councils	**IMST32**
Our CRM Strategy rules, processes and procedures are easily available for all stakeholders.	**IMST33**
Buy-in & Adoption (BIAT)	**Code names**
Mayor and Top Managers are actively involved in adopting CRM Strategy	**BIAT4**
Our personnel are enthused by incentives and rewards to inspire a customer centric behaviour.	**BIAT35**
Training is provided to employees and other CRM users prior to CRM implementation	**BIAT36**
Employee resistance to new CRM technology is common	**BIAT37**
Project Management (PMT)	**Code names**
CRM team has got well qualified staff	**PMT38**
CRM budget is adequately resourced	**PMT39**
CRM team is fairly represented by all departments of the council	**PMT40**
Process Design (PDT)	**Code names**
CRM processes are customer centric	**PDT41**

Our CRM processes are homogeneous.	**PDT42**
CRM process are user friendly	**PDT43**
Our CRM processes are continually improved by performance measurement tools.	**PDT44**
CRM Strategy success	**Code names**
The success of the CRM Strategy improves service quality	**CRM45**
The success of the CRM Strategy decrease the cost	**CRM46**
The success of the CRM Strategy increase customer satisfaction	**CRM47**
The success of the CRM Strategy increase customer loyalty and trust	**CRM48**

Source: (Chiguvi, 2017)

4.9 DATA PRESENTATION AND ANALYSIS PROCEDURE

Data analysis involves transforming raw data into more meaningful information to provide solutions to the research questions. Analysis was done as per research questions. Quantitative data analysis involves using descriptive methods to clarify, recapitulate and equate data. Analysis was carried out using SPSS program version; AMOS 18 software version and Excel to generate relevant tables and charts. SPSS was used to input both quantitative data in terms of demographic data and other factual data. This section provides the statistical methods applied during data analysis and their justification in this study.

4.9.1 Structural Equation Modeling (SEM)

This study adopted a (SEM) scrutiny procedure that embraces particular forms of a number of other investigation techniques as exceptional cases. SEM is regarded as a combination of factor and regression examination (Hox, 1995). The actual importance of SEM is that it stipulates and estimates more complicated path representations, with paramount variables between the autonomous and dependent variables, and also hidden factors. In this case, SEM was used to test the linkages between concepts of critical success factors in the victory of the CRM Strategy in the LGAZ.

4.9.2 Justification of the Structural Equation Model (SEM)

The researcher used structural equation modeling. Hair *et al.,* (1998) précised various attractive merits of using SEM. Hair *et al.,* (1998) claimed that SEM hypotheses underlying the statistical analysis are perfect and testable. This gave the researcher comprehensive control and hypothetically advancing acknowledgement of the study. Hair *et al.,* (1998) also noted that structural equation modeling delivers a uniting structure where copious linear models can be apt using malleable and great software.

4.9.3 Confirmatory Factor Analysis (CFA)

CFA allowed the analysis of the existence of a hypothesized correlation between the experiential variables and their principal hidden concepts. The purpose of CFA was to recapitulate a great quantity of variables into a less significant set of factors (McGivern, 2013). The researcher used the confirmatory factor analysis results to test the hypothesis statistically.

4.9.4 Tests of Relative Fit

Numerous pointers of goodness-of-fit and several SEM researchers propose assessing the models by witnessing numerous of these pointers (Bentler and Wu, 2002; Hair *et al.,* 1998). The most popular methods of goodness-of- fit are GFI, NFI, CFI, and RMSEA. The required standard for these four tests should be between 0 and 1 and a model with a good fit should have values of between 0 and 1. The researcher tested all the four methods as depicted in Table 5.22.

4.9.5 Chi-Square Test

This test was considered suitable for testing hypotheses of the study. The chi-square test yields a exigency figure with an array of values, which define the strength of the relationship between variables (McGivern, 2013). Chi-square test will be used in the study.

4.9.6 Bartlett Test and Kaiser-Meyer-Olkin Test

In addition to Chi-square test, two more tests were applied to test suitability or Kaiser-Meyer-Olkin (KMO). This test is used to test adequacy and appropriateness test of data and the other was Bartlett test. The purpose of the Bartlett test was to check whether the correlation matrixes of the concepts have important information.

Overall, (SPSS) was used for data analysis and to conduct a series of data reduction tests. The responses from the questionnaires were analyzed by first coding as shown in (Table 4.4) into variable numbers for inputting into SPSS software. Data was then examined mainly by descriptive statistics and correlation analysis using Pearson correlation coefficient (r).

4.10 ETHICAL CONSIDERATIONS

According to Best and Kahn (2014) ethical considerations are set standards of good within the society. The questionnaire that was administered was conducted in a way that respondent's privacy was respected. Confidentiality, anonymity, freedom of choice to participate in the questionnaire and to withdraw the unprocessed data was guaranteed in the design and conduct of the questionnaire, and in the reporting of findings. The targeted respondents were informed of their rights through the letter of invitation. The researcher obtained informed consent from the participants and the researcher highlighter the purpose of the study and the freedom of participation to all respondents before engaging them. The data collected and used in this research was safely kept until completion of the study of which it will then be destroyed. The respondents were not being required / compelled to submit their personal details to ensure anonymity and confidentiality of the respondents.

4.11 CONCLUSION

The chapter explains the intended research methodology of the study which covers the research models, the meta- analysis methodology which was explained and illustrated, research design and approach, target population, sampling techniques and sample size, data collection instrument, data processing, and analytical tools. Chapter five focuses on critical analytical information acquired, and it will present, analyze and discuss the findings of the study.

CHAPTER 5

DATA ANALYSES AND RESULTS

5.0 INTRODUCTION

The preceding chapter has deliberated and justified the research procedure that was used to in the study. The findings, analysis and discussion of the findings were also discussed in this chapter. The aim was to understand the factors vital for the accomplishment of the CRM Strategy in the local government authorities in Zimbabwe. The results are centered on the aims of the study as delineated in Chapter one. This chapter begins with a thorough examination of quantitative data extracted from the questionnaire and the elucidation of results. AMOS 18 version software and SPSS style were engaged to scrutinize the data collected from the respondents. Regression and Pearson correlation study were employed to establish the rapport and associations among the independent components and dependent component of the study. The results have been quantitatively presented in the form of charts, graphs, and tables.

5.1 QUANTITATIVE ANALYSIS

The data was collected using the questionnaire. The questionnaire comprised of two (2) parts which measured numerous constructs as demonstrated underneath:

Part A – General and Demographics Information of the Respondents

Part B – Evaluation of Critical success factors in CRM Strategy Success:

Section 1 – Critical Success Factors that Encourage/ Inhibit CRM Strategy

Section 2 – Impact of CRM Strategy Success

Section 3 – Importance of Customer Relationship Management

5.2 DEMOGRAPHICS ELEMENTS

Table 5.0 presents the demographic elements of the respondents in the study in terms of gender, age, education, work experience and the status of local authority they belong to. The study results have helped to validate the findings of the study as discussed below:

Table 5.0: Displays demographic variables statistics of all the respondents

Statistics						
		Gender	**Age**	**Education**	**Experience**	**The local Authority**
N	Usable	197	197	197	197	197
	Absent	0	0	0	0	0
Lamda		1.4569	1.5888	2.6853	1.4619	2.4670
Standard Deviation		.49940	.76163	.85859	.79207	.96107
Variance		.249	.580	.737	.627	.924
Skewness		.175	-.829	.656	.469	-.741
Kurtosis		-1.990	.036	-1.327	-.332	-1.047
Standard of Error of Kurtosis		.346	.346	.346	.346	.346
Minimum Value		1.00	1.00	2.00	1.00	1.00
Maximum Value		2.00	4.00	4.00	4.00	4.00

5.2.1 Responses of Respondents' Sex

Table 5.1 and figure 5.0 shows that 197 questionnaires were returned from 107 males (54.3%) of the total and 90 females (45.7%). This result indicates that there was gender balance in this study, hence a fair representation of all respondents in terms of gender. This implies that the study results represent the opinions of both males and females in this study.

Table 5.1: Frequency of Respondents' Sex

Sex of the Respondents					
		Rate	(%)	Valid (%)	Cumulative (%)
Usable	Male	107	54.3	54.3	54.3
	Female	90	45.7	45.7	100.0
	Total	**197**	**100.0**	**100.0**	

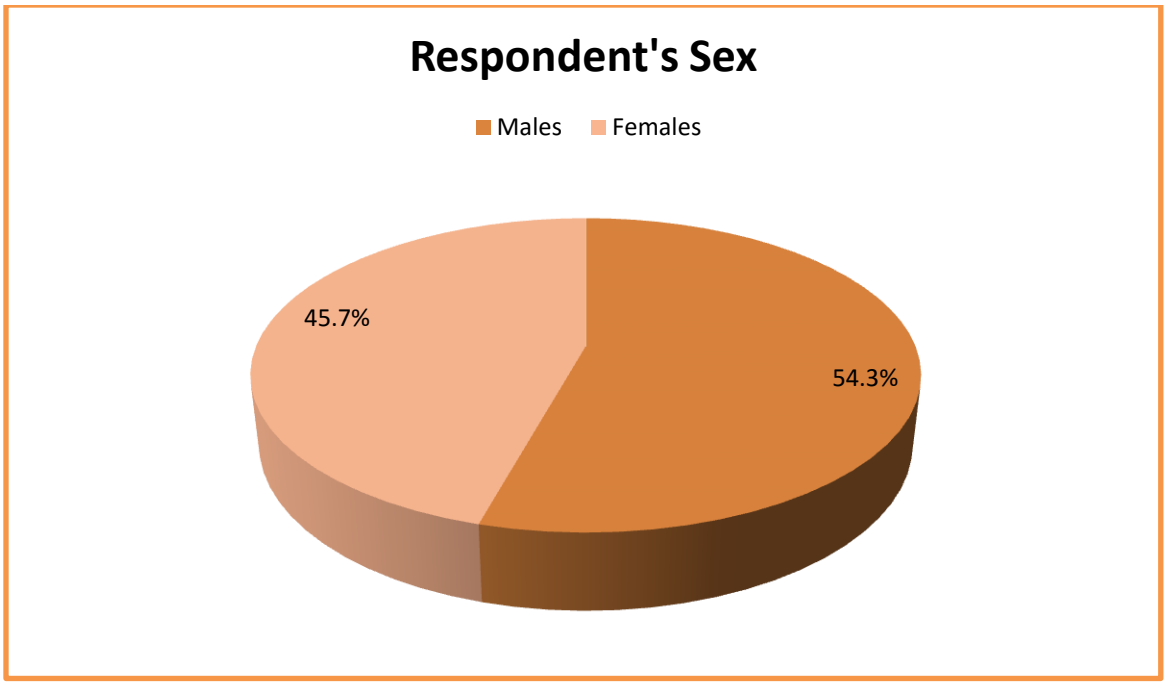


Figure 5.0: Gender analysis of the respondent's sex

5.2.2 Responses of Respondents' Age

Table 5.2 reveals that 24 respondents were between 20-30 years old (12.2%), 42 were between 31-40 years old (21.3%), The result also shown that 122 (61.9%) were between 41 -50 years old, and finally 9 (4,6%) persons were between 51-60 years old. The result indicates that overall 87.8% of the respondents are between 31-60 years of age and therefore, they are mature enough to contribute in the study's results. This help to improve internal validity of the research.

Table 5.2: Frequency of Respondents' Age

Age					
		Frequency	(%)	Valid (%)	Cumulative (%)
Valid	under 20-30	24	12.2	12.2	12.2
	31-40	42	21.3	21.3	33.5
	41-50	122	61.9	61.9	95.4
	51-60	9	4.6	4.6	100.0
	Total	**197**	**100.0**	**100.0**	

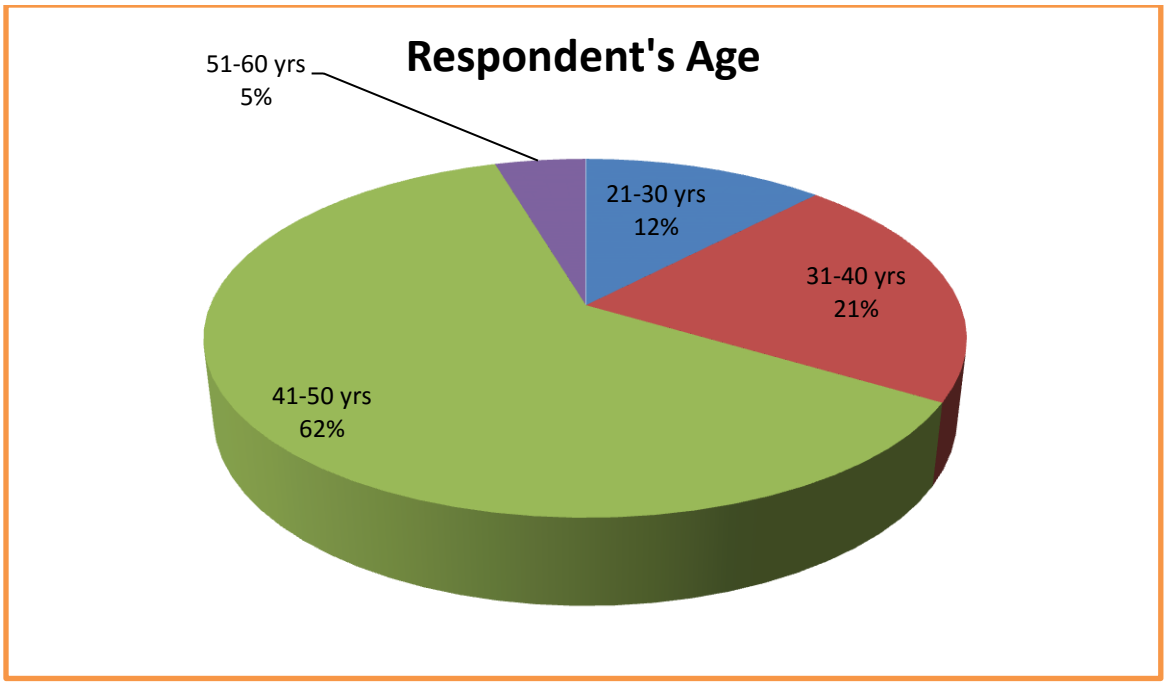


Figure 5.1: Respondent's Age

5.2.3 EDUCATIONAL BACKGROUND OF THE RESPONDENTS

The study result in figure 5.2 reveals that respondents are well educated and possess the minimum education required to participate in the study. The supposition of the researcher was that knowledge of the respondents is essential in understanding the critical success factors of the CRM Strategy. Table 5.2 illustrates the distribution of education levels of the respondents.

Table 5.3: Frequency of Respondents' Education

Education					
		Frequency	(%)	Valid (%)	Cumulative (%)
Valid	Diploma	113	57.4	57.4	57.4
	Degree	33	16.8	16.8	74.1
	Masters	51	25.9	25.9	100.0
	Total	**197**	**100.0**	**100.0**	

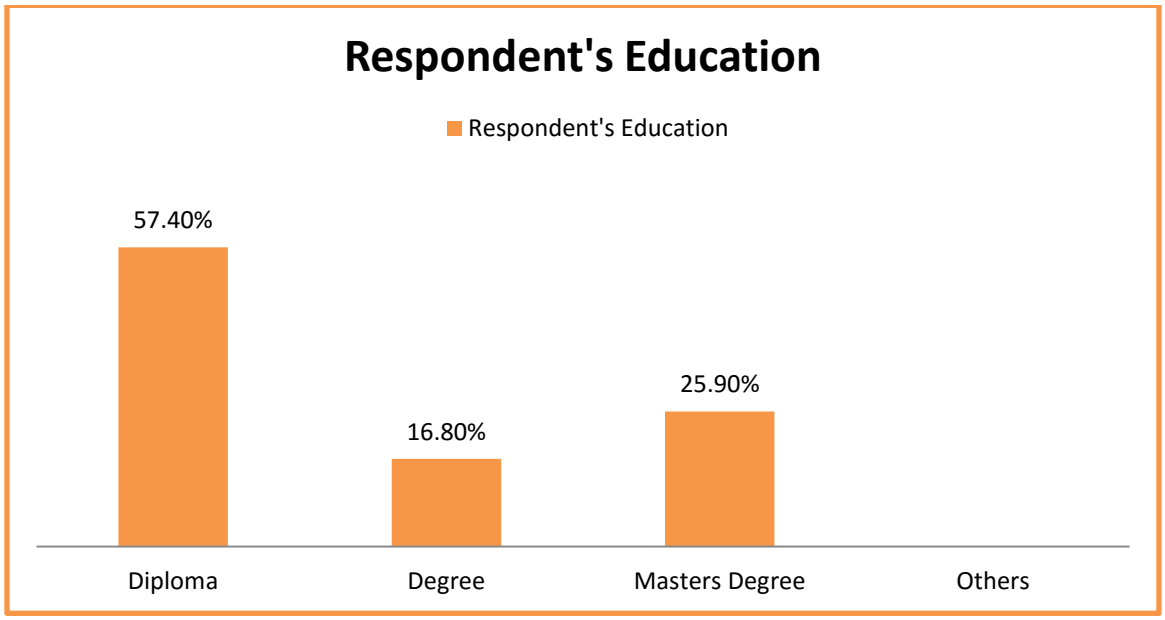


Figure 5.2: Respondent's Education

The results in table 5.3 and figure 5.2 shows that 113(57.4%) of the respondents were Diploma holders, 33(16.8%) were Degree holders, 51(25.9%) were Masters Holders and none of the respondents were Ph.D. holders. This implies that the local government authorities in Zimbabwe employ qualified employees in its management structures. This indicates that the respondents have acceptable educational level which will help them understand the purpose of the study and give reasonable answers relevant to the study. However, despite the educational qualifications of the respondents, local government authorities in Zimbabwe are still lagging behind in terms of CRM strategy. It seems the employees are clueless on what are the critical success factors for CRM strategy in local government authorities in Zimbabwe. Local government authorities should take advantage of its educated personnel to implement successful CRM Strategy.

5.2.4 Frequency of Respondents' Job Experience

The respondents were asked to indicate their work experience. Table 5.4 and figure 5.3 shows that 13 (6.6%) of the local government authorities employees had five years' work experience: 104 (52.8%) between 5-10 years; 56 (28.4%) between 11-15 years; and 24 (12.2%) between 16-20 years. Therefore, the findings show that majority of the respondents have sufficient work experience of working in the local government authorities. This implies that CRM Strategy

success is not about the experience of staff but it is about understanding the stakeholders' expectations and requirements and meeting those requirements to create customer delight. This infers that CSFs should be considered in order to ensure CRM Strategy success in the local government authorities.

Table 5.4: Frequency of Respondents' Job Experience

Experience					
		Frequency	(%)	Valid (%)	Cumulative (%)
Valid	Less than 5	13	6.6	6.6	6.6
	5-10	104	52.8	52.8	59.4
	11-15	56	28.4	28.4	87.8
	16-20	24	12.2	12.2	100.0
	Total	**197**	**100.0**	**100.0**	

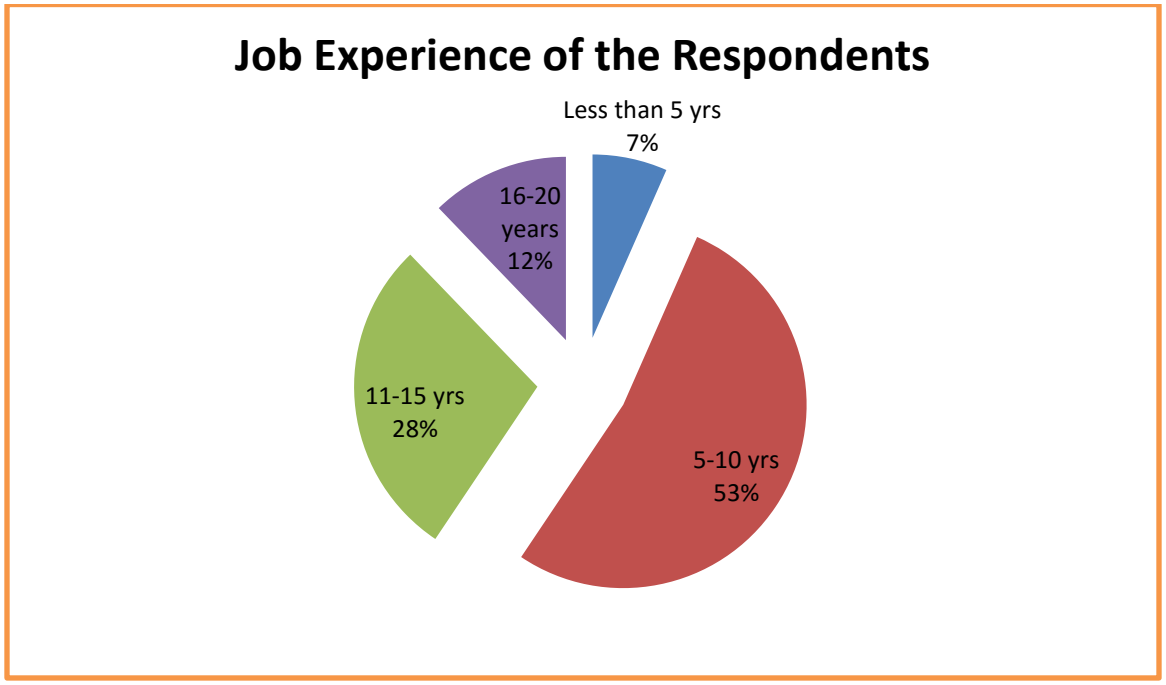


Figure 5.3: Respondent's Job Experience

5.2.5 Frequency of Respondents' Status in the Local Authority

The results in table 5.5 and Figure 5.4 show that of the 197 respondents, 57 (28.9%) belonged to then City Council, and 131(66.5%) belonged to the Town Council. Finally, 9(4.6%) worked in

the local Board. The results show that majority of the respondents were working in Town Councils. This might be because Zimbabwe has got only two city councils (Harare and Bulawayo) and the rest are town councils and the local boards. The result revealed that all the targeted respondents are a true representative of the study. This improves the credibility of the study because information is coming from the right source relevant to the study.

Table 5.5: Frequency of Respondents' status of the local authority they belong to

The local authority					
		Frequency	(%)	Valid (%)	Cumulative (%)
Valid	City council	57	28.9	28.9	28.9
	Town council	131	66.5	66.5	95.4
	The local board	9	4.6	4.6	100.0
	Total	**197**	**100.0**	**100.0**	

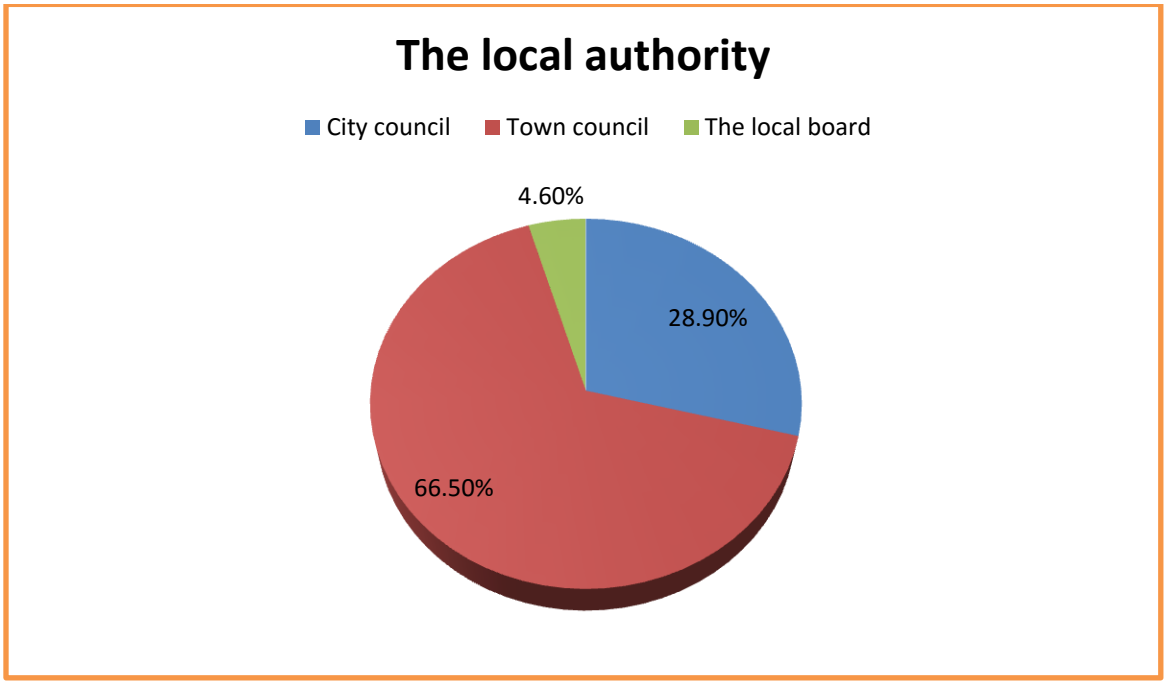


Figure 5.4: Respondents' status of the local authority they belong to

5.3 INFERENTIAL STATISTICS

Before administering the hypothetical test, one must be self-assured about the precision of the research's measurement instrument. In this study, CFA was employed to test hypothesis validity. This was done by using the Amos 18 version and the SPSS version 19 softwares. Moreover, the CFA technique was employed using Psychometric Nomenclature analysis to check for the accuracy of the questionnaire. Cronbach's Alpha and Kaiser-Meyer-Olkin (KMO) were used to scrutinize for the sufficiency, consistency, intensity and suitability of the questionnaire. The Bartlett Test was also employed to check whether the correlation matrixes of the constructs had significant information while in order to check whether the pointers of a construct belong together, KMO test was conducted. Uni-dimensionality of 0.30 was measured in order to check the factor loading of the measurement constructs whether they meet the accepted criterion. In this study all the factor loadings depicted in Table 5.6 meet benchmark of larger than 0.30 and this means that all the hypotheses of the study satisfy the uni-dimensionality requirement.

Reliability analysis was done on all the multi items scales of the measurement instrument to authenticate the reliability of the measurement tool. In this study Cronbach's alpha was calculated in terms of the normal inter-correlations among the item evaluating the perception. According to Nunnally and Bernstein (1978) the accepted cut off point is 0.5 for Cronbach's Coefficient to attest that the measurement items are reliable. This assertation was also confirmed by (Jaiyeoba, 2013). This study considers the Cronbach's alpha of 0.50 as reliable. The study confirms that all the measurement items were above 0.50 and this mean the items were reliable to measure the critical success factors in CRM Strategy in the local government authorities in Zimbabwe. The mean and standard deviation score of each measurement constructs in the questionnaire was also displayed. The outcomes of factor loading, Eigen value, variance, KMO, Bartlett test, mean and standard deviation were illustrated in Table 5.6 below and analysis and discussion of each factor will be done:

Table 5.6: Psychometric Properties of Critical Success Factors in CRM Strategy in the local government authorities in Zimbabwe

	Factor loading	Eigenvalue	% Variance	KMO	Bartlett Test	Mean	Standard Deviation
Critical success factor 1: Due Diligence (DDT)α=0.506		**2.496**	**62.406**	**0.573**	**305.055**		
Rigorous planning is done in advance prior to CRM Strategy implementation	**0.459**					**3.507**	**0.502**
Customer analysis is done before CRM Strategy implementation.	**0.468**					**2.610**	**0.603**
CRM goals are communicated to all stakeholders before CRM Strategy implementation.	**0.819**					**2.760**	**0.678**
Due diligence is done before CRM software and vendor selection	**0.849**					**2.952**	**0.881**
Critical success factor 2: Strategic Focus & Alignment (SFAT) α = 0.749		**3.612**	**60.195**	**0.718**	**781.845**		
Council strategies are aligned in the CRM Strategy	**0.774**					**3.447**	**1.032**
Top managers are only involved in formulating CRM Strategy	**0.716**					**3.564**	**1.259**
Multidisciplinary teams are created when formulating CRM Strategy	**0.846**					**2.498**	**0.660**
There is a network in order to identify and share best CRM practices among employees and other stakeholders	**0.778**					**2.822**	**1.090**
There are good partnership and harmonization between front and back office units of council authorities	**0.841**					**2.990**	**1.216**
CRM Strategy information is shared between different	**0.772**					**3.244**	**1.499**

departments of the council							
Critical success factor 3: Customer Focus (CFT) α = 0.884		**3.460**	**69.203**	**0.522**	**1097.89**		
Customers are well-versed about services, products, and other facilities in council	**0.887**					**3.355**	**1.067**
Customers' information are wholly assembled in a Database	**0.884**					**2.421**	**0.875**
Complaints and propositions of customers are congregated in a database	**0.943**					**2.624**	**1.246**
The collected information and data are scrutinized to solve their problem and service quality	**0.920**					**2.442**	**1.094**
Different tools like Emails, Blogs, and Social media are utilized to communicate to customers as well as deliver on-line services	**0.874**					**3.442**	**0.835**
Critical success factor 4: Change Management (CMT) α = 0.858		**3.886**	**64.771**	**0.522**	**1287.83**		
All the employees and managers are totally trained, in order to lessen resistance to change	**0.862**					**2.939**	**0.951**
All the employees and managers are fully trained to use CRM software, they are familiar with CRM Strategy	**0.800**					**2.609**	**.872**
There is a robust CRM oriented culture in the council	**0.963**					**3.772**	**1.052**
Incentives like motivation, reward, and recognition are provided to encourage CRM Strategy implementation.	**0.609**					**2.843**	**.821**
CRM is entirely aligned with desires of different	**0.773**					**2.934**	**1.258**

participants							
CRM Strategy are well supported by specific planning and schedule and in accordance with CRM Strategy techniques.	**0.937**					**2.985**	**1.023**
Critical success factor 5: Implementation Approach (IAPT) α = 0.880		**2.967**	**74.185**	**0.613**	**573.658**		
Is CRM Strategy implementation flexible	**0.888**					**3.207**	**1.018**
CRM Strategy is broken down and implemented in phases.	**0.847**					**3.354**	**1.049**
Councils has got enough resources to implement CRM Strategy	**0.709**					**2.774**	**1.220**
Mayor and other Top Managers of the local councils support CRM Strategy implementation	**0.523**					**3.604**	**0.963**
Critical success factor 6: Metrics (MET) α = 0.825		**2.725**	**68.116**	**0.564**	**628.181**		
Key Performance Indicators (KPI's) are available to measure CRM success	**.216**					**3.590**	**0.692**
CRM process are known and procedures are clearly demarcated	**0.851**					**3.261**	**0.976**
CRM process are continually enhanced by performance measurement tools	**0.863**					**3.133**	**0.936**
CRM expectations are set for all parties involved prior to CRM Strategy implementation	**0.794**					**3.170**	**0.921**
Critical success factor 7: Implementation Strategy (IMST) α = 0.545		**3.274**	**81.850**	**0.759**	**785.449**		
CRM systems are integrated across all departments in the council	**0.925**					**3.010**	**1.305**

All stakeholders are consulted and involved during CRM Strategy implementation	**0.853**					**3.102**	**1.055**
CRM Strategy implementation is championed by one department in councils	**0.623**					**3.558**	**1.310**
CRM Strategy implementation guidelines, and processes are easily available for all stakeholders	**0.873**					**3.173**	**0.756**
Critical success factor 8: Buy-in & Adoption (BIAT) α = -0.041		**1.954**	**48.842**	**0.541**	**196.844**		
Mayor and Top Managers are actively involved in adopting CRM Strategy	**0.799**					**4.162**	**0.688**
Employees are motivated by incentives and rewards to encourage a customer centric behaviour	**0.834**					**3.462**	**1.276**
Training is provided to employees and other CRM users prior to CRM implementation	**0.805**					**3.036**	**1.002**
Employee resistance to new CRM technology is common	**0.800**					**3.940**	**0.831**
Critical success factor 9: Project Management (PMT) α = 0.950		**2.727**	**90.887**	**0.770**	**584.319**		
CRM team has got well qualified staff	**0.925**					**3.360**	**1.043**
CRM budget is adequately resourced	**0.896**					**2.848**	**1.248**
CRM team is fairly represented by all departments of the council	**0.905**					**3.533**	**1.100**
Critical success factor 10: Process Design (PDT) α = 0.827		**2.694**	**67.350**	**0.589**	**518.702**		
CRM processes are customer centric	**0.529**					**4.223**	**0.418**
CRM process are	**0.850**					**3.411**	**0.820**

consistent by setting tangible and measurable targets							
CRM process are user friendly	**0.833**					**3.965**	**0.759**
CRM processes are constantly improved by performance measurement tools	**0.682**					**3.345**	**0.876**

Extraction Method: Principal Component Analysis.

In this study all measurement items of the instrument were fulfilled for factor analysis. Cronbach's alpha results indicated high degree of reliability of the data except for item 8. This was an exception but the KMO for item 8 was satisfactory for the study as indicated in Table 5.6 above. This means the questionnaire was a good measure of the study objectives.

ANALYSIS AND DISCUSSION

Confirmatory factor analysis using AMOS 18 version was steered to observe the underlying factors needed for the victory of the CRM Strategy in the local government authorities in Zimbabwe. The results in Table 5.6 demonstrate that the measurement items of critical success factors in the CRM Strategy in the local government authorities in Zimbabwe have complete psychometric properties. The study result confirms that all the measurement items were above 0.50 and this mean that the items were reliable to measure the critical success factors in CRM Strategy in the local government authorities in Zimbabwe. The Zimbabwean type of the CRM Strategy measurement items is thus hypothesized to be an outstanding tool for the valuation of critical success factors in the CRM Strategy in the local government authorities in Zimbabwe. The tool therefore displays both theoretical and psychometric sameness by providing satisfactory levels of consistency and validity of the results. The findings of this study will thus add to theory growth and hopefully better service delivery performance of the local government authorities in Zimbabwe and Africa in general. From a strategic perspective the critical success factors in a CRM Strategy measurement scale can be used to evaluate the effectiveness of the CRM Strategy of the local the government authorities' efficiency as a baseline measure. This mean that the study measurement items results in Table 5.6 will help the researcher to measure the regression and correlation analysis of the study.

5.4 CRITICAL SUCCESS FACTORS IN CRM STRATEGY IN THE LOCAL GOVERNMENT AUTHORITIES IN ZIMBABWE.

5.4.0 Correlation Results of Quantitative Analysis

In this segment, the results of the correlation matrix analysis are presented and discussed. The researcher starts by determining the degree of association between Critical Success Factors (independent variable) and the CRM Strategy (dependent variable) at 1% level of significance test. Table 5.6 shows the correlations matrix results of each critical success factor in the CRM Strategy.

Table 5.7 Correlations Matrix of Critical Success Factors in CRM Strategy in Local Government Authorities

Correlations												
		CRMSSTI	DDT	SFAT	CFT	CHMT	IMPAT	MET	IMPS	BIADT	PMT	PDT
CRMS Total	Pearson Correlation	1	.834**	.895**	.940**	.974**	.896**	.927**	.916**	.260**	.913**	.557**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.005	.000	.000
	N	113	113	113	113	113	113	113	113	113	113	113
DDT	Pearson Correlation	.834**	1	.830**	.836**	.839**	.781**	.895**	.788**	-.259**	.821**	.701**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.002	.000	.000
	N	113	146	146	146	146	113	146	146	146	146	146
SFAT	Pearson Correlation	.895**	.830**	1	.907**	.683**	.857**	.751**	.781**	-.331**	.371**	.325**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
CFT	Pearson Correlation	.940**	.836**	.907**	1	.792**	.862**	.829**	.903**	-.378**	.644**	.519**

	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
CHMT	Pearson Correlation	.974**	.839**	.683**	.792**	1	.725**	.875**	.882**	-.093	.837**	.521**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.194	.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
IMPAT	Pearson Correlation	.896**	.781**	.857**	.862**	.725**	1	.847**	.685**	-.427**	.463**	.239**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.002
	N	113	113	164	164	164	164	155	164	164	164	164
MET	Pearson Correlation	.927**	.895**	.751**	.829**	.875**	.847**	1	.796**	-.379**	.791**	.736**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	113	146	188	188	188	155	188	188	188	188	188
IMPS	Pearson Correlation	.916**	.788**	.781**	.903**	.882**	.685**	.796**	1	-.131	.767**	.567**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.067	.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
BIADT	Pearson Correlation	.260**	-.259**	-.331**	-.378**	-.093	-.427**	-.379**	-.131	1	-.261**	-356**
	Sig. (2-tailed)	.005	.002	.000	.000	.194	.000	.000	.067		.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
PMT	Pearson Correlation	.913**	.821**	.371**	.644**	.837**	.463**	.791**	.767**	-.261**	1	.753**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	113	146	197	197	197	164	188	197	197	197	197

PDT	Pearson Correlation	.557**	.701**	.325**	.519**	.521**	.239**	.736**	.567**	-.356**	.753**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	
	N	113	146	197	197	197	164	188	197	197	197	197

**. Significant level at the 0.01 level (2-tailed).

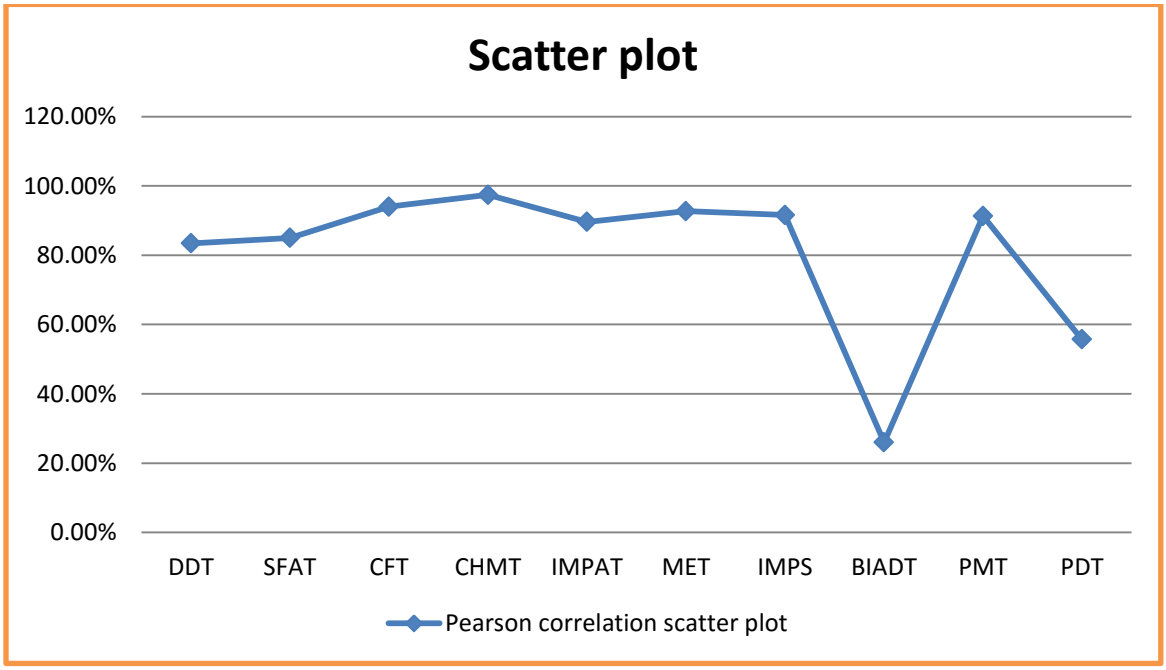


Figure 5.5: Pearson correlation scatter plot

RESULTS AND DISCUSSION

Bivariate correlation was performed on the ordinal data of each critical success factor in the CRM Strategy success. This section analysis the hypotheses tested and the results in Table 5.7 and Figure 5.5 indicates the Pearson correlation results and scatter plot patterns of the ten critical success factors tested in this study respectively. Below is the analysis and discussion of the findings.

5.4.1 H1: Due Diligence (DDT) is Positively Linked to Customer Relationship Management Strategy Success in the Local Government Authorities.

The results of this study show the correlation value of r = 0.834, p<0.01 between due diligence and the CRM Strategy success. The results also show that due diligence is significantly and positively related to the success of the CRM. Therefore H1 is confirmed and is fully supported in this study as shown in a hypothesized relationship in Table 5.7. The findings from the questionnaire in Table 5.8 show that 91.37 % of respondents declare that due diligence support CRM Strategy success efficiently. This result generally reverberate with the findings echoed by Boardman (2005) and Backman (2009), Beasty (2005) who all elucidate that the more strenuous the planning process preceding to the project beginning is, the greater the possibility of victory. This means that rigorous planning must be done in advance prior to implementing the CRM Strategy successfully in local government authorities in Zimbabwe. Turner (2007) and Burns (2008) also confirms that due diligence is positively linked to the success of the CRM. Lee (2008) also alluded that due diligence is important before implementation of the CRM Strategy. This means that the local government authorities who want to recognize the success of the CRM Strategy should exercise due diligence prior to implementing the CRM Strategy.

Table 5.8: Responses about Due Diligence

(%)	No:	Code	Rating scale	CSFs
71.57	141	5	Strongly Agree	Due diligence
9.65	19	4	Agree	
10.15	20	3	Neutral	
5.08	10	2	Disagree	
3.55	7	1	Strongly Disagree	
100	**197**		**Total**	

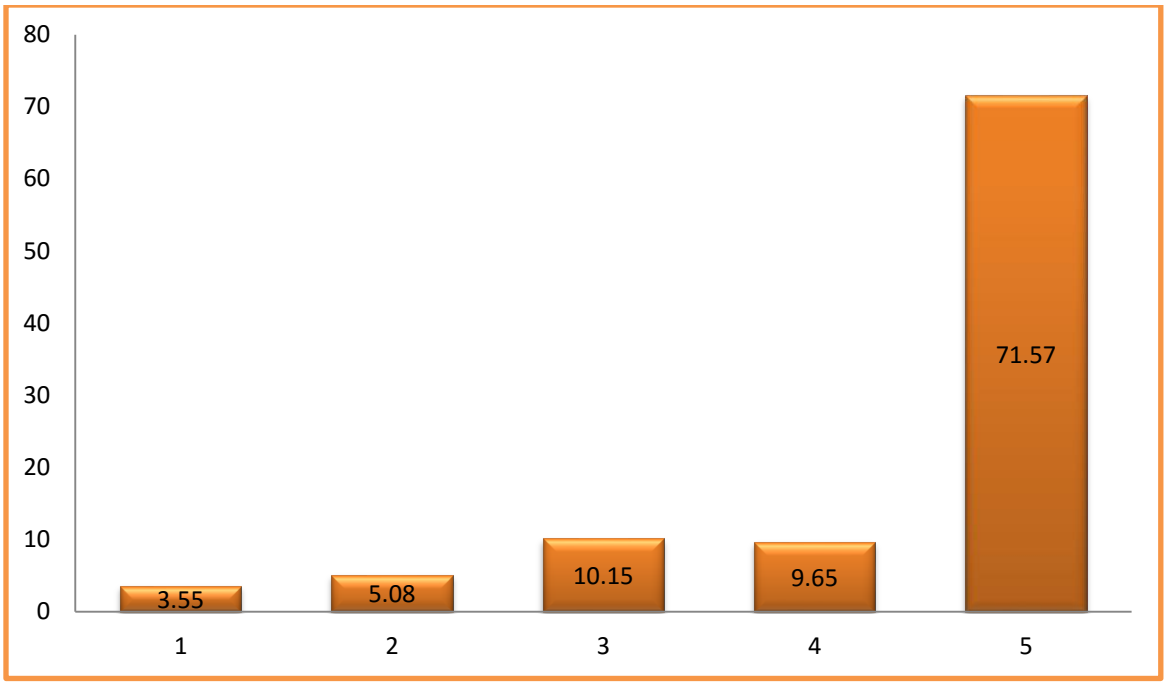


Figure 5.6: Due Diligence

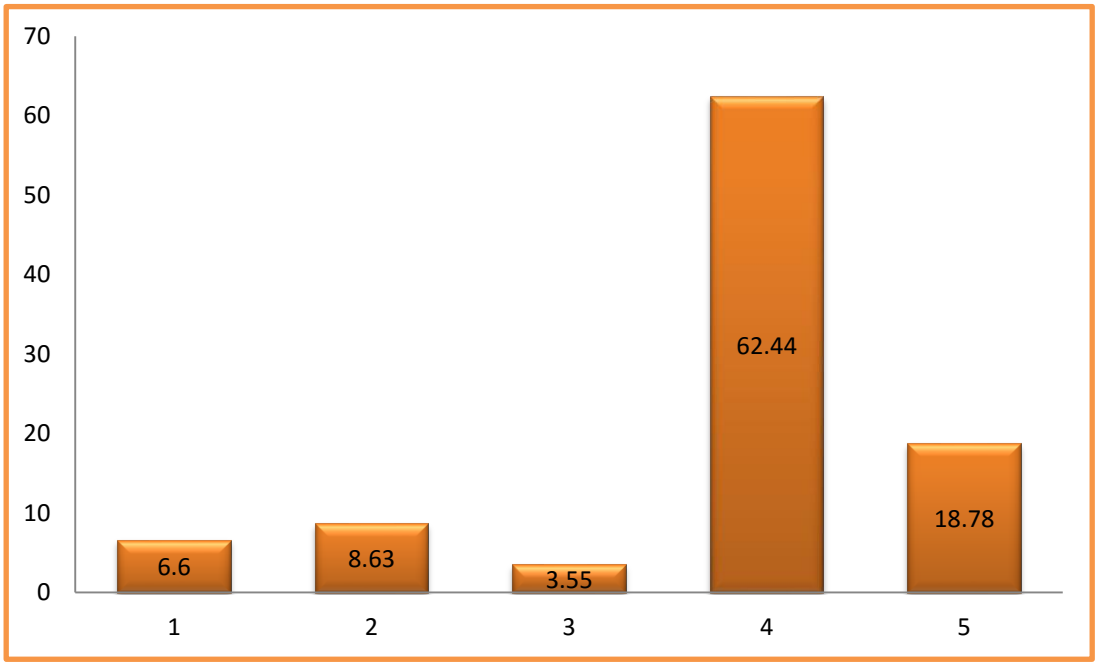
5.4.2 H2: Strategy Focus and Alignment (SFAT) is Positively Linked to CRM Strategy Success in the Local Government Authorities.

The hypothesis (H2) was accepted because all the respondents unanimously agreed that strategy focus and alignment is needed to ensure successful CRM Strategy in the local government authorities. Majority of the respondents posited that council strategies must be aligned in the CRM Strategy and there is need of a linkage in order to detect and share finest CRM norms and standards among council personnel and other stakeholders. The results in Table 5.7 demonstrate that strategy focus and alignment are meaningfully and absolutely related with the achievement of the CRM Strategy ($r = 0.895$, $p<0.01$). Therefore, H2 is supported. That means, the strategic focus and alignment has positive association and significant effect on CRM Strategy success in the local government authorities in Zimbabwe. The responses from the questionnaire in Table 5.9 also confirms that 84.77 % of respondents declare that strategic focus and alignment support CRM Strategy success effectively. This finding was supported by (Turner, 2007) who argued that if the strategy is not aligned, it result to disparity which will lessen the local government authority's ability to accomplish its ends. Backman (2009) and Kane (2009) also supported the findings of this study strategy alignment is vital for CRM Strategy success.

Table 5.9: Responses about Strategic Focus & Alignment

(%)	No:	Code	Rating scale	CSFs
18.78	37	5	Strongly Agree	Strategic focus and Alignment
62.44	123	4	Agree	
3.55	7	3	Neutral	
8.63	17	2	Disagree	
6.6	13	1	Strongly Disagree	
100	**197**		**Total**	

Figure 5.7: Strategic Focus & Alignment



5.4.3 H3: Customer Focus (CFT) is meaningfully and absolutely linked with the Success of the CRM Strategy.

The hypothesis (H3) was accepted because the correlation value ($r = 0.940$, $p<0.01$) indicates that customer focus is meaningfully and absolutely related with the achievement of the CRM Strategy. Respondents agreed that they need to be well-versed about the facilities, products and other amenities in councils. The respondents strongly agreed that customer complaints must be gathered and analyzed so as to increase the realization of the CRM Strategy. Therefore H3 is supported. Table 5.10 shows the responses from the questionnaire that 94.92 % of respondents declare that customer focus support CRM Strategy success effectively. The results are consistent with Lee (2008) who mentions that businesses must pay attention to the customer and prioritize customer goals at the expense of their own interests. This assertion was also sustained by Reel (2009) who posits that some portions of the CRM Strategy planning stages should embrace either asking or involve the clients. Beasty (2005) and Loftis *et al.*, (2004) also observed that customer focus is the key towards business success. Organizations must listen to the customer. This demonstrates that the local government authorities who want to achieve the success of the CRM Strategy should be customer centric in order to yield customer value and satisfaction. They need to understand the customer requirements and build CRM systems and strategies that create total customer value in order to achieve CRM Strategy success. Peppers and Rogers (2002) postulated that there is need for leverage two way communications between the customer and the organization. This means that failure to do that will result to CRM Strategy failure in local government authorities.

Table 5.10: Responses about Customer focus

(%)	No:	Code	Rating scale	CSFs
82.74	163	5	Strongly Agree	Customer Focus
8.63	17	4	Agree	
3.55	7	3	Neutral	
2.03	4	2	Disagree	
3.05	6	1	Strongly Disagree	
100	**197**		**Total**	

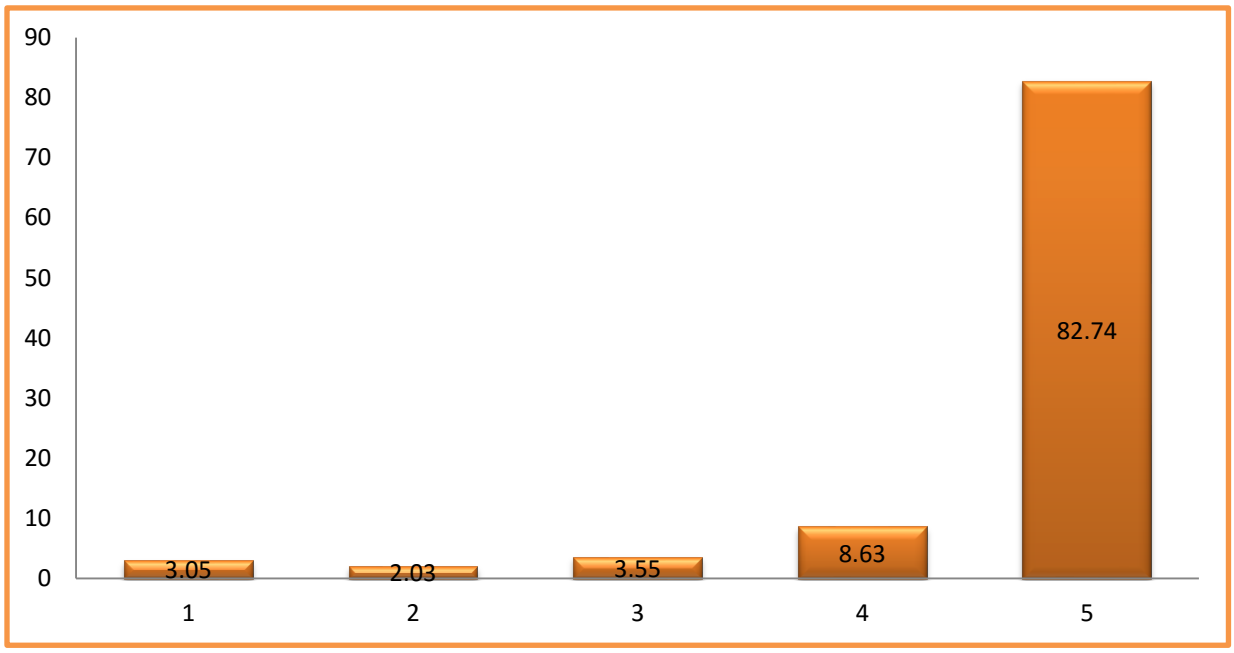


Figure 5.8: Customer Focus

5.4.4 H4: Change Management (CHMT) is Positively Linked to the CRM Strategy Success in the Local Government Authorities.

The correlation value ($r = 0.974$, $p<0.01$) between change management and customer relationship management Strategy success (CRMSS) shows that change management is significantly and positively related to the success of the CRM Strategy. Therefore H4 is supported as shown in a hypothesized relationship in Table 5.7. The results indicate that change management is a major critical success factor in CRM with a highest Pearson correlation value ($r = 0.974$) among all the tested ten factors. Table 5.11 shows the responses from the questionnaire that 84.37 % of the respondents declare that change management support CRM Strategy success effectively. The results corroborates with Mohebbi, Shah Hoseini, and Esfidani, (2012) and was also confirmed by (Rouholamini, 2011; Safavi, et al., 2012; Hsin, 2007; Mendoza *et al.*, 2007; Almotairi, 2009; Mohebbi, Shah Hoseini, and Esfidani, 2012) who all confirm that change management is positively linked to the success of the CRM Strategy. Shum et al., (2008) posits that change is inevitable and is the right way to implement the CRM. Zablah *et al.,* (2004) also indicated that change management activities empower, inform, and allow organizational members to exert a significant degree of influence over the success of CRM and innovation effort. This means that the local government authorities must take into account and consider change before putting in place CRM Strategy. Local government authorities need to provide

innovative apparatuses and train the workers appropriately in order to deliver excellent services to the citizens.

Table 5.11: Responses about Change Management

(%)	No:	Code	Rating scale	CSFs
71.07	140	5	Strongly Agree	Change Management
10.15	20	4	Agree	
3.55	7	3	Neutral	
10.15	20	2	Disagree	
5.08	10	1	Strongly Disagree	
100	**197**		**Total**	

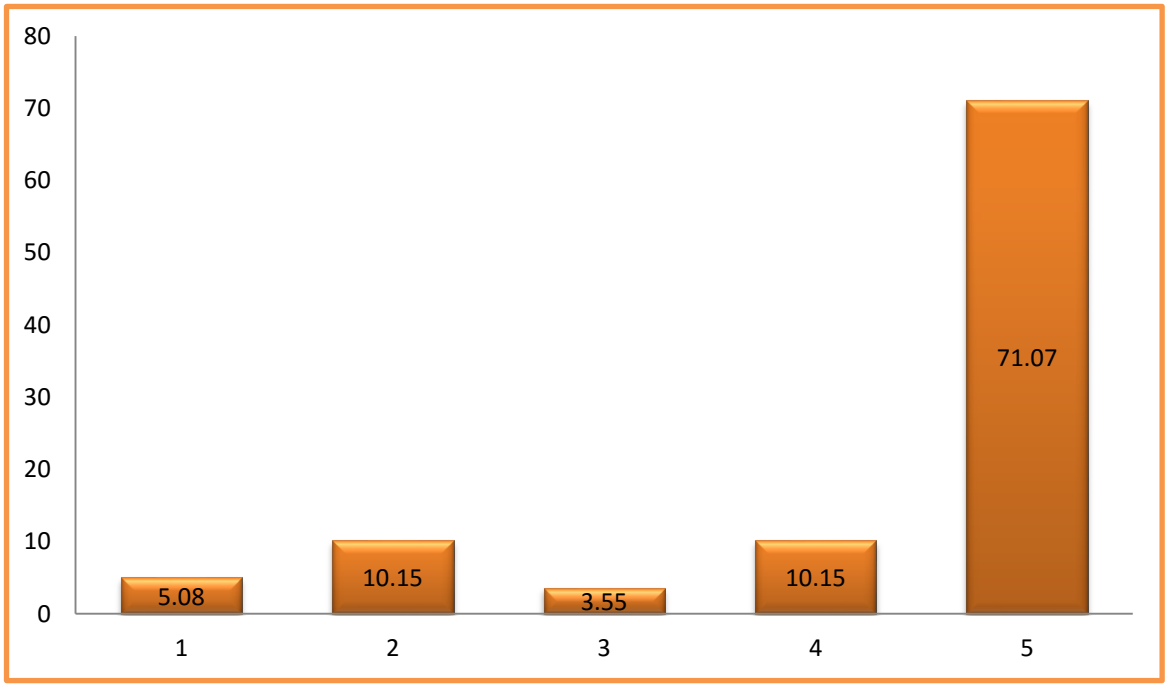


Figure 5.9: Change Management

5.4.5 H5: Implementation Approach (IMPAT) is related to CRM Strategy in the Local Government Authorities.

The correlation value (r = 0.896, p<0.01) between the implementation approach and the success of the CRM shows that the implementation approach is significantly and positively related to the success of the CRM. Therefore, H5 is supported as shown in a hypothesized relationship in Table 5.7. Table 5.12 shows that 96.45% of the respondents support that implementation approach support CRM Strategy success effectively. The findings are consistent with Zegordi *et al.*, (2011) who mentions that the final success of the CRM Strategy is steered by change management strategies. The results suggest that Councils must have enough resources to accomplish the goals of CRM Strategy. Empirical evidence also backed the view that the CRM Strategy needs to be implemented in phases (Yamaguchi, 2009; Peppers and Rogers, 2002).

Table 5.12: Responses about Implementation approach

(%)	No:	Code	Rating scale	CSFs
88.83	140	5	Strongly Agree	Implementation Approach
5.08	20	4	Agree	
2.54	7	3	Neutral	
1.52	20	2	Disagree	
2.03	10	1	Strongly Disagree	
100	**197**		**Total**	

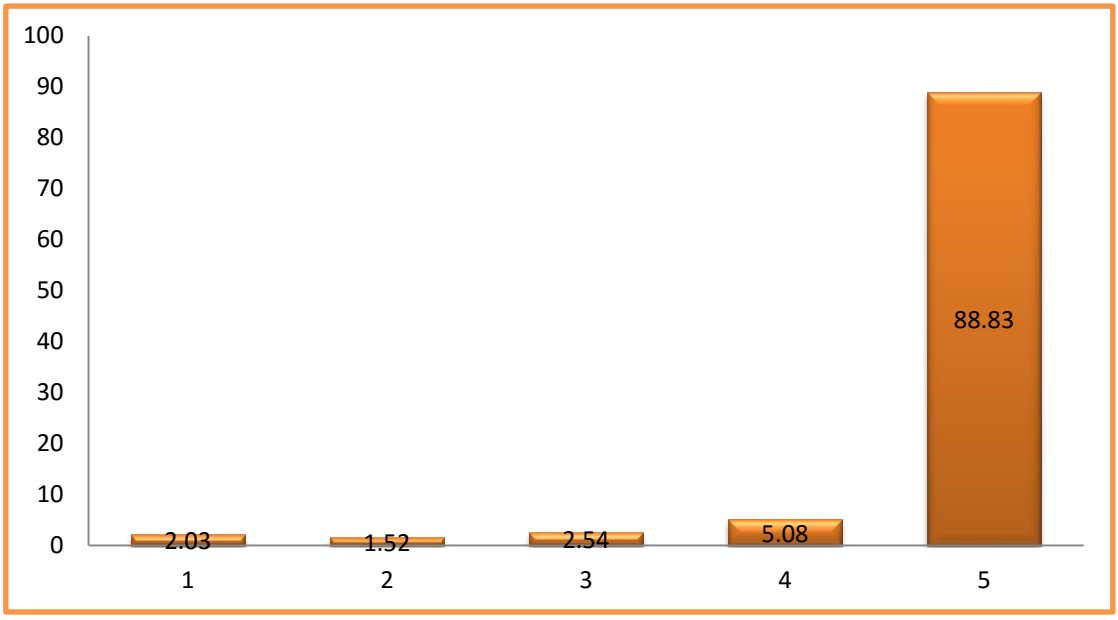


Figure 5.10: Implementation Approach

5.4.6 H6: Metrics (MET) is Positively Linked to the CRM Strategy success in the Local Government Authorities.

The correlation value ($r = 0.927$, $p<0.01$) shows that the metrics is significantly and positively related to the success of the CRM Strategy. Therefore, H6 is supported as revealed in Table 5.7. The findings signpost that the metrics is the major factor towards the victory of the CRM Strategy with a Pearson correlation value ($r = 0.927$) being the third highest among the ten tested factors. This result indicates that key performance indicators (KPI's) are important for the achievement of the CRM Strategy in the local government authorities among other measurement items tested. This was confirmed by 88.83% of the respondents as depicted in Table 5.13. The findings are compatible with Ganeshram and Myron (2002) who mentions that CRM Strategy fails when the firms lack knowledge on what they want to achieve. In addition, Cury and Kkolou (2004) sums it by mentioning that assessing the performance of the CRM Strategy is important in order to understand the best ways of improving it. Gupta and Zeithaml (2006) argued that metrics are used by organizations to measure the success of CRM Strategy. This is currently lacking in Zimbabwe. The local authorities do not performance review metrics to check CRM success. Greenberg (2010) mentioned three metrics needed to measure CRM success which is customer, performance and diagnostic metrics. Local authorities in Zimbabwe must use such metrics to improve CRM success. This means that the local government authorities who want to enjoy the value of the CRM Strategy must ensure that the right metrics are available so as to promote excellent service quality delivery to the citizens.

Table 5.13: Responses about Metrics

(%)	No:	Code	Rating scale	CSFs
18.27	140	5	Strongly Agree	Metrics
68.02	20	4	Agree	
2.54	7	3	Neutral	
5.08	20	2	Disagree	
6.09	10	1	Strongly Disagree	
100	**197**		**Total**	

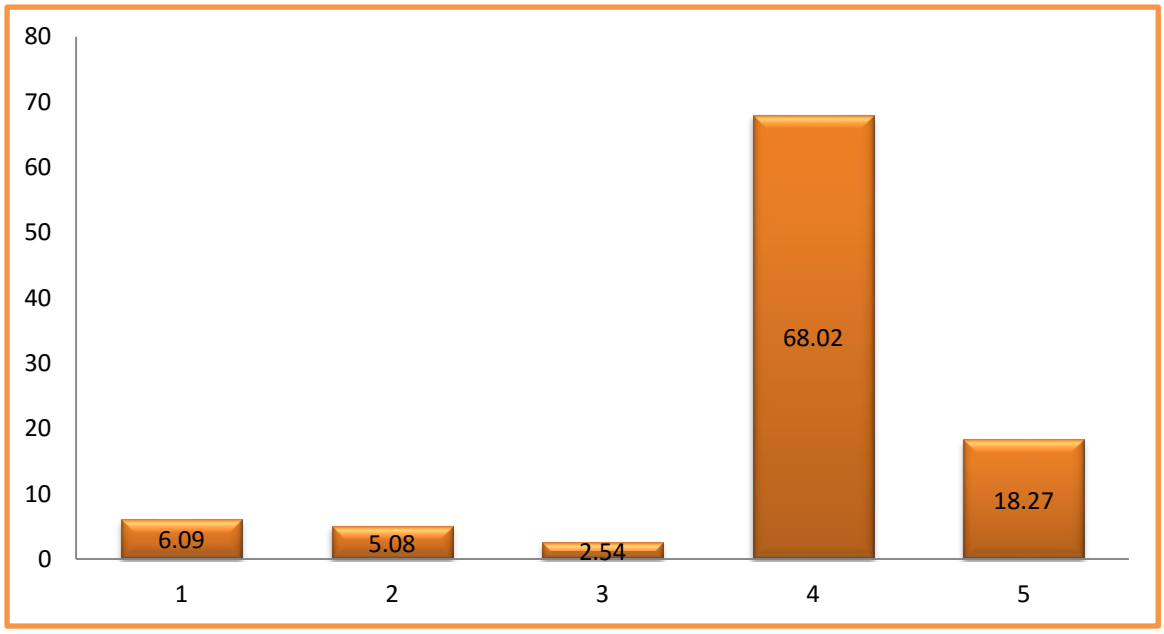


Figure: 5.11: Metrics

5.4.7 H7: Implementation Strategy (IMPS) is Positively Linked to the Success of the CRM Strategy in the Local Government Authorities.

The correlation value ($r = 0.916$, $p<0.01$) shows that implementation Strategy is significantly and positively related to the success of the CRM Strategy. Therefore, H7 is supported as depicted in Table 5.7. This was also confirmed by 86.3% (Table 5.14) of the respondents that implementation strategy is a success factor in CRM Strategy success in the local government authorities in Zimbabwe. This finding concurs with Eberhardt (2001)'s postulation that one unit or section of the organization often champions CRM implementations thereby resulting in the CRM Strategy failure. Furthermore, Eberhardt (2001) underscores that if CRM approval is not agreed by all the facets of the organization, the CRM Strategy will not be accomplished. Eden and Ackerman (2013) conclude that an organization without the right implementation strategies will fail to meet its goals. Peppers and Rogers (2002) also confirmed that good CRM system must be integrated across all channels and customer touch points. This critical success factor was also confirmed by (Turner, 2007) who reiterates that the implementation strategy is significant and positively linked to the success of the CRM Strategy. This means that local government authorities must integrate CRM systems across all the departments and also the stakeholders must be consulted and involved to ensure CRM Strategy success.

Table 5.14: Responses about Implementation Strategy

(%)	No:	Code	Rating scale	CSFs
20.31	140	5	Strongly Agree	Implementation Strategy
60.91	20	4	Agree	
5.08	7	3	Neutral	
8.63	20	2	Disagree	
5.08	10	1	Strongly Disagree	
100	**197**		**Total**	

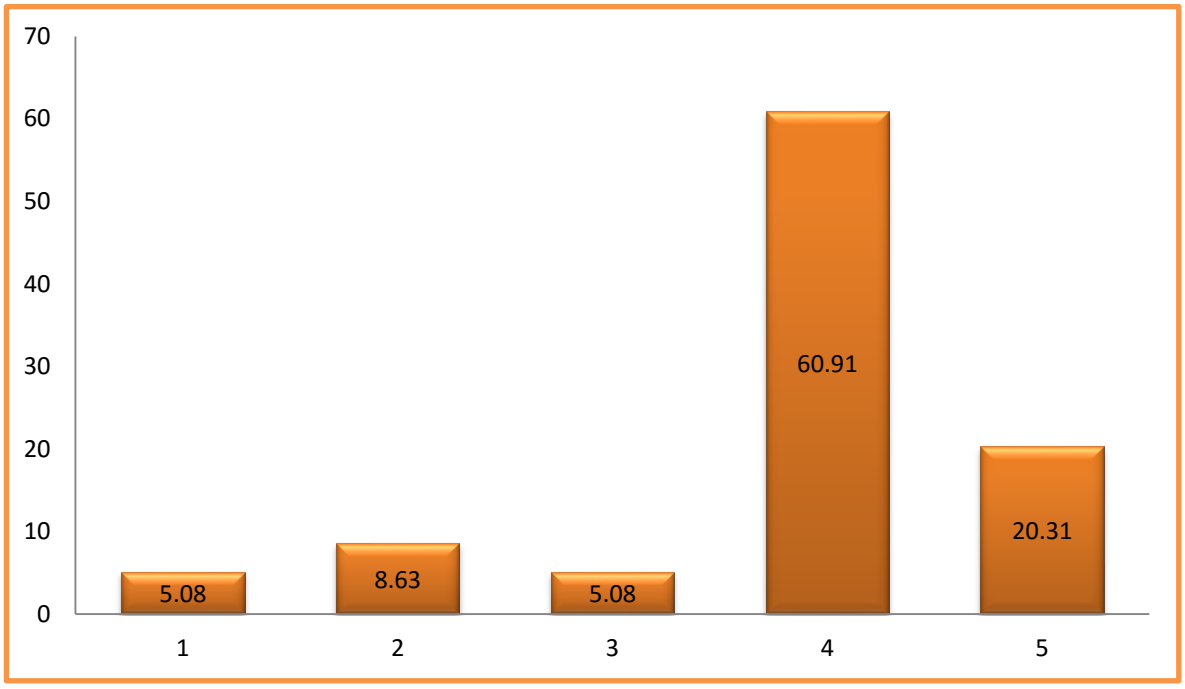


Figure 5.12: Implementation Strategy

5.4.8 H8: Buy-in and Adoption (BIADT) is Positively Linked to the success of the CRM in the Local Government Authorities.

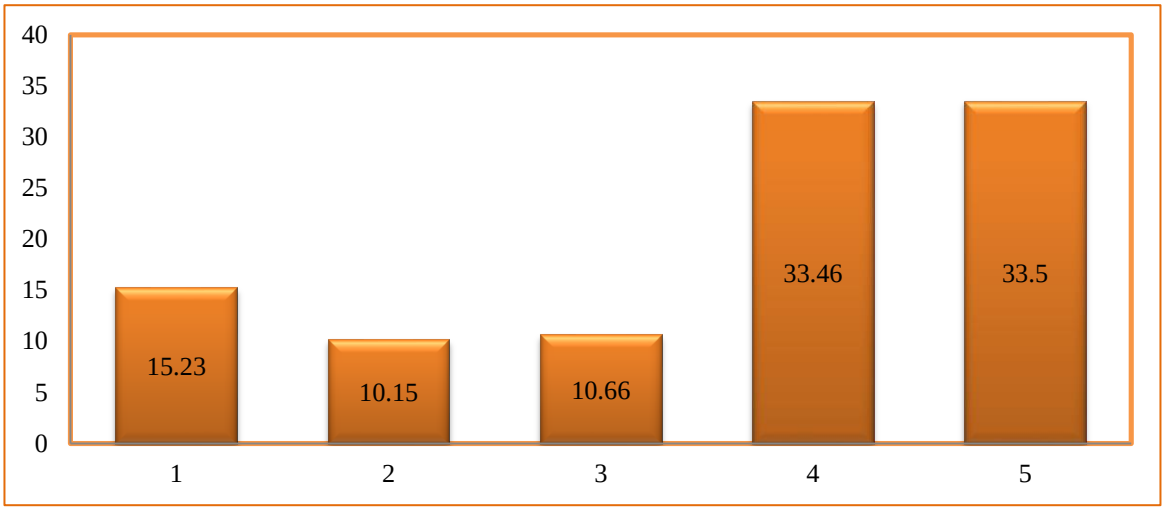
The hypothesis (H8) was supported, although there are weak positive associations that buy-in and adoption is needed to ensure a successful CRM Strategy in the local government authorities. The result indicates that buy-in and adoption is lightly significant and positively associated with the success of the CRM Strategy ($r = 0.260$, $p < 0.01$). Table 5.15 shows that only 33.5% of the

respondents strongly agreed to this assertation. The findings of this study show that there is weak association between buy-in and adoption and the success of the CRM. The findings are buttressed by Boardman (2005) and Croteau (2003) who notes that CRM Strategy implementation success is possible when management is energetically and dynamically involved in the CRM project. This researcher feels that buy-in and adoption from all stakeholder groups before and during the implementation of the CRM Strategy is vital to ensure its success in the local government authorities. It is therefore, important for local government authorities in Zimbabwe to mobilize all stakeholders to rally behind CRM Strategy initiatives and projects. Beasty (2005) and Chen et al., (2004) indicates that CRM is contagious because its success in one department positively excites other departments. This evidence shows that buy-in and adoption is an important critical success factor even though its level of significance is not much in terms of the success of the CRM Strategy in the local government authorities in Zimbabwe.

Table 5.15: Responses about Buying-in & Adoption

(%)	No.	Code	Rating scale	CSFs
33.50	66	5	Strongly Agree	Buying-in & Adoption
30.46	60	4	Agree	
10.66	21	3	Neutral	
10.15	20	2	Disagree	
15.23	30	1	Strongly Disagree	
100	**197**		**Total**	

Figure 5.13: Buying-in & Adoption



5.4.9 H9: Project Management (PMT) is Positively Linked to CRM Strategy Success in the Local Government Authorities.

The correlation value ($r = 0.916$, $p<0.01$) between project management and customer relationship management Strategy success (CRMSS), shows that project management is significantly and positively related to CRM Strategy success. Therefore H9 is confirmed and supported as unveiled in Table 5.7. Questionnaire responses in Table 5.16 displays that 84.77% of the respondents have confirmed that project management is a success factor for CRM Strategy in the local government authorities in Zimbabwe. The findings correlate with Sethupathy (2007) who mentions that CRM projects are only effective and successful when the management identifies a good project leader or promoter to run and spearheading CRM project. Sethupathy (2007) confirms that project management is positively linked to CRM Strategy success. Bull (2003), King and Burgess (2008), Mendoza *et al.,* (2007), Chang *et al.,* (2010) all confirmed that sound project management is significantly and positively related to CRM Strategy success. Mohebbi *et al.,* (2012) and Boulding et al., (2005) also echoed that sound project management enables organizations to effectively manage its CRM program from an end to end aspect within the planned resources (people, financial and time) requirements. It is therefore crucial that local government authorities should appoint CRM champion leaders and advocates to ensure CRM Strategy success. Kamalian *et al.,* (2013) and Dous *et al.,* (2005) also confirmed the same result with this study that project management is positively correlated with CRM Strategy success.

Table 5.16: Responses about Project Management

(%)	No:	Code	Rating scale	CSFs
71.07	140	5	Strongly Agree	Project Management
10.15	20	4	Agree	
3.55	7	3	Neutral	
10.15	20	2	Disagree	
5.08	10	1	Strongly Disagree	
100	**197**		**Total**	

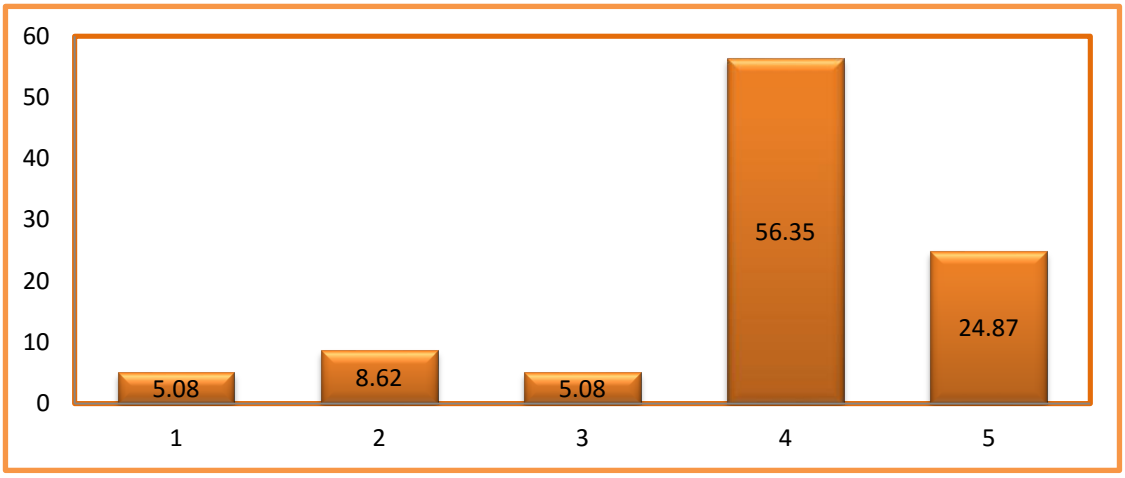


Figure: 5.14: Project Management

5.4.10 H10: Process Design (PDT) is positively linked to customer relationship management strategy success in the local government authorities.

The correlation value (r = 0.557, p<0.01) shows that process design is significantly and positively related to CRM Strategy success. Therefore, H10 is confirmed and supported as revealed in a hypothesized relationship in Table 5.7. However, the results indicate the process design's impact in the success of the CRM Strategy is average, since r = 0.557 is close to 0.5. Questionnaire responses in Table 5.17 displays that 35.53% of the respondents' agreed that process design is a success factor for CRM Strategy in the local government authorities in Zimbabwe. This finding corroborates Esteves *et al.*, (2001) and Ernst, *et al.*, (2011) who unanimously confirms that process design is positively correlated to CRM Strategy success. This means that the local government authorities in Zimbabwe must put in place the right process designs, in terms of CRM systems and equipment to ensure the success of the CRM Strategy.

Table 5.17: Responses about Process Design

(%)	No:	Code	Rating scale	CSFs
28.43	140	5	Strongly Agree	Process Design
35.53	20	4	Agree	
12.18	7	3	Neutral	
8.63	20	2	Disagree	
15.23	10	1	Strongly Disagree	
100	**197**		**Total**	

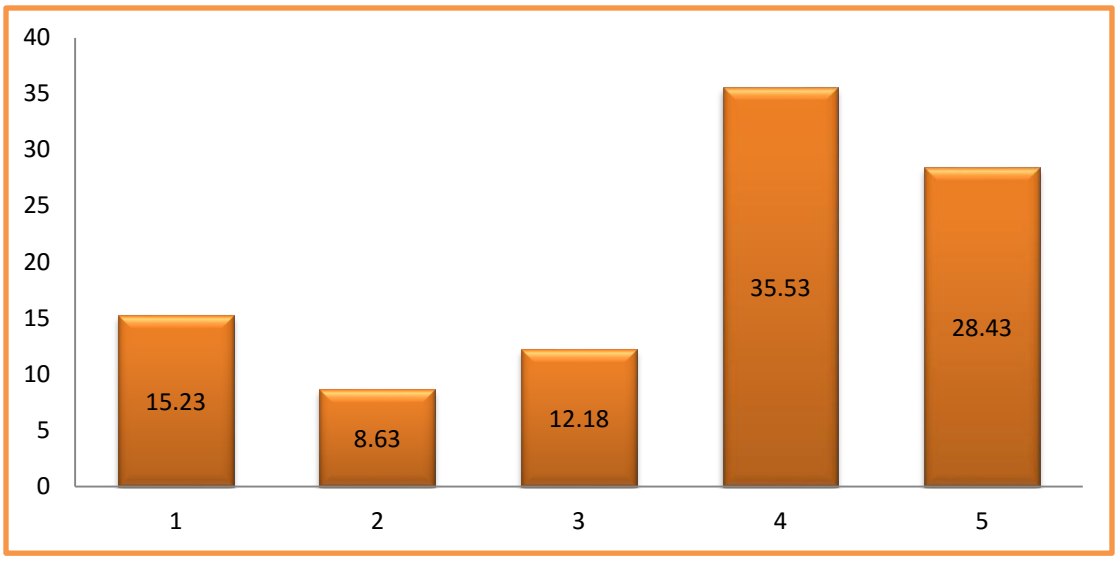


Figure 5.15: Process design

5.5 CONCLUSION OF THE HYPOTHESES RESULTS IN THE STUDY

Table 5.18: Shows conclusion of the Hypotheses Results in the Study

Hypothesis (p<0.01) (2-tailed)	Results	
	Reject	Accept
H1: Due diligence (DDT) is positively associated to CRM Strategy in the local government authorities in Zimbabwe.		**Yes**
H2: Strategy Focus and Alignment (SFAT) is positively connected to CRM Strategy in the local government authorities in Zimbabwe.		**Yes**
H3: Customer Focus (CFT) is positively related to CRM Strategy in the local government authorities in Zimbabwe		**Yes**
H4: Change Management (CHMT) is positively associated to CRM Strategy in the local government authorities in Zimbabwe.		**Yes**
H5: Implementation Approach (IMPAT) is positively linked to CRM Strategy in the local government authorities in Zimbabwe.		**Yes**
H6: Metrics (MET) is positively connected to CRM Strategy in the local government authorities in Zimbabwe.		**Yes**
H7: Implementation Strategy (IMPS) is positively associated to CRM Strategy in the local government authorities in Zimbabwe		**Yes**
H8: Buy-in and Adoption (BIADT) is weakly positively related to CRM Strategy in the local government authorities in Zimbabwe.		**Yes (Weak association)**
H9: Project Management (PMT) is positively associated to CRM Strategy in the local government authorities in Zimbabwe		**Yes**
H10: Process Design (PDT) is positively connected to CRM Strategy in the local government authorities in Zimbabwe		**Yes**

Source: (Chiguvi, 2017)

Table 5.18 above shows that all the ten (10) critical success factors are meaningfully and absolutely connected with the success of CRM Strategy in the local government authorities in Zimbabwe. However, buy-in and adoption and process design are the least factors which means that their impact in the success of the CRM Strategy is weak and below average compared to the other eight critical success factors: Change management, Customer focus, Metrics, Implementation Strategy, Project management, implementation approach, Strategy focus and alignment and Due diligence respectively. In a microscopic view the results in Table 5.7 show that all the ten (10) critical success factors are vital to the success of the CRM Strategy. This means that their absence will lead to CRM failure in the local government authorities in Zimbabwe. These factors were mentioned 112 times by articles which were reviewed by the researcher hence great evidence that their consideration by the local government authorities will provide significant progress in The success of the CRM Strategy (Boardman, 2005; Ganeshram and Myron, 2002; Peppers and Rogers, 2002; Beasty, 2005; Eberhardt, 2001; Lashar, 2008; Ganeshram and Myron, 2002; and Sethupathy, 2007; Hung, *et al.*, 2010).

5.6 REGRESSION ANALYSIS OF CRITICAL SUCCESS FACTORS IN CRM STRATEGY

Regression is one of the most popular arithmetical methods for computing relationships between two given variables (Byrne, 1994). In this conceptual model, the center of the research was to establish the relationship between the elements of critical success factors and the CRM Strategy in the local government authorities in Zimbabwe. The regression model accepts the following pre-tests namely Durbin Waston; Tolerance level and VFI (Akinwande, Dikko and Samson, 2015). All the three tests were done and the results were confirmed as adequate and satisfactory for using regression models. The findings are revealed in Table 5.19 and 5.20 respectively.

Durbin Waston was used for testing variance of the error items. In this study Durban-Waston values of the variables are between 1 and 4. The results show that there is positive autocorrelation between independent and dependent variables of the study. Tolerance level and Variance Inflation Factor are two measures that guide the researcher in identifying Multicollinearity. In this study, a Variance Inflation Factor (VFI) of less than 5 will be accepted.

This maximum value was supported by (Rogerson, 2001). Table 5.19 unveiled the regression results of the study respectively.

Table 5.19: Summary of Regression Results

Summary of the Model												
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics						
						R Square Change	F Change	df1	df2	Sig. F Change	Durbin Watson	
Dimension 0	1	.974[a]	.949	.949	5.85711	.949	2077.194	1	111	.000		
	2	.996[b]	.993	.993	2.21388	.044	666.929	1	110	.000		
	3	.998[c]	.995	.995	1.78085	.003	60.999	1	109	.000		
	4	1.000[d]	.999	.999	.82730	.004	397.079	1	108	.000		
	5	1.000[e]	1.000	1.000	.17425	.001	2327.487	1	107	.000		
	6	1.000[f]	1.000	1.000	.00000	.000	.	1	106	.	2.210	
a. Predictors: (Constant), CHMT change management												
b. Predictors: (Constant), CHMT, PDT												
c. Predictors: (Constant), CHMT, PDT, BIADT												
d. Predictors: (Constant), CHMT, PDT, BIADT, CFT												
e. Predictors: (Constant), CHMT, PDT, BIADT, CFT, IMPS												
f. Predictors: (Constant), CHMT, PDT, BIADT, CFT, IMPS, MET												
g. Dependent Variable: CRMSS Total (P<0.05)												

The regression analysis results must be explanatory and the outcome variables must be linearly related. In this study, the researcher was testing the relationship between critical success factors and the success of the CRM Strategy as displayed in Table 5.19. The overall results in the regression model summary indicate that there is a relationship between critical success factors and CRM Strategy in the local government authorities in Zimbabwe. Detailed analysis of each predictor and its relationship on the success of the CRM Strategy is shown in Table 5.20 and interpreted accordingly.

REGRESSION COEFFICIENTS OF CRITICAL SUCCESS FACTORS IN CRM STRATEGY SUCCESS

Table 5.20 displays the summary of the descriptive measurements and regression analysis findings of each critical success factor in CRM Strategy success in the local government authorities in Zimbabwe.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Durbin-Watson	Collinearity tatistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound		Tolera nce	VIF
1	(Constant)	32.007	10.489		3.052	.003	11.223	52.792			
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	1.791	1.000	1.000
2	(Constant)	61.793	6.525		9.470	.000	48.863	74.723			
	SFAT	6.508	.308	.895	21.164	.000	5.899	7.118	2.675	1.000	1.000
3	(Constant)	70.463	4.486		3.052	.000	61.575	79.352			
	CFT	7.586	.262	.940	28.929	.000	7.066	8.106	3.025	1.000	1.000
4	(Constant)	109.252	2.023		54.016	.000	105.244	113.260			
	CHMT	4.670	.102	.974	45.576	.000	4.467	4.873	2.827	1.000	1.000
5	(Constant)	96.401	4.904		19.656	.000	86.683	106.120			
	IMPAT	7.226	.340	.896	21.233	.000	6.551	7.900	2.224	1.000	1.000
6	(Constant)	85.505	4.409		19.392	.000	76.768	94.243			
	MET	7.926	.304	.927	26.071	.000	7.324	8.529	1.241	1.000	1.000
7	(Constant)	58.287	5.877		9.918	.000	46.642	69.932			
	IMPS	9.995	.415	.916	24.102	.000	9.173	10.816	2.334	1.000	1.000
8	(Constant)	146.674	18.259		8.033	.000	110.493	182.855			
	BIADT	3.753	1.325	.260	2.832	.005	1.127	6.378	3.156	1.000	1.000
9	(Constant)	116.042	3.604		32.200	.000	108.901	123.183			
	PMT	7.797	.330	.913	23.648	.000	7.144	8.451	2.608	1.000	1.000
10	(Constant)	93.773	14.902		6.293	.000	64.245	123.302			
	PDT	6.669	.945	.557	7.057	.000	4.797	8.542	3.164	1.000	1.000

Dependent Variable: CRMSS Total *** Significant Differences** **P<0.05**

Due Diligence

Due diligence (DDT) is significantly and positively related to the success of the CRM Strategy (CRMSST). Table 5.20 shows that $\beta=0.834$; $t=15.953$; $p<0.05$. This result demonstrates that the local government authorities that highly consider due diligence as a factor critical for the achievement of the CRM Strategy are likely to be successful in their operations. It infers that due diligence is significant and should be considered seriously, as it accounts for 83, 4% variation in CRM Strategy success. Durbin-Waston value of 1.791 also corroborates the assertion espoused above. Tolerance level and Variance Inflation Factor level of 1.000 also demonstrate lack of fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Therefore, hypothesis one (H1) is supported in this study.

H1: Due diligence (DDT) is positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe.

Strategy Focus and Alignment

Strategy Focus and Alignment is significantly and positively related to the success of the CRM Strategy ($\beta=0.895$, $t=21.164$, $p<0.05$). This demonstrates that council strategies need to be aligned in the CRM Strategy of the local government authorities in Zimbabwe. Multidisciplinary teams must be created when formulating CRM strategies and there is also great need for networks to identify and share best CRM practices among all council stakeholders. Failure to do this will result in CRM Strategy failure in the local government authorities in Zimbabwe. Tolerance level and Variance Inflation Factor level of 1.000 also demonstrate lack of the fulfillment of Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 2.675 also validates the assertion espoused above. Therefore, hypothesis two (H2) is supported in this study.

H2: Strategy Focus and Alignment (SFAT) is positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe

Customer Focus

Customer Focus is significant and positively linked to the success of the CRM Strategy (β=.940, t=28.929, p<0.05). This reveals that customer centricism is vital in the success of the CRM Strategy. The local government authorities must understand customers' requirements and incorporate their voice in the CRM Strategy. In addition, clients also need to be knowledgeable about amenities, opportunities and other services in councils. Customer complaints and suggestions must be regularly gathered in a database and analyzed to bring solutions to the customers timeously. This implies that without clear customer focus CRM Strategy will fail in the local government authorities in Zimbabwe. The researcher has observed that the local government authorities in Zimbabwe are not customer centric due to poor customer service delivery. To ensure success the local government authorities must start now to be customer focused and compete well with the private sector firms. Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of the fulfillment of Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 3.025 also authenticates the assertion espoused above. Therefore, hypothesis three (H3) is supported in this study.

H3: Customer Focus (CFT) is positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe

Change Management

Change management is significantly and positively linked to the success of the CRM Strategy (β=0.974, t=45.576, p<0.05). This result correlates with the results of Azari (2008) who mentions that change management is significantly and positively linked to the success of the CRM Strategy. See also Bohling, *et al.,* (2006). The study findings also discloses that change management is one of the major factor of CRM Strategy in the local government authorities, as it accounts for 97, 4% variation in the success of the CRM Strategy in Zimbabwe. This shows that there is great need of building a strong CRM oriented culture in the local government authorities in Zimbabwe. Tolerance level and Variance Inflation Factor level of 1.000 also establish lack of the fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 2.827similarly validates the assertion espoused above. Therefore, hypothesis four (H4) is supported in this study.

H4: Change Management (CHMT) is positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe

Implementation Approach

Implementation Approach is significantly and positively linked to the success of the CRM Strategy (β=0.896, t=21.233, $p<0.05$).The local government authorities must ensure that councils have enough resources to implement the CRM. There is also great need for the Mayor and other top council managers to support CRM Strategy implementation. This study found out that without a clear implementation approach, the CRM Strategy will not be successful in the local government authorities in Zimbabwe. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrate lack of fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 2.224 also validates the assertion espoused above. Therefore, hypothesis five (H5) is supported in this study.

H5: Implementation Approach (IMPAT) is positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe

Metrics

Metrics is significantly and positively concomitant to the success of the CRM Strategy (β=0.927, t=26.071, $p<0.05$). The result demonstrates that good metrics improve the success of the CRM Strategy and also key performance indicators (KPI's) must be in place to measure CRM success. The researcher has also observed that the CRM processes in many types of council in Zimbabwe are not constantly improved due to lack of CRM performance measurement tools. Tolerance level and Variance Inflation Factor level of 1.000 also demonstrate lack of fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 1.241 also corroborates the assertion espoused above. Therefore, hypothesis six (H6) is supported in this study.

H6: Metrics (MET) is positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe.

Implementation Strategy

Implementation Strategy is significantly and positively related to the success of the CRM Strategy (β=0.916, t=24.102, $p<0.05$). The result surmises that the right implementation approach will increase the success of the CRM Strategy in the local the government authorities. CRM systems must be integrated across all departments in the council to ensure the success of the CRM Strategy. The researcher has observed that in Zimbabwe the implementation of the CRM Strategy is pioneered by one department in the different councils that were studied. Many key stakeholders are not attending council meetings due to lack of faith and confidence in the local government authorities in Zimbabwe. This challenge also led to the failure of the local government authorities in Zimbabwe to implement the CRM Strategy. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 2.334 also corroborates the assertion espoused above. Therefore, hypothesis seven (H7) is supported in this study.

H7: Implementation Strategy (IMPS) is positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe

Buy-in and Adoption

Buy-in and Adoption is less significantly and positively linked to the success of the CRM Strategy but that was not as strong as other factors of that influenced the success of the CRM Strategy (β=0.260, t=2.832, $p<0.05$). The contribution of this critical success factor is below average although it is positively linked to the success of the CRM Strategy. This infers that the council employees are lowly motivated to participate actively in the success of the CRM Strategy in Zimbabwe. This might be caused by lack of training prior to implementing the CRM Strategy. Another possible contributing factor might be excessive bureaucracy in the Councils. It means that Council employees need to be enthused by inducements and prizes to embolden a customer centric behaviour that will ensure the victory of the CRM. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of the fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 3.156 further

corroborates the assertion espoused above. Therefore, hypothesis eight (H8) is supported in this study.

H8: Buy-in and Adoption (BIADT) is less positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe

Project Management

Project Management is significantly and positively related to the success of the CRM Strategy (β=0.913, t=23.648, p<0.05). This means that the local government authorities in Zimbabwe would appreciate the efficacy of the project management orientation and enjoy the success of the CRM Strategy. This finding corroborates the findings of a study by King and Burgess (2007) and Tan et al., (2002) who observes that project management is significantly and positively related to the success of the CRM Strategy. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 2.608 also confirms the assertion espoused above. Therefore, hypothesis nine (H9) is supported in this study.

H9: Project Management (PMT) is positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe

Process Design

On average, Process Design is significantly and positively connected to the success of the success of the CRM Strategy (β=0.557, t=7.057, p<0.05).Tan, Yen and Fang (2002); Chang (2010) and Tohidi and Jabbari, (2012) who posits that process design is positively linked to the success of the CRM Strategy. This means that for the CRM Strategy to be successful; the CRM processes must be customer centric and user friendly. The researcher has observed that many City and Town councils in Zimbabwe embrace digital technology to improve service delivery. They have adopted electronic payments, such as the Eco-Cash payments scheme, to pay water bills, rates and other charges. Surprisingly, the Council's customers are not using the electronic platforms in large numbers due to lack of knowledge and ignorance.

The researcher has further found that only the youth actively use the platforms although they are not happy with the quality of service delivery. For example, this is shown in customer feedback and responses that appear on the Council's Facebook pages. Most Councils' in Zimbabwe are now using the SMS-help facility which enables customers to send a text message to report sewage leakage problems and water pipe burst to the Council. However, the Council does not use those facilities to provide feedback and report the action taken to address the customers' problems. To ensure the success of the CRM Strategy the Councils must put in place customer centric processes and designs. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of fulfillment of the Multicollinearity assumptions as found in this empirical study about Zimbabwe. Durbin-Waston value of 3.164 also corroborates the assertion espoused above. Therefore, the hypothesis ten (H10) is supported in this study.

H10: Process Design (PDT) is averagely positively linked to customer relationship management Strategy success in the local government authorities in Zimbabwe

Table 5.20 shows that, while Implementation Approach is the most satisfactory critical success factor, Buy-in Approach and Adoption is the weakest among factors of CRM Strategy in the local government authorities. In a nutshell, the researcher confirms that all the ten CSFs are significant and positively linked to the success of the CRM Strategy.

Table 5.21: Regression Coefficients of the Success of the CRM Strategy (CRMSST)

Coefficients[a]											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Durbin-Watson	Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound		Tolerance	VIF
11	(Constant)	-1.034	.337		-.067	.002	-1.699	-.369			
	CRM45	.317	.020	.756	16.130	.000	.278	.356	2.372	1.000	1.000
12	(Constant)	3.892	.611		6.374	.000	2.688	5.096			
	CRM46	-.018	.036	-.037	-.514	.608	-.088	.052	2.481	1.000	1.000
13	(Constant)	-1.083	.318		-.402	.001	-1.710	-.455			
	CRM47	.332	.019	.788	17.893	.000	.295	.368	2.112	1.000	1.000
14	(Constant)	-1.776	.263		-.760	.000	-2.294	-1.258			
	CRM48	.370	.015	.866	24.151	.000	.339	.400	2.537	1.000	1.000

Dependent Variable: Service quality (CRM45); Cost (CRM46); Customer satisfaction (CRM47); and Customer loyalty & trust (CRM48): * Significant Differences P<0.05

Service Quality

The success of the CRM Strategy is significantly and positively linked to improved service quality in the local government authorities in Zimbabwe (β=0.756, t=16.130, p<0.05) and the significance level is 0.000. This finding is similar to that of Riyad (2007) who confirmed that the success of the CRM Strategy contributes to improved quality of service in organizations. Sin, Tse and Yim (2005), Robberts *et al.*, (2005), Ranjan and Bhatnagar (2008) all concurred that CRM Strategy success is significantly and positively linked to improved service quality. This undoubtedly reveals that the local government authorities that engage in the effective success of the CRM Strategy must recognize the value of service quality in their operational and strategic

performance. The respondents agreed that the CRM Strategy success leads to improved service quality in the local government authorities in Zimbabwe. This result demonstrates that CRM investment is a must in the local government authorities in Zimbabwe because if it is successful, and it improves service quality and delivery. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 2.372 also corroborates the assertion espoused above. Therefore, hypothesis eleven (H11) is supported in this study.

H11: The success of the CRM Strategy increase service quality in the local government authorities in Zimbabwe

Costs

The success of the CRM Strategy is negatively linked to reduction of cost in the local government authorities in Zimbabwe (β = -.037, t = -514, $p<0.02$) and the level of significance test is .608. The result reveals that there is no substantial association between the success of the CRM Strategy and cost as evidenced by (β = -.037, t = -.514). The results show that the success of the CRM Strategy involves costs in terms of human capital engagement, IT cost among other. This might have contributed to poor cost control measures in the local government authorities in Zimbabwe. Many of the respondents opine that the success of the CRM Strategy does not result in the reduction of cost. This result might be contributed by the belief and culture of the local government authorities that CRM and marketing is expenditure. The ideology might be the contributing factor to this result. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. In addition, Durbin-Waston value of 2.481 corroborates the assertion espoused above. Therefore, hypothesis twelve (H12) is not buttressed in this study.

H12: The success of the CRM Strategy reduces costs in the local government authorities in Zimbabwe

Customer Satisfaction

The success of the CRM Strategy is significantly and positively related to customer satisfaction in the local government authorities in Zimbabwe (β=0.788, t=17.893, $p<0.05$) and the

significance level is 0.000. This implies that the local government authorities that engage in the success of the CRM Strategy will enjoy increased customer satisfaction in their customer value-driven chain system. A research study by Kim *et al.,* (2006) and Maleki *et al.,* (2008) establishes that CRM Strategy has a substantial positive impact on customer satisfaction. The results of this research are consistent with the research findings by Miranda *et al.,* (2005) and Croteau and Li (2004) who all avowed that the success of the CRM Strategy is significantly and positively related to customer satisfaction. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of the fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 2.112 further corroborates the assertion espoused above. Therefore, hypothesis thirteen (H13) is supported in this study.

H13: The success of the CRM Strategy increases customer satisfaction in the local government authorities in Zimbabwe

Customer Loyalty and Trust

The success of the CRM Strategy is significantly and positively linked to customer loyalty and trust in the local government authorities in Zimbabwe (β=0.866, t=24.151, $p<0.05$) at the 0.000 significance level. The findings correspond with Sin, Tse and Yim, (2005), Peelen *et al.,* (2009) and Payne and Frow (2005-6) who mention that the success of the CRM Strategy results in increased customer loyalty and trust in organizations. The result demonstrates that the local government authorities will enjoy greater customer loyalty and trust has high chance of contributing success of the CRM Strategy in their operational and strategic performance. The Tolerance level and Variance Inflation Factor level of 1.000 also demonstrates lack of the fulfillment of the Multicollinearity assumptions in this empirical study in Zimbabwe. Durbin-Waston value of 2.537 also corroborates the assertion espoused above. Therefore, hypothesis fourteen (H14) is supported in this study.

H14: The success of the CRM Strategy increases customer loyalty and trust in the local government authorities in Zimbabwe.

Figure 5.16 illustrates the results of the framework model of the study using the correlation and regression results:

5.6.1: THE FINAL CONCEPTUAL FRAMEWORK MODEL OF THE STUDY

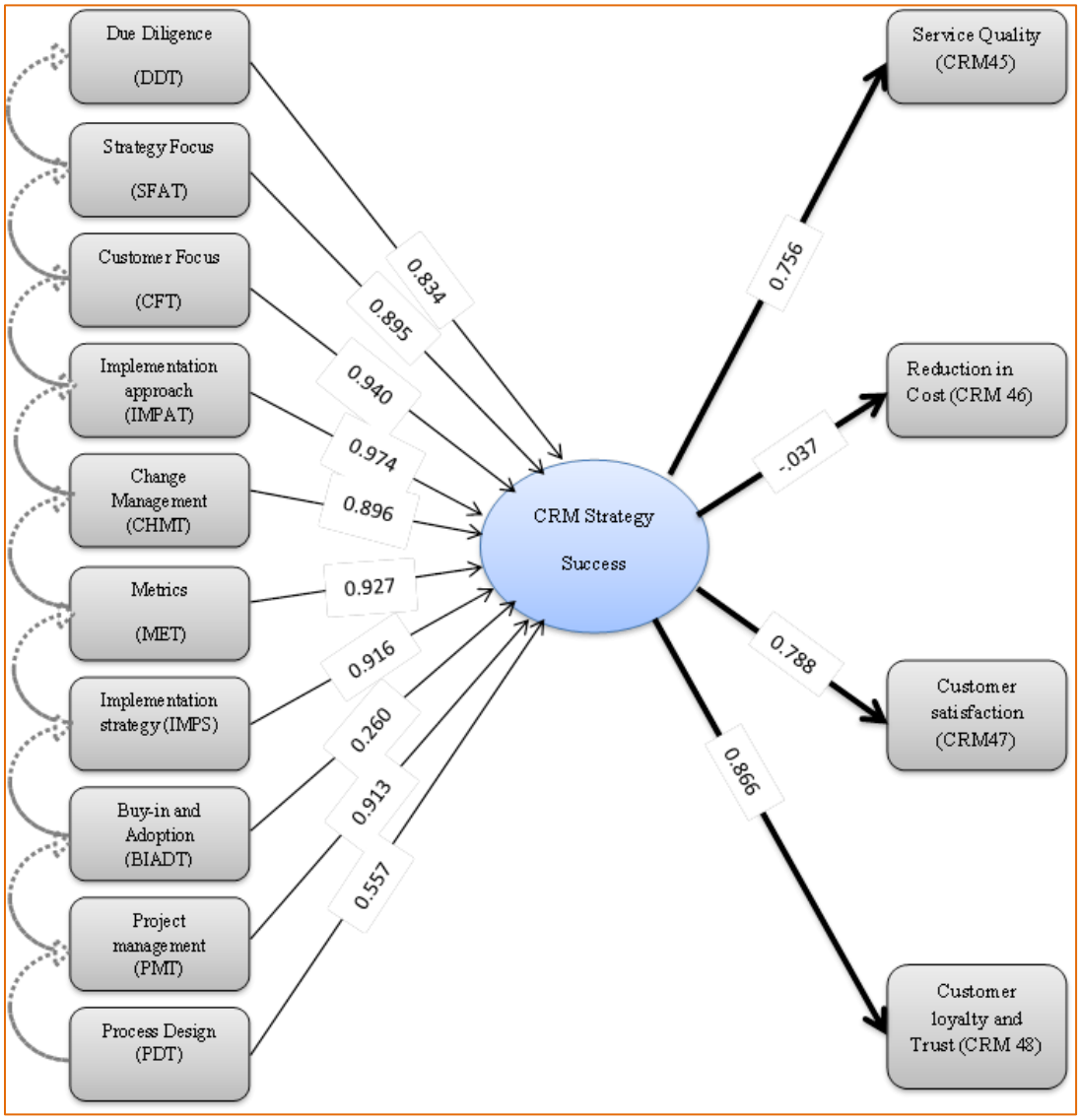


Figure 5.16: The Final estimated Model of the Critical Success Factors in CRM Strategy Success

Source: (Chiguvi, 2017)

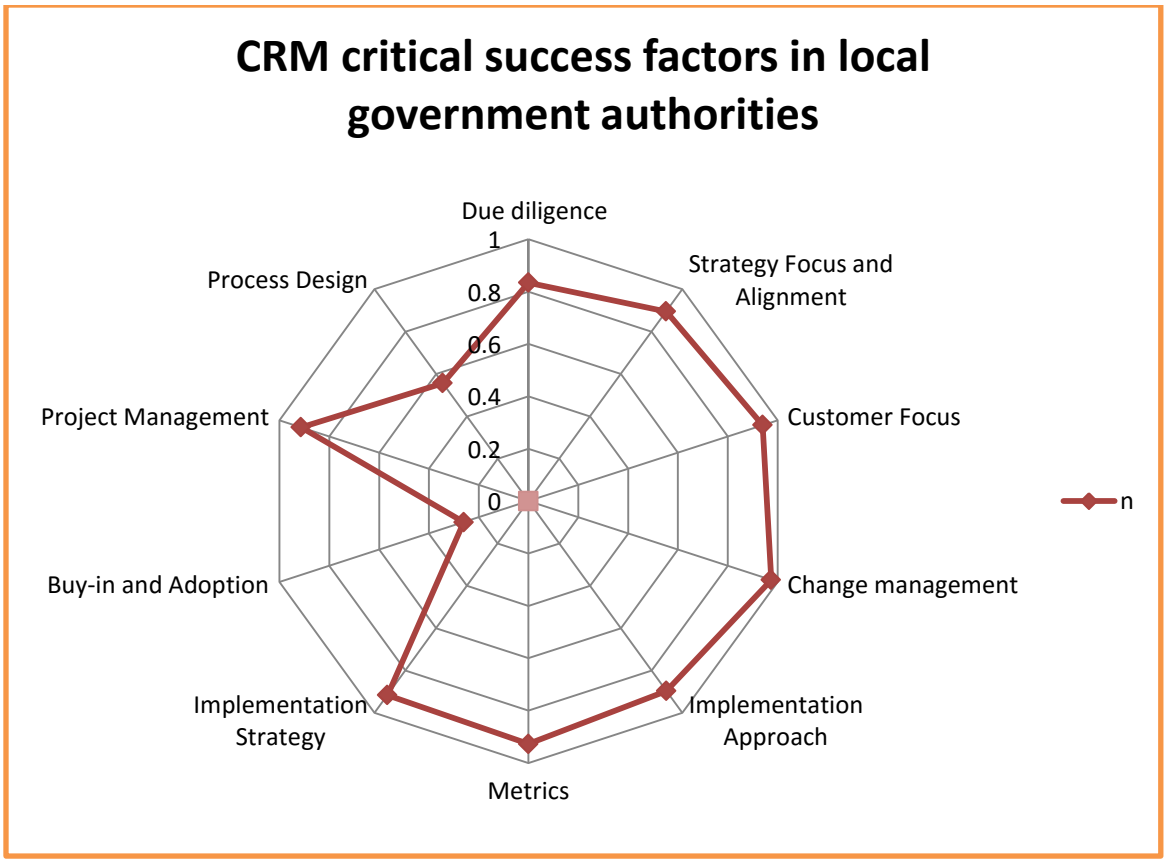


Figure 5.17 CRM critical success factors in local government authorities

Source: (Chiguvi, 2017).

The findings of the regression analysis as displayed in Figure 5.16 depicts that the CRM Strategy is influenced by all the ten critical success factors of due diligence, Strategy focus and alignment, change management, metrics, implementation approach, customer focus, project management, implementation Strategy, process design and buy-in and adoption. However, the most critical success factors that explain the success of the CRM Strategy include implementation approach, change management, metrics, and implementation strategy. In a summary, the above spider diagram in figure 5.17 shows that change management, implementation approach, metrics, implementation strategy, customer focus, project management and strategic focus and alignment are the most critical factors for success when implementing CRM in the local government authorities in Zimbabwe. These seven factors are directly followed by due diligence and process design. Buy-in and adoption is surprisingly the lowest rank critical success for CRM Strategy success; but still an important metric.

The results in Figure 5.16 demonstrate the degree of influence and impact of each critical success factors (independent variables) on the success of the CRM Strategy (dependent variable). It also elucidates the degree of influence on the success of the CRM Strategy (independent variable) and on service quality, cost reduction, customer satisfaction and customer loyalty, and trust (dependent variables). At a glance Figure 5.16 and 5.17 reveals that Implementation Approach (0.974), Customer Focus (0.940), Metrics (0.927) and Implementation Strategy (0.916) have greater influence on the CRM Strategy in the local government authorities in Zimbabwe. However, the results also show that Process Design (0.557) and Buy-in and Adoption (0.260) have least influence on the success of the CRM Strategy in the local government authorities. Buy-in and Adoption and Process Design are less significantly and positively linked to the success of the CRM Strategy but are not as strong as other factors of CRM Strategy success. The contribution of these two critical success factors towards CRM Strategy in the local government authorities in Zimbabwe is below average although they are positively linked to CRM Strategy success.

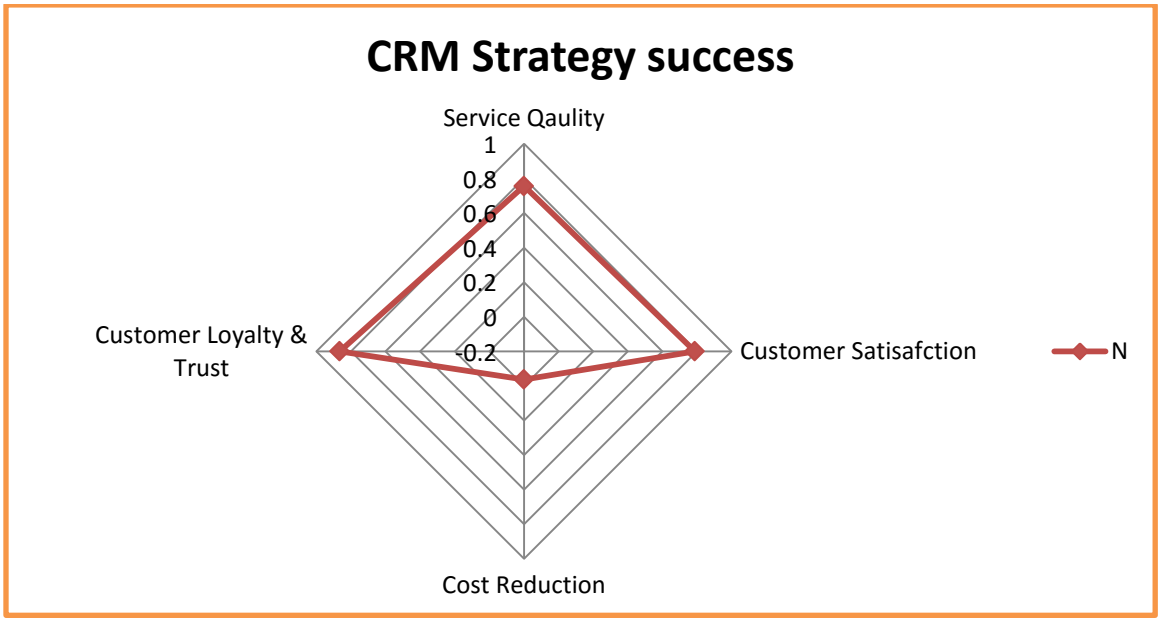


Figure 5.18: CRM Strategy success

Source: (Chiguvi, 2017)

Figure 5.16 and 5.17 also reveals the degree of influence on the success of the CRM Strategy on four CRM success factors which are service quality, reduction in cost, customer satisfaction and

customer loyalty and trust. The results indicate that the success of the CRM Strategy has much impact and influence on increasing customer loyalty and trust (0.866), customer satisfaction (0.788), service quality (0.756). However, the results also show that the success of the CRM Strategy is negatively linked to reduction of the cost in the local government authorities in Zimbabwe. There is no significant relationship between the success of the CRM Strategy and cost as evidenced by (β = -0.037). The results are also confirmed by (Schellong and Langenberg, 2006) who posit that the common snag for the public sector is cost due to financial challenges especially at the local authorities level. Schellong and Langenberg (2006) and Somers *et al.,* (2001) underscore that cost is another important factor that needs to be deliberated before CRM Strategy is put into action. The results display that the success of the CRM Strategy involves costs in terms of human capital engagement, and IT costs among others. This might have contributed to poor cost control measures in the local government authorities in Zimbabwe. Many of the respondents are of the opinion that the success of the CRM Strategy does not result in the reduction of cost. This result might be contributed by the belief and culture of the local government authorities that CRM and marketing is expenditure.

The findings of the study clearly validate that all the ten critical success factors are significantly and positively linked to the success of the CRM Strategy. This means that the local government authorities in Zimbabwe should seriously consider all the critical success factors to ensure victory of the CRM Strategy. In conclusion the researcher deduces that failure to consider them will result in CRM Strategy failure.

5.7 THE STRUCTURAL EQUATION MODELING (SEM)

SEM is a great method of demonstrating the connections among diverse variables. It is more advantageous than the multiple regressions because it has the capacity to build latent variables, or variables which are not measured straight but anticipated to impact other variables. The SEM enables the researcher to comprehend the scope of the research which is buttressed by the information than in regression techniques. It was done to compliment and consolidate the regression and correlations results explained earlier above.

The Structural Equation Model was employed in this study. The purpose was to know the aptness of the research, as well as, to find the best factors of the CRM Strategy in the local government authorities in Zimbabwe. The results of the AMOS Output for the regression weights and standardized regression weights are shown in Tables 5.22 and 5.23 respectively.

Table 5.22: Selected AMOS Output for the Regression Weights

			Estimate	S.E.	C.R.	P
CRMSSTT	<---	SFAT	-.437	.000	-13749.803	***
CRMSSTT	<---	CFT	-.065	.000	-2007.929	***
CRMSSTT	<---	CMT	2.065	.000	67330.457	***
CRMSSTT	<---	IAPT	-.382	.000	-9928.601	***
CRMSSTT	<---	MET	3.012	.000	63053.954	***
CRMSSTT	<---	IMST	2.395	.000	40188.680	***
CRMSSTT	<---	BIAT	1.116	.000	16001.836	***
CRMSSTT	<---	PMT	1.005	.000	23336.252	***
CRMSSTT	<---	PDT	.174	.000	3023.498	***
CRMSSTT	<---	DDT	.179	.000	2122.427	***
CRM45	<---	CRMSSTT	-.004	.001	-4.799	***
CRM46	<---	CRMSSTT	.006	.001	6.459	***
CRM47	<---	CRMSSTT	-.002	.001	-2.249	.024
CRM48	<---	CRMSSTT	-.001	.001	-1.036	***
CRM45	<---	e1	.170	.009	19.763	***
CRM46	<---	e2	.190	.010	19.735	***
CRM47	<---	e3	.182	.009	19.791	***
CRM48	<---	e4	.186	.009	19.797	***

*Note: Due diligence (DDT), Strategy focus and alignment (SFAT), Change management (CMT), Metrics (MET), Implementation approach (IAPT), Customer focus (CFT), Project management (PMT), implementation Strategy (IMST), Process design (PDT) and Buy-in and adoption (BIAT).Service quality (e1-CRM45); Cost reduction (e3-CRM46); Customer satisfaction (e2-CRM47); and Customer loyalty & trust (e4-CRM48); Customer relationship management Strategy success (CRMSSTT) and *** (P<.0001).*

Table 5.22 above corroborates that independent variables are significantly and positively related to dependent variables in the Structural Equation Modeling (SEM) results path analysis. The results thus validate the significance of the hypothesized relationship espoused by the correlation and regression analysis established earlier in Tables 5.7; 5.20; and 5.21 respectively. The results further show that all the hypothesized relationships are significant. The P-value indicates that all the observed variables with (***) measure the observed variables and they are of perfect fit for the model.

RMSEA is a measure of difference between experiential correlations and model correlations (Steiger, 1990). The researcher found that the RMSEA statistics yielded the results below (See Table 5.24 for the NFI and CMIN/DF =0.92). Each of these suggests that a good model has been identified. The chi-square technique was also employed and this study used CMIN (Minimum discrepancy) to test and assess the fit of a model in confirmatory factor analysis. A CMIN/DF close to 1 indicates that the model is adequate fit (Steiger, 2000). In this study, the CMIN/Df = 0.92 thus indicating that the model is adequate fit.

Table 5.23: Selected AMOS Output for the Standardized Regression Weights

Path			Estimate
CRMSSTT	<---	SFAT	.886
CRMSSTT	<---	CFT	.918
CRMSSTT	<---	CMT	.837
CRMSSTT	<---	IAPT	.978
CRMSSTT	<---	MET	.934
CRMSSTT	<---	IMST	.905
CRMSSTT	<---	BIAT	.216
CRMSSTT	<---	PMT	.924
CRMSSTT	<---	PDT	.528
CRMSSTT	<---	DDT	.819
CRM45	<---	CRMSSTT	.327
CRM46	<---	CRMSSTT	.422
CRM47	<---	CRMSSTT	.460
CRM48	<---	CRMSSTT	.474
CRM45	<---	e1	.945
CRM46	<---	e2	.207
CRM47	<---	e3	.987
CRM48	<---	e4	.997

Table 5.23 shows the standardized regression weights. This method of study explores the extent to which discrepancies in one variable correspond to discrepancies in one or more variables based on the correlation coefficients. The values closer to 1 indicate that the observed variable is measuring the observed and latent variables better. The standardized regression weight results in Table 5.23 show that the independent variable (SFAT) accounts for 88.6% variation in the dependent variable (CRMSSTT). This seems to indicate that Strategy Focus and Alignment is

positively associated with the success of the CRM Strategy in the local the government authorities. This result validates the significance of the hypothesized relationship espoused by the correlation and regression analysis results in Table 5.7 and 5.20 respectively that SFAT is positively linked to the success of the CRM Strategy in the local the government authorities.

The independent variable (CFT) accounts for 91.8% variation in the dependent variable (CRMSSTT). This appears to indicate that Customer Focus is highly positively associated with CRM Strategy in the local government authorities. This result validate the significance of the hypothesized relationship espoused by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that CFT is positively linked to the victory of the CRM Strategy in the local government authorities.

The independent variable (CMT) accounts for 83.7% variation in the dependent variable (CRMSSTT). This seems to indicate that change management is positively associated with the success of the CRM Strategy in the local government authorities. This result corroborates the significance of the hypothesized relationship supported by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that the CMT is positively linked to the success of the CRM Strategy in the local government authorities.

The independent variable (IAPT) accounts for 97.8% variation in the dependent variable (CRMSSTT). This appears to indicate that Implementation Approach is positively associated with the success of the CRM Strategy in the local government authorities. This signifies that the local the government authorities that want to engage in the success of the CRM Strategy must highly prioritize implementation approach. This result certifies the significance of the hypothesized relationship espoused by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that IAPT is positively linked to the success of the CRM Strategy the local the government authorities.

The independent variable (MET) accounts for 93.4% variation in the dependent variable (CRMSSTT). It indicates that Metrics are positively associated with triumph of the CRM Strategy in the local government authorities. This result validates the significance of the

hypothesized relationship espoused by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that MET is positively linked to the success of the CRM Strategy in the local government authorities.

The independent variable (IMST) accounts for 90.5% variation in the dependent variable (CRMSSTT). This appears to signpost that Implementation Strategy is definitely related with the victory of CRM Strategy in the local government authorities. The result confirms the significance of the hypothesized relationship backed by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that IMST is positively linked to the success of the CRM Strategy in the local government authorities.

The independent variable (BIAT) accounts for 21.6% variation in the dependent variable (CRMSSTT). This seems to indicate that Buy-in and Adoption is less positively associated with the success of the CRM Strategy in the local government authorities. This result validates the significance of the hypothesized relationship supported by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that BIAT is less positively linked to the success of the CRM Strategy in the local government authorities in Zimbabwe.

The independent variable (PMT) accounts for 92.4% variation in the dependent variable (CRMSSTT). This gives the impression that Project Management is strongly and positively associated with CRM Strategy in the local government authorities. This result validates the significance of the hypothesized relationship espoused by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that PMT is positively linked to the success of the CRM Strategy in the local government authorities in Zimbabwe.

The independent variable (PDT) accounts for 52.8% variation in the dependent variable (CRMSSTT). This gives the impression that Process Design is abstemiously positively associated with the success of the CRM Strategy in the local government authorities. The result validates the significance of the hypothesized relationship espoused by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that PDT is moderately positively linked to the success of the CRM Strategy in the local government authorities in Zimbabwe.

The independent variable (DDT) accounts for 81.9% variation in the dependent variable (CRMSSTT). This appears to specify that Due Diligence is absolutely connected with the victory of CRM Strategy in the local government authorities. The result corroborates the significance of the hypothesized relationship espoused by the correlation and regression analysis results in Tables 5.7 and 5.20 respectively that DDT is positively linked to the success of the CRM Strategy.

The study also reveals that, the independent variable (CRMSSTT) accounts for 94.5% variation in service quality- e1. The independent variable (CRMSSTT) accounts for 20.7% variation in cost reduction- e2. The independent variable (CRMSSTT) accounts for 98.7% variation in customer satisfaction- e3. The independent variable (CRMSSTT) accounts for 99.7% variation in customer loyalty and trust- e4. The results validate the significance of the hypothesized relationship espoused by the regression analysis.

Table 5.24: The Findings of RMSEA, NFI, IFI & CMIN/DF TEST

Model	RMSEA	NFI	IFI	CMIN/DF
Default Model	0.50	0.91	0.94	0.92

To evaluate the fit of the model four measures were tested (NFI, IFI, RMSEA and CMIN/DF) to gauge the fit of the context model of the study in CFA. Marsh, Balla, and Hau (1996) mention that individuals should employ a variety of fit indices. This researcher tested four fit indices as depicted in Table 5.24. The results in Table 5.24 show the fitness of the model to the data. Therefore, the whole model showed the moderated fit. A model is considered as satisfactory if the NFI values are above .8 and .9 (Byrne, 1994; Schumacker and Lomax, 2004; Cuieford, 1965). In this study (NFI= 0.91) and (IFI= 0.94) are acceptable and that the hypothetical model is adequately fit. Finally, in this study the RMSEA value of 0.50 was found and the result indicates that there is an adequate close fit of the model.

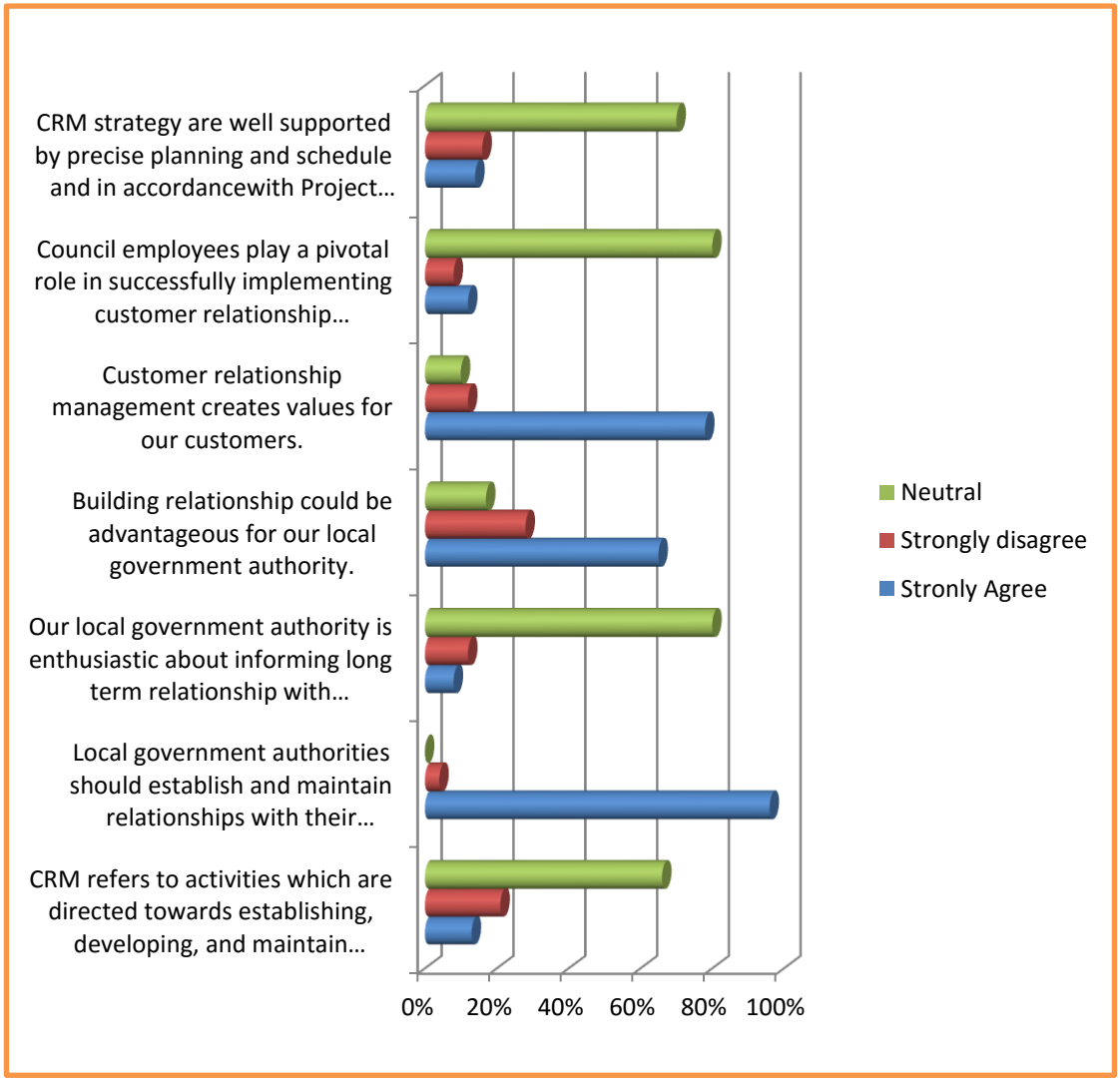
The SEM results thus validate the significance of the hypothesized relationship espoused by the correlation and regression analysis established earlier in Tables 5.7; 5.20; and 5.21 respectively.

It also posits that all the hypothesized relationships are significant. Furthermore, it explains that the local government authorities that want to engage in the triumph of the CRM Strategy must consider all ten critical success factors in order to recognize the value and victory of CRM Strategy.

5.8 IMPORTANCE OF CUSTOMER RELATIONSHIP MANAGEMENT

This section aims to ascertain the respondent's familiarity with the importance and knowledge of customer relationship management the local the government authorities.

Figure 5.19: Respondent's level of understanding on customer relationship management



Many council employees do not know the meaning of customer relationship management. The results Figure 5.19 depict that only 13% of the respondents were familiar with the definition of CRM and about 66% of respondents were neutral and 21% strongly disagreed with the assertion. This result demonstrates that CRM is relatively new in the local government authorities in Zimbabwe and majority are not sure of what exactly it is. However, majority of the respondents (96%) strongly agreed that the local government authorities should establish and maintain relationships with their stakeholders. The result demonstrates that the CRM is vital for the success of the local government authorities in Zimbabwe. Many of the respondents acknowledged that establishing and maintaining relationships is important. However, a large number of respondents (80%) were neutral on the statement that the local government authorities are enthusiastic about forming long term relationship with stakeholders. This is an indication that the respondents were not yet sure on the preparedness of councils to implement CRM.

This study therefore enlightens the local government authorities on the critical success factors that they must considered in the success of the CRM Strategy. Furthermore, many respondents (65%) inferred that relationship building could be advantageous for the local government authorities; and (78%) of the respondents strongly agreed that the CRM creates value for customers. 80% of the respondents were neutral with the assertion that council employees play a pivotal role in successfully implementing CRM strategies. This result might be contributed by the negative attitude council employees are showing to their customers. The respondents felt that council employees were not ready to fully implement the CRM Strategy. Finally, 70% of the respondents were also uncertain on the assertion that CRM strategies are well buoyed by accurate planning schedule. In conclusion, the results show that the level of respondent's familiarity with the understanding and importance of the CRM is below par but all the respondents strongly agree that the local government authorities should create and retain relationships with their clients.

The chi-square p-values are shown below:

Table 5.25: Chi-Square Test Statistics

	Chi-square	df	Asymp.Sig
Customer relationship management discusses the activities which are focused towards creating, nurturing and retaining successful interactive relations.	169.701[a]	2	.000
The local government authorities should create and sustain associations with their clients.	160.968[b]	2	.000
The local government authority is enthusiastic about forming long term relationship with stakeholders.	181.537[b]	2	.000
Building relationship could be advantageous for the local government authority.	179.603[c]	2	.000
Customer relationship management creates values for our customers.	159.327[b]	2	.000
Council employees play a pivotal role in successfully implementing customer relationship management strategies.	157.139[a]	2	.000
CRM strategies are well buttressed by exact planning and schedule and in accordance with CRM Strategy techniques.	112.394[a]	2	.000

Chi-square tests were employed to decide whether the variances in the counting configurations per proclamation were momentous. The Sig.Value less than the 0.05 significance level suggests that the distribution were not even, that is, the difference between the agreed and disagreed statements were significant.

5.9 THE RELATIONSHIPS BETWEEN THE COUNCIL AND CLIENTS

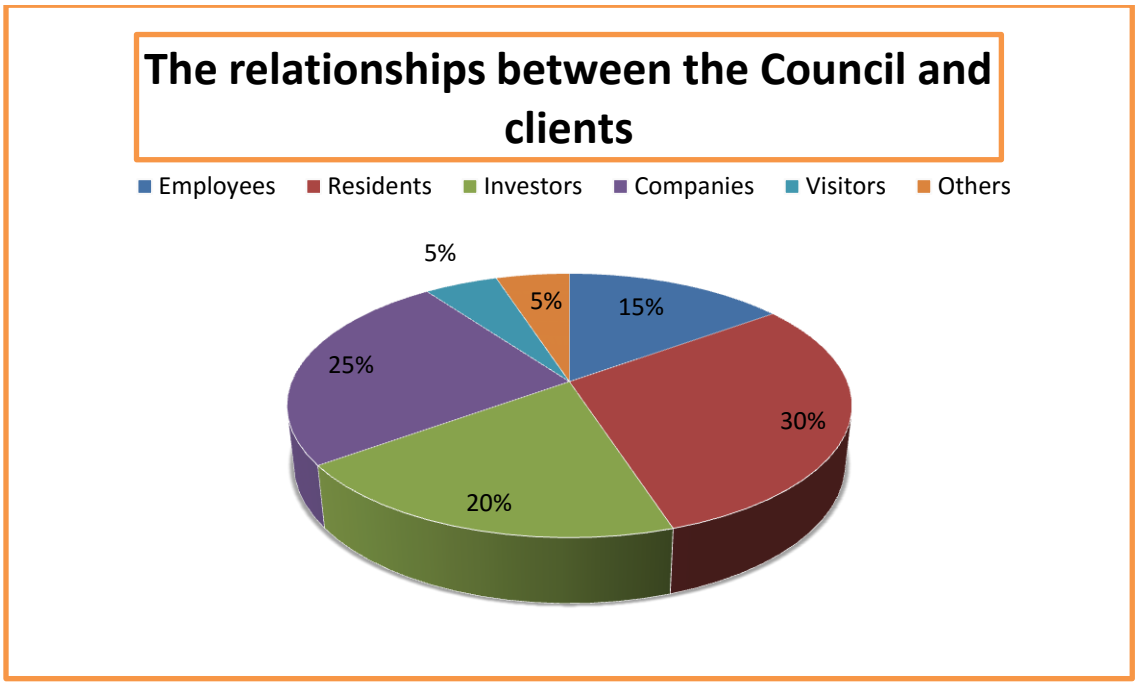


Figure 5.20: The relationships between the Council and Clients

Figure 5.20 revealed that (30%) of the councils have formed relationships with their residents, whilst (25%) of the councils cited that they have made relationships with companies and (20%) of the councils have made relationships with the investors. Finally (15%) of the councils revealed having formed relationships with employees. (5%) of the respondents cited visitors and others respectively. The findings suggest that the local government authorities are not customer centric. This is evidence that CRM is nonexistent hence the need to examine the factors needed for the victory of CRM Strategy in the local government authorities in Zimbabwe. The findings are consistent with Moyo (2016) and Amiri *et al.,* (2010) who contends that the CRM is much talked about, but it is invisible in action. Makumbe, (1998) further argues that the relationship between the local government authorities and stakeholders in Zimbabwe is low and in most cases non-existent. Kabangure (2016) argues that the relationship is pitiable due to lack of trust and poor service delivery by the local government authorities. This clearly demonstrates that the local government authorities in Zimbabwe have derisory relationship with stakeholders hence the need for critical success factors to ensure the success of the CRM Strategy. It is vital that strong relationships are formed with all the stakeholders. The stakeholders are key customers of the

local government authorities and as such they should be considered as valuable assets for the success and growth of the local government authorities in Zimbabwe.

5.10 SIGNIFICANCE OF THE CRM

Table 5.26: Significance of CRM

	Not significant		Slightly significant		Significant	
	Count	Row N %	Count	Row N %	Count	Row N %
Starting relationships	0	0.0%	27	13.7%	170	86.3%
Developing relationships	0	0.0%	1	0.5%	196	99.5%
Maintaining relationships	0	0.0%	2	1%	195	99%
Ending relationships	113	57.3%	77	39.1%	7	3.6%

5.10.1: Importance of Starting Relationships in the Local Government Authorities

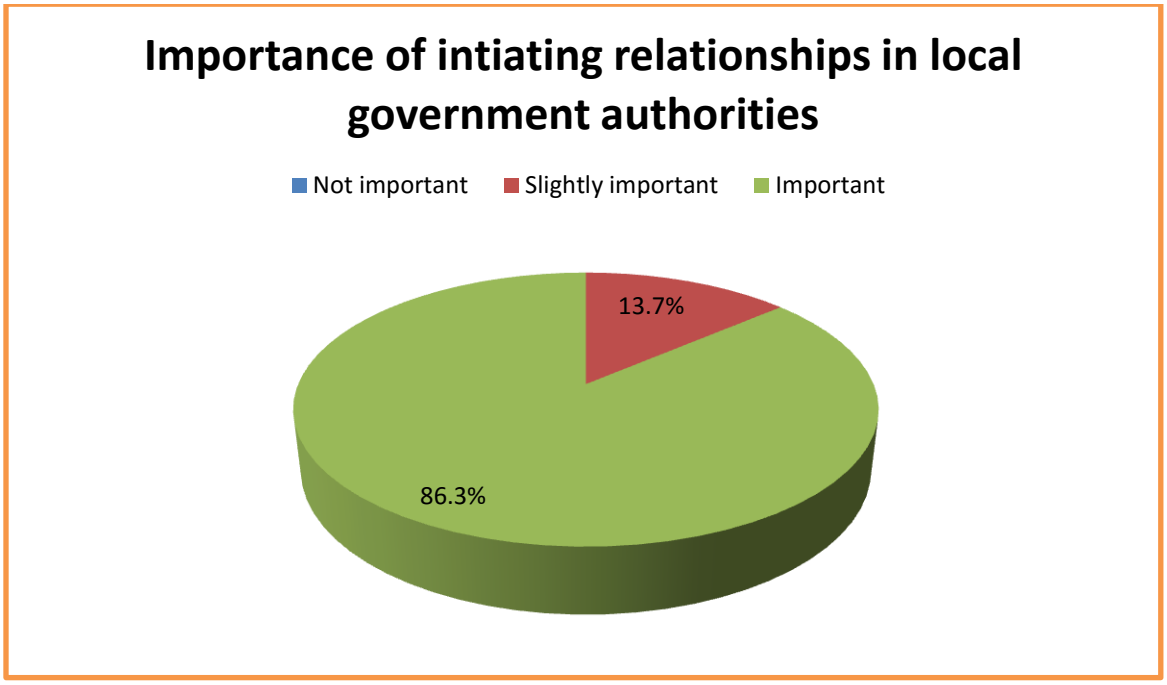


Figure 5.21: Importance of initiating relationships in local government authorities

The result in Figure 5.21 shows that a number of the respondents (86.3%) have powerfully settled that initiation of relationships with the stakeholders in the local government authorities in

Zimbabwe is important. This implies that local government authorities need to establish and develop relationships in order to achieve CRM Strategy success. This can be achieved by taking into consideration the ten identified critical success factors seriously. This means that without establishing relationships it will be difficult to achieve CRM Strategy success in the local government authorities in Zimbabwe. This result resonates with the findings by Mishra (2009) and Lambert (2010) who mentioned that customer acquisition is impossible without a strong establishment of relationships between the organization and its clients. Almotairi (2009) also echoed that without establishing a strong relationship with stakeholders CRM Strategy success is impossible. This means local government authorities in Zimbabwe must establish good rapport with their clients in order to CRM Strategy success. They need to understand customer requirements and deliver value and best services to the stakeholders in order to establish strong relationships with the customers and other publics. Abu Bakar *et al.*, (2011) and Taghipoor (2013) also cited that establishing relationships will also improve transparency and accountability in the business.

5.10.2: Significance of Nurturing Relationships in the Local Government Authorities

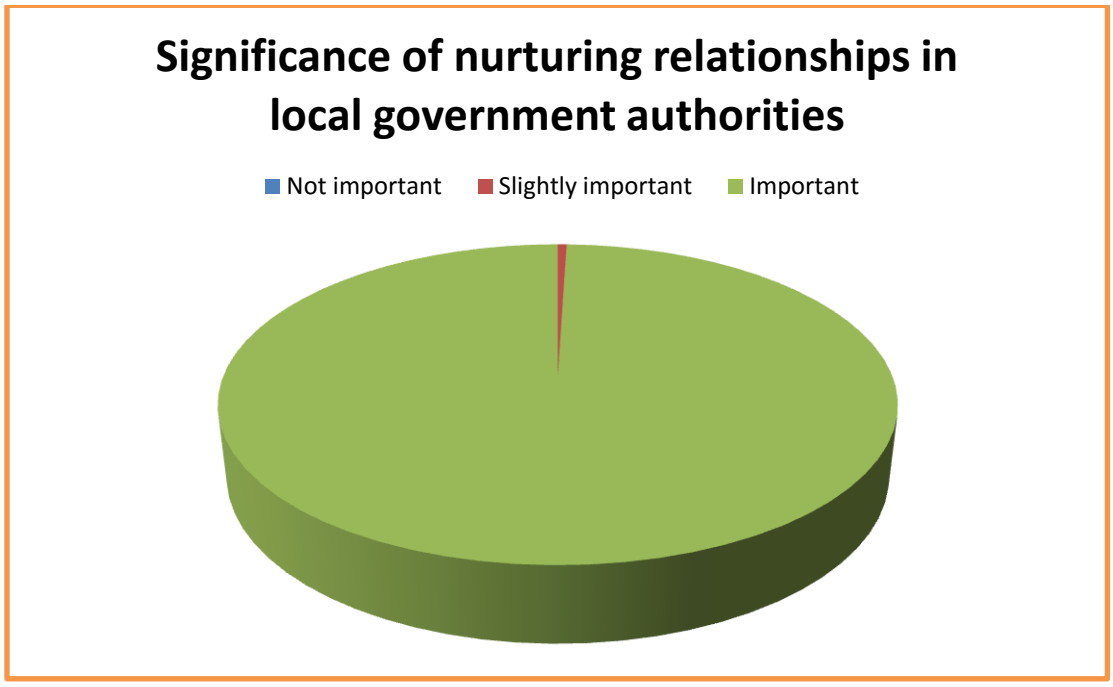


Figure 5.22: Significance of nurturing relationships in local government authorities

All the respondents' strongly agreed that developing relationships is important in the local government authorities in Zimbabwe. This implies that local government authorities in Zimbabwe should not just focus on initiating relationships but should invest more resources in nurturing relationships with the customers. This finding correlates with Kotler (1999) and Wong et al., (2002) who confirms that one of the key pillars of CRM is about developing relationships with stakeholders. Al-Khouri (2012) and Tolmay et al., (2010) also alluded that many players in the government sector perish because management forget to develop and nurture relationships with stakeholders. This was also supported by Amiri *et al.,* (2010) and Moreno and Melendez (2011) who postulated that many local authorities are good at establishing relationships but they forget to develop the relationship resulting to short term relationship with clients.

5.10.3: Importance of Maintaining Relationships in the Local Government Authorities

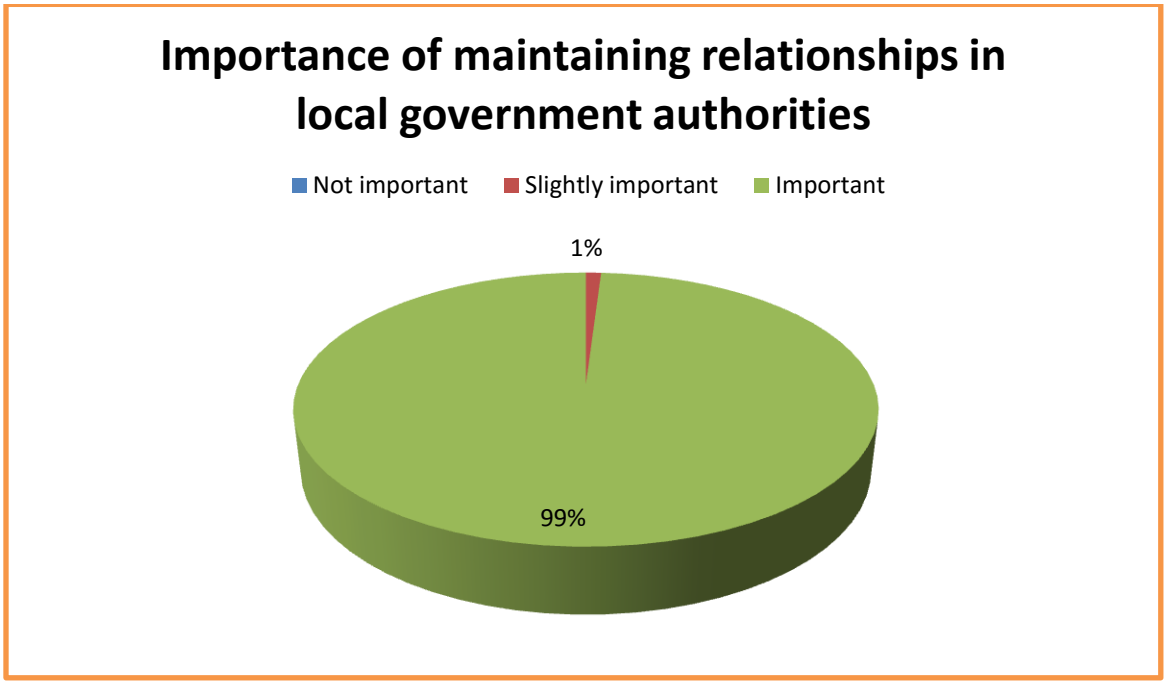


Figure 5.23: Importance of maintaining relationships in local government authorities

Figure 5.23 show that 99% of the respondents agreed that it is important for the local government authorities in Zimbabwe to maintain relationships. This finding resonates with the findings by Lee (2008) who mentions that the ultimate goal of CRM is to upsurge client retention and client loyalty. This means that local government authorities must pay attention to the client and meet customer expectations, if they are to ensure and achieve CRM Strategy success (Ash

worth and Voogd 1990). A study by Lee (2008) concluded that CRM retention is vital because it is expensive to acquire new customers. In this world of competition, it is therefore vital for local government authorities to retain their profitable customers, in order to guarantee stable revenue for growth. Azari (2008), Baran *et al.*, 2008), Bordoloi, (2000), Boulding *et al.*, (2005), Bull (2003), Camarero et al., (2005) and Da Silva *et al.*, (2007) all concurred that CRM retention is important that CRM acquisition. They argued that it is cheaper to retain a loyal customer than to acquire a new customer. This means local government authorities in Zimbabwe must invest a lot in clients' retention. Dhman (2011) also confirmed that satisfied customers (citizens) are easy to manage and motivate compared to strangers. Local authorities must design CRM strategies to retain customers. This reduces default of payments for the services, hence increasing revenue to the councils. The authorities must always listen to customers and put in place quick response strategies to satisfy the customers. The councils must also be innovative and improve on service delivery to enhance service quality.

5.10.4: Importance of Ending Relationships in the Local Government Authorities

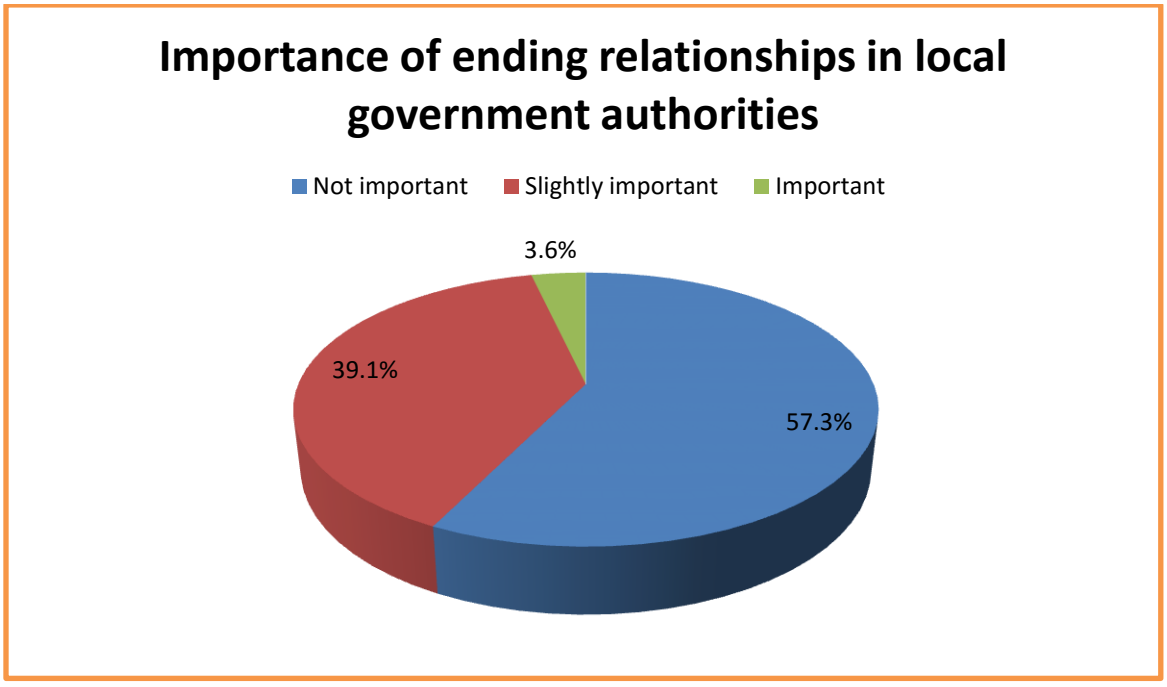


Figure 5.24: Importance of ending relationships in local government authorities

The respondents have mixed feelings as to the importance of ending relationships in local government authorities as indicated in Figure 5.24. The findings show that 57.3% of the

respondents agreed that it is important to end relationships, while 39.1% confirmed that it is not important to end relationships. This means employees in local government authorities in Zimbabwe are not fully aware of the importance of CRM, since majority of the respondents agreed that it is important to end relationships. Ernst *et al.,* (2011), Hong *et al.,* (2002); Eid (2007) and Gronroos (1989) all cited that organizations should avoid the mistake of ending the relationships with the clients. Hussain (2016) and Lindgreen *et al.,* (2006) also supported the same sentiment that ending relationships with customers is dangerous as it tarnishes the image of the business. This means that local government authorities must have services recovery strategies in place in order to maintain long term relationships with customers .This implies that local government authorities need to educate all the stakeholders the benefits of CRM in order to ensure success of the CRM Strategy. The above findings are also proven by chi-square p-values calculated in Table 5.27, as depicted below on the need of initiating, developing, maintaining and ending relationships in local government authorities in Zimbabwe.

The chi-squares p-values are illustrated in Table 5.27 below:

Table 5.27: Chi-Square Test Statistics

	Starting relationships	Nurturing relationships	Retaining relationships	Terminating relationships
Chi-square	325.030[a]	315.042[b]	279.698[b]	9.642[c]
df	1	1	1	1
Asymp.Sig.	.000	.000	.000	.009

Deducing from the results in Tables 5.26 and 5.27, very little importance is given to termination relationships. These findings affirm Miranda *et al.,* (2005)'s affirmation that more care is directed to the creation and development of relationships compared to maintaining and terminating relationships. It is fair to ensure that equal importance is given to all the forms CRM (Little and Marandi, 2003). The local government authorities should pay attention to clients who are terminating relationships and arrange exit interviews in order to find the reasons of leaving. Hung *et al.,* (2010) and Morrel *et al.,* (2001) posited that feedback helps to improve and cement relationships as well as improving excellent service delivery in the local government authorities.

5.11 SUMMARY

Chapter five offered the findings of this study. Quantitative information was analyzed using SPSS and Amos 18 version. Data analysis in this study is presented in the form of tables and graphs. This study has identified 10 critical success factors in the accomplishment and victory of the CRM Strategy in the local government authorities in Zimbabwe which are due diligence, Strategy focus and alignment, change management, metrics, implementation approach, customer focus, project management, implementation Strategy, process design and buy-in and adoption. The findings clearly demonstrate that all the ten critical success factors are significant and positively related to the success of the CRM Strategy in the local government authorities in Zimbabwe. In addition, the results show that many the local government authorities focus their attention on initiating, developing, and maintaining relationships and they do not give attention to those relationships that are ending. The next chapter draws conclusions and proposes recommendations on factors to be adopted in the victory of CRM Strategy in the local government authorities in Zimbabwe.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.0 PREAMBLE

The chapter gives a summary of the research results, offers suppositions grounded on the examination and elucidation of the data, and recommend a method frontward on what will be the best factors critical for the victory of the CRM Strategy in the local government authorities. Although this study was restricted to the 210 respondents in 21 purposefully selected local councils in Zimbabwe, the findings are of general importance to all the local government authorities in Africa especially in the SADC regions. This is because the setups of the SADC's local authorities are almost uniform. Therefore, the initial portion of this chapter recapitulates the theoretical and empirical studies, shadowed by deliberations relating to the accomplishment of research objectives. The chapter will close with commendations inferred from the analysis and prospects for future studies.

6.1 SUMMARY OF THE HYPOTHETICAL LITERATURE

Chapter two provided a synopsis of the nature of local authorities in Zimbabwe. The chapter provided historical contextual of the local government authorities in Zimbabwe. Then it pronounced governance and the roles of the local government institutions in Zimbabwe. For administrative purposes, Zimbabwe is apportioned into eight provincial towns and two cities. The provinces and metropolitan provinces are further divided into districts. Furthermore, this chapter highlights that in Zimbabwe the local government authorities are fared by designated and chosen officers. These representatives are responsible to use their know-how in the clarification of statutes and by-laws. These statutes are critical in the administration of the local government authorities as they pursue to improve service delivery to the local communities. In addition to technocrats, there are those officers who are nominated by the local people to signify the local community interests in councils.

The chapter also explained the major functions of the local authorities. It was found that the local government authorities provided various amenities and services to the citizens and it is the

identical formulated by-laws that influence the delivery of such amenities. The local government authorities enthused the benefits of the local communities in countless domains ranging from and including the social, economic, environmental, recreational and cultural. There are 91 local government authorities in Zimbabwe made of 31 urban councils and 60 district councils (Local government Ministry report, 2016). The local authorities in Zimbabwe are in the progression of pinpointing and listing the CRM projects but confirmation from literature have exposed that many of them are clueless as to what critical success factors are in CRM Strategy success. Many the local government authorities were criticized due to use of mass marketing and mass production.

CRM refers to the formation, nurturing, upkeep and enrichment of long lasting equally cherished relationships between clients and the governments. CRM is a broad approach for forming, maintaining and growing client relationship. A successful CRM Strategy focuses on appreciating the requirements of the clients and meeting customer expectations. CRM is accomplished by assigning these requirements at the mind of the business by incorporating customers' needs in the victory of the CRM Strategy. CRM is focused on building long lasting relationship by being the greatest at considerate, collaborative, and nurturing current client associations in addition to building and retaining existing clients.

The chapter further revealed that the local government authorities are accountable for providing an extensive range of indispensable services to the public. The values underlying customer service are politeness, convenience, and fairmindedness in how amenities are provided. The local government authority's modernization programme should focus on delivering quality customer service. They also need to consult people about service provision. Quality service delivery is essential if the local government authorities are keeping abreast with the needs of the citizens. In this approach, the local government authorities must make sure that their services are customer centric. This means that the intimacy's between the local government authorities and the local communities is significant for the victory of CRM Strategy in the local government authorities.

The chapter identified ten (10) critical success factors of Due diligence, Strategic focus and alignment, Customer focus, Change management, Implementation approach, Metrics,

Implementation Strategy, Buy-in and adoption, Project management and Process design were all considered as the vital factors for the triumph of CRM Strategy in the local government authorities in Zimbabwe. A meta-analysis study was conducted and the researcher obtains one hundred and twelve (112) concepts from those twenty empirical studies.

6.2 SUMMARY OF THE EMPIRICAL STUDY

Empirical literature has shown that more businesses are turning to CRM Strategy solutions to drive business performance. Empirical evidence shows that many local government authorities have failed to implement a successful CRM Strategy. The virtuous news is that all of these of snags are avoidable, if the right critical success factors are put in place. This study has provided a checklist of 10 critical success factors for the local government authorities to follow as they design and adopt the CRM Strategy (See Table 6.0). In Chapter 4, a thorough literature review was done.

Table 6.0: Summary of the Study's Empirical Results

Journal Articles	Due diligence	Strategic focus and	Customer focus	Change Management	Implementation approach	Metrics	Implementation Strategy	Project management	Process design	Buy-In & Adoption
Avoiding critical paths of destruction (2002)	✓	✓	✓		✓		✓			✓
Backman, S. (2009)	✓	✓		✓				✓		
Beasty, C. (2005)	✓	✓	✓	✓			✓			✓
Boardman, R. (n.d.)	✓	✓			✓	✓	✓			✓
Burns, M. (2008)	✓									✓
CRM implementation - the right way, (2009)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
CRM implementation (2009)	✓	✓		✓		✓	✓		✓	
Eberhardt, (2001)	✓	✓	✓	✓	✓	✓	✓		✓	✓
Ganeshram and Myron, (2002)	✓	✓			✓	✓	✓	✓		
(Kane, 2009)	✓	✓			✓		✓	✓	✓	
Lashar, (2008)	✓			✓	✓					✓
Lay down CRM aims to certify victory, (2009)	✓	✓	✓			✓				
(Lee, 2008)	✓		✓						✓	
Loftis, L. et al., (2004)	✓	✓	✓	✓	✓		✓			
Murtha & Foley, (2001)	✓	✓		✓	✓	✓		✓		
Reel, J. S. (1999)	✓		✓					✓		✓
Sethupathy, A. (2007)	✓				✓			✓		✓
Te upper motives- CRM success, (2009)	✓		✓	✓		✓	✓	✓	✓	
The upper motives- CRM failure, (2009)	✓	✓	✓	✓	✓	✓	✓		✓	
Turner, K. (2007)	✓	✓	✓	✓		✓			✓	
Totals: 112 Concepts =	20	14	11	11	11	10	11	8	8	8

Source: (Chiguvi, 2017)

All the ten (10) critical success factors were tested and the results in chapter five shows that they are all significant and positively linked to customer relationship management strategy success in the local government authorities in Zimbabwe.

6.3 ACHIEVEMENT OF THE RESEARCH OBJECTIVES

In order to solve the research problem, seven objectives were set and all were achieved. The objectives are described below:

6.3.1 Research objective one: To understand the nature and structure of local government authorities in Zimbabwe.

Chapter two presented the theoretical underpinning the nature and structure of local government authorities in Zimbabwe. It was deduced that there are 91 local authorities in Zimbabwe of which 31 are urban councils and of these, four are local boards, eleven town councils, nine municipalities and seven city councils and 60 are district councils. In addition, some of the literature discussed in this chapter included the historical background of local government authorities, governance of local government and the functions of local government in Zimbabwe. As a result research objective one was achieved.

6.3.2 Research objective two: To identify the critical success factors in customer relationship management strategy in local government authorities.

To achieve the second objective, chapter three presented in depth the literature on customer relationship management and empirical literature on critical success factors in CRM strategy success. Literature from various scholars clearly shows that customer relationship management is not simply a method used by local government authorities to gain a competitive advantage but it has become a necessity for its survival. Customer relationship management is a key solution for determining information infrastructures that can increase the responding ability of local government authorities in competitive environment and contributes to the survival of the local authorities. As a result research objective two was achieved.

6.3.3 Research objective three: To develop a CRM strategy framework of critical success factors in local government authorities in Zimbabwe.

To achieve the third objective a meta- analysis methodology was employed and explained in lengthy in chapter four. The findings from the empirical and methodological study assisted the researcher in identifying a framework of critical success factors in CRM strategy success. The illustration of the searching and filtration of results was clearly explained in chapter four and illustrated as shown in figure 4.0 and table 4.1 respectively. The researcher searched and obtained one hundred and forty seven (147) studies. One hundred and thirty two (132) of them were journal articles and the other fifteen (15) were conference papers. After that, the researcher further filters the searching results by reading their title, abstract, result and conclusion. As a result of this filtering process, the researcher obtained twenty (20) journal articles which were relevant to the main interest of the study. All of the twenty (20) studies produced 10 measurement constructs that were used to develop questionnaire of the study. The final framework illustrated in Figure 6.2. As a result research objective three was achieved.

6.3.4 Research objective four: To measure the impact of critical success factors on customer relationship management strategy success or failure in local government authorities in Zimbabwe.

The findings in chapter five showed that all the identified ten critical success factors are significant and positively linked to CRM strategy success in local government authorities in Zimbabwe. The results reveal that Implementation Approach (0.974), Customer Focus (0.940), Metrics (0.927) and Implementation Strategy (0.916) have greater impact in CRM strategy success in local government authorities in Zimbabwe. However, the results also show that Process Design (0.557) and Buy-in and Adoption (0.260) have least influence in CRM strategy success in local government authorities. Buy-in and Adoption and Process Design are less significantly and positively linked to CRM strategy success but not as strong as other factors of CRM strategy success. Therefore all the first ten hypotheses of the study were confirmed and accepted. As a result objective five was achieved.

6.3.5 Research objective five: To determine the impact of CRM strategy success or failure on the performance of local government authorities in Zimbabwe.

The findings in chapter five also confirmed that CRM strategy success have influence on the performance of local government authorities in Zimbabwe. The results indicated that CRM strategy success has much impact and influence on increasing customer loyalty and trust (0.866), customer satisfaction (0.788), service quality (0.756). However, the results also showed that CRM strategy success was negatively linked to reduction of cost in local government authorities in Zimbabwe. There was no significant relationship between CRM strategy success and cost as evidenced by (β = -0.037). Therefore, (H11, H13 and H14) were confirmed and accepted but H12 was rejected. As a result objective five was achieved.

6.3.6 Research objective six: To develop the CRM implementation index for local government authorities.

The researcher managed to design and develop a CRM implementation index. The index is useful to executives implementing CRM strategy in local government authorities as it provides a measure for each identified critical success factor indicator. The measures highlighted in Table 6.1 can be used as checkpoints necessary to comprehend the practical elements needed to achieve success for a CRM strategy success programme in local government authorities. As a result objective six was achieved.

6.3.7 Research objective seven: To recommend strategies needed to improve the implementation of CRM strategy in local government authorities in Zimbabwe.

Chapter six explained the recommendations deduced from the study. As a result objective seven was achieved.

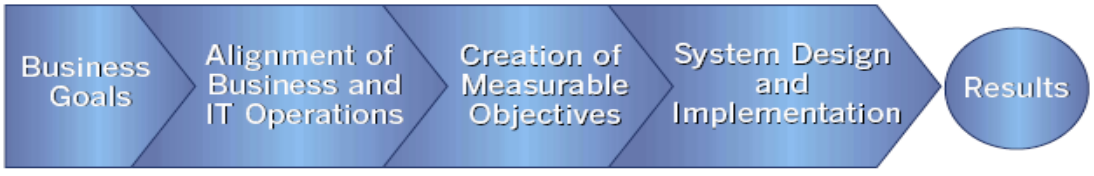
6.4 RECOMMENDATIONS OF THE STUDY

The subsequent are the commendations which the researcher trusts can help the local government authorities to increase the victory of the CRM Strategy as well as to successfully establish and maintain relationships with their stakeholders:

- **Due Diligence:** The local governments authorities must exercise thorough due diligence before implementing the CRM strategies. Most scholars like Backman (2009); Beasty, (2005); Boardman, 2005, Burns (2008); and Turner (2007) have indicated that thoughtfulness to good planning is fundamental to a successful execution of the CRM Strategy. This means that rigorous planning must be done in advance prior to implementing the CRM Strategy. Customer analysis must be done before the CRM Strategy can be implemented to ensure its success. An effective way of doing so is to do thorough CRM vendor selection to ensure the accomplishment of the CRM Strategy in the local government authorities. Adequate resources must be put in place to guarantee the victory of the CRM Strategy.

- **Strategy Focus & Alignment:** A number of local government authorities' plunge into the snare of adapting their industry practices to fit the preferred CRM solution. Beasty (2005) explains that CRM is not about picking the technology. Instead, it is about picking the right Strategy that aligns to business ethos and the CRM strategies. For example, if the local government authority's Strategy board focuses on retaining investors while the CRM Strategy focuses on attainment of existing investors, the findings shows that misalliance will diminish the local government authority's capability to accomplish its goals. Therefore, it is important for the local government authorities to make sure that the Strategy focus and alignment are synchronized. Figure 6.1 illustrates below, shows how the CRM business goals that are dedicated on creating significant findings and drive functionality are accomplished. It attests that strategic alignment and focus promotes victory of CRM Strategy.

Figure 6.0: Significance of aligning Business goals to drive functionality



Source: (Oracle White paper, 2006: 4)

Figure 6.0 shows that good strategic alignment and focus is significant to the victory of the CRM Strategy. Jim Burns, advise that:

"Working with business users up front to establish the prioritization criteria for determining which business requirements will guide configuration. This avoids wasting time addressing requirements that are not going to add value to the business."

This means that the local government authorities who need to enjoy the success of the CRM Strategy should consider their Strategy focus and alignment in their operational and strategic performance.

- **Customer Focus:** The local government authorities must change their business philosophy. They must adopt a customer centric value approach so as to outdo competitors in today's competitive business environment. They need to ensure that customers are well conversant about amenities, opportunities and other services in the Councils. Information, complaints and, suggestions that come from customers must be completely gathered. The local government authorities must shift from mass production and marketing to a customer-centric focus. The local government authorities must move away mass marketing and production to a customer-centric focus. Frequently, this factor is most overlooked by the local government authorities when implementing CRM Strategy because it took a lot of time to put into action. Reel (1999) posits that portion of the planning segment should be to consult the customers before implementing the CRM Strategy. For this method to work, the local government authorities must pay attention to the customer requirements and deliver accordingly.

- **Change management:** To ensure the success of the CRM Strategy change management must be considered seriously. This study has shown that the local government authorities that prioritize change management as their core critical success factor are guaranteed to enjoy the success of the CRM Strategy. This means that the local government authorities must take into account and consider change before putting in place CRM Strategy. Local government authorities need to provide innovative apparatuses and train the workers appropriately in order to deliver excellent services to the citizens. The local government authorities must put in place

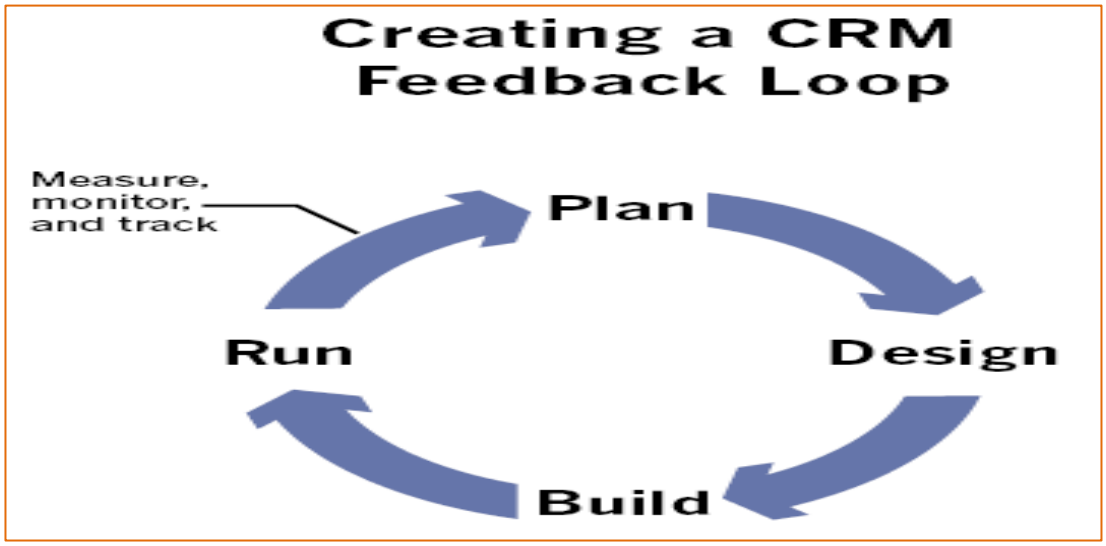
enough resources in the change management process. This help employee to quickly adapt to the innovative changes. They need to train the employees to properly deliver the customer experience. Apathy is one of the main anomalies encumbering the accomplishment of the CRM Strategy and with this in mind, transformation management is now mandatory to ensure the victory of the CRM Strategy as proved scientifically in this study. Good change management strategies will help to spearhead the accomplishment of CRM Strategy.

- **Implementation Approach:** Successful CRM Strategy implementation need to be executed in phases. The stages must be well planned and scheduled to ensure smooth implementation of the CRM Strategy**.** They must circumvent the natural propensity to attempt and executing more work too shortly. A quick win frequently encompasses short cuts which affect the quality of work or failing to accomplish the CRM Strategy. This syndrome is the cause of CRM Strategy failure in most of the local government authorities in Zimbabwe. There is no due diligence done and most of CRM Strategies are hurriedly done resulting to failure or not accomplished in the time scheduled. The Councils are also advised to ensure that they provide adequate resources to implement CRM. However, budget constraints were found to be the limiting factor. The Councils must try to offer excellent services in order to attract customers to pay promptly for the services rendered by the Council. The researcher has observed that the City of Harare alone is owed over $1 billion in arrears by its customers (Source City of Harare Financial report, 2016). This shows lack of relationships which will not be a problem if the local government authorities start to adopt the CRM Strategy as the pillar of their corporate strategy. This suggests that the local government authorities that choose the right implementation approach must recognize the value of the CRM Strategy in their operational and strategic performance.

- **Metrics:** The local government authorities who want to enjoy the value of the CRM Strategy must ensure that the right metrics are available so as to promote excellent service quality delivery to the citizens. Once a CRM Strategy is on the trot, CRM audits must be implemented in order to measure the efficacy, with the aim to increase CRM results unceasingly. The local government authorities must also benchmark their CRM Strategy processes. This allows council managers to make corrections as necessary, hence improving the accomplishment

of CRM Strategy. The local government authorities must create a customer relationship management feedback loop as shown in figure 6.1 below:

Figure 6:1 CRM Feedback Loop



Local government authorities can adopt the above CRM feedback loop as a strategy to improve CRM Strategy. They must be able to plan, design, build and run the CRM Strategy system. This process must be ongoing programme in order to constantly polish and develop CRM Strategy victory. As previously noted in the literature review, it is also significant for the local government authorities to know the anticipations of all the parties involved in CRM Strategy, so that all the stakeholders rally together towards the victory of the CRM Strategy. Ganeshram and Myron (2002) mentions that CRM Strategy fails when the firms lack knowledge on what they want to achieve. In addition, Cury and Kkolou (2004) sums it by mentioning that assessing the performance of the CRM Strategy is critical so as to understand the best ways of improving it. This means that the local government authorities who want to enjoy the value of the CRM Strategy must ensure that the right metrics are available so as to promote excellent service quality delivery to the citizens. The local government authorities must elucidate exactly what they need their CRM Strategy to accomplish prior to CRM implementation so that they can

select the right CRM methodology accordingly. CRM expectations must be set for all parties involved prior to CRM Strategy implementation.

- **Implementation Strategy:** The researcher has observed and also found out that the implementation of the CRM Strategy is championed by one department or functional area which leads to the CRM Strategy failure. This simply means that to ensure that all the CRM Strategy all facets must work together and the CRM systems must be integrated across all departments in the Council. The CRM Strategy implementation rules, processes and procedures must be easily available for all the stakeholders must be consulted and involved during the CRM Strategy implementation. This means that local authorities must integrate CRM systems across all the departments and also the stakeholders must be consulted and involved to ensure CRM Strategy success.

Project Management: CRM projects are only effective and successful when the management identifies a good champion leader or promoter to run and spearheading CRM Strategy **(**Sethupathy, 2007). It is therefore crucial that local government authorities should appoint CRM champion leaders and advocates to ensure CRM Strategy. Usually council stakeholders especially pressure groups like Rate-Payers Association, Environmental Agencies, and NGO's protest on council proposals. The best strategy to deal with this challenge is for local government authorities to start to put in place CRM project leader whose role is to conscientize the stakeholders to support council programmes. CRM team must be fairly represented by all departments of the council and the CRM team must be well qualified. This is a major concern to many types of councils in Zimbabwe, CRM personnel are less qualified hence an impediment to CRM Strategy success. CRM budgets must be adequately resourced to ensure final success of CRM projects.

- **Process Design:** CRM is driven by technology. This means that the local government authorities must put in place the right CRM process to speed up the entire CRM value chain system. This infers that the local government authorities in Zimbabwe must put in place the right process designs, in terms of CRM systems and equipment to ensure the victory of the CRM Strategy. The achievement of this strategy needs support of the government as well as good

stakeholder relationships. The local government authorities must enter into strategic partnerships with the local and international investors to ensure that modern CRM systems are put in place to improve service delivery. E-commerce is a reality and the local government authorities must fully adopt social media as a strategic option for delivering quality services to citizens. The CRM processes must be customer centric and user-friendly and they need to be constantly improved from time to time. For example, today customers' may not want water bill paper statement instead they want an e-statement. The local government authorities must move with modern times in order to survive in these hard-hitting times where most governments want the local authorities to generate their own revenue base to survive. Adoption of modern technologies and continuous improvement is now a must to survive in this complex environment and to ensure the success of the CRM Strategy the local the local government authorities.

- **Buy-in and Adoption:** Top management must actively support CRM Strategy. Lack of executive commendation will result to CRM fiasco or a CRM Strategy failure. This implies that Council top executives, from the Mayor, Town Clerk down and other managers must drive that CRM Strategy. Council employees need to be involved and enthused to support the CRM Strategy. All the stakeholders need to understand how the CRM system operates so that they will be eager to become accustomed it. This means that local authorities need to train and develop their staff in order to garner their support. This will help to guarantee victory of CRM Strategy. The local government authorities in Zimbabwe must mobilize all stakeholders to rally behind CRM Strategy initiatives and projects.

- **Citizen Participation:** Resident partaking in the undertakings of the local authority is now a necessity in the local government authorities. Citizens have the opinion that their opinions are to be treasured if excellent service quality is to be accomplished. The local government authorities must form partnerships with the residents and other stakeholders in order to promote mutual understanding and positive collaborations in service delivery. Currently the study result shows that there is a gap in terms of communication between councils and their stakeholders. This infers that the local government authorities need to promote effective communication with the stakeholders and must also pay attention to clients' grievances on time. This promotes

customer satisfaction and delight hence ensuring victory of CRM Strategy in local government authorities in Zimbabwe.

6.5 LIMITATIONS

The study was limited to 21 large Urban Council authorities in Zimbabwe. Though suitable arithmetical methods were used in the study, the generalizability of the outcomes would be strengthened if the findings were to be replicated with a larger sample of involving all the 91 the local government authorities in Zimbabwe. Zimbabwe has got 31 Urban Councils and 60 District Councils. The study excluded the CRM system softwares since technology is not well embraced in the local government authorities in Zimbabwe. Budget constraints also limit this study to a sample of 210 respondents; hence there is greater need to use a large sample in future studies.

6.6 PROSPECTS FOR ADDITIONAL RESEARCH

The researcher will advise future researchers to provide further research opportunities to enlarge and develop new knowledge in this field of study by:

- Extending this research into all the local government authorities in Zimbabwe. This will provide opportunities for the local government authorities to learn from each other.

- Applying the Framework exemplary and assessment apparatuses of this study to other public institutions like state parastatals where CRM system has been introduced to carry out further checks about the suppositions.

- Applying new techniques to discover critical additional factors critical for the victory of the CRM Strategy of CRM. Additional methods like Balance Scorecard, Simulation or other new CRM softwares can be applied to find new ways of improving CRM Strategy in the local government authorities.
- Further research focusing on CRM systems software relevant for the local government authorities in Zimbabwe could perchance increment this study.

- The important elements of CRM Strategy were identified as Implementation Approach, Change Management, and Metrics and Implementation Strategy. This study showed that these four critical success factors have much greater influence in the success of the CRM Strategy than other factors. Further research should therefore be conducted to ascertain the best approaches of how these factors can be fully exploited by the local government authorities to improve and increase CRM Strategy success.

The above commendations of strategies explained above are part of the evolutionary process of the CRM Strategy implementation. Today's citizens want better service delivery and a local government authority that is customer centric.

6.7 CONTRIBUTION OF THE STUDY TO NEW KNOWLEDGE

Government support in the form of grants to the local government authorities is diminishing despite the allocations of resources to the local councils in Zimbabwe. Competition in terms of provision of services and service delivery is also getting tougher between the local councils and the private sector in the areas of waste collection and provision of ancillary services. This growing evidence is a sign that the playing field and ways of doing business in the local government authorities in Zimbabwe has changed and as such connections need to be put together with stakeholders to confirm that the stakeholders are embraced in the value chain delivery system. This study has developed a framework of vital factors of the CRM Strategy needed in the local government authorities. See Figure 6.2 for the critical success factors. Thus study has further developed the CRM Implementation Index that the local government authorities must follow before and during the implementation of the CRM Strategy as shown in Table 6.1.

An implementation approach should be seriously considered before and during the implementation phase of CRM Strategy. The local government authorities must circumvent the natural propensity to attempt and executing more work too shortly. A quick win frequently encompasses short cuts which affect the quality of work or failing to accomplish the CRM Strategy. This syndrome causes failure of the CRM Strategy. This means that the local

government authorities that choose the right implementation approach must recognize the value of the CRM Strategy in their operational and strategic performance.

Change management is a vital factor towards the victory of the CRM Strategy. This study found that employees in the local government authorities' were production oriented. They believed in mass marketing and production. This mentality needs to be totally disremembered as it derails the success and growth of the local government authorities in Zimbabwe. Change management is needed to ensure that the CRM Strategy becomes successful.

Metrics is a vital factor towards the triumph of the CRM Strategy. This study found that the local government authorities should have a good metrics in place in order to have got high chance of success in their CRM strategies. The researcher discovered that many the local government authorities in Zimbabwe are keeping large data but they do not have good performance audits techniques to measure the attainment of the CRM Strategy.

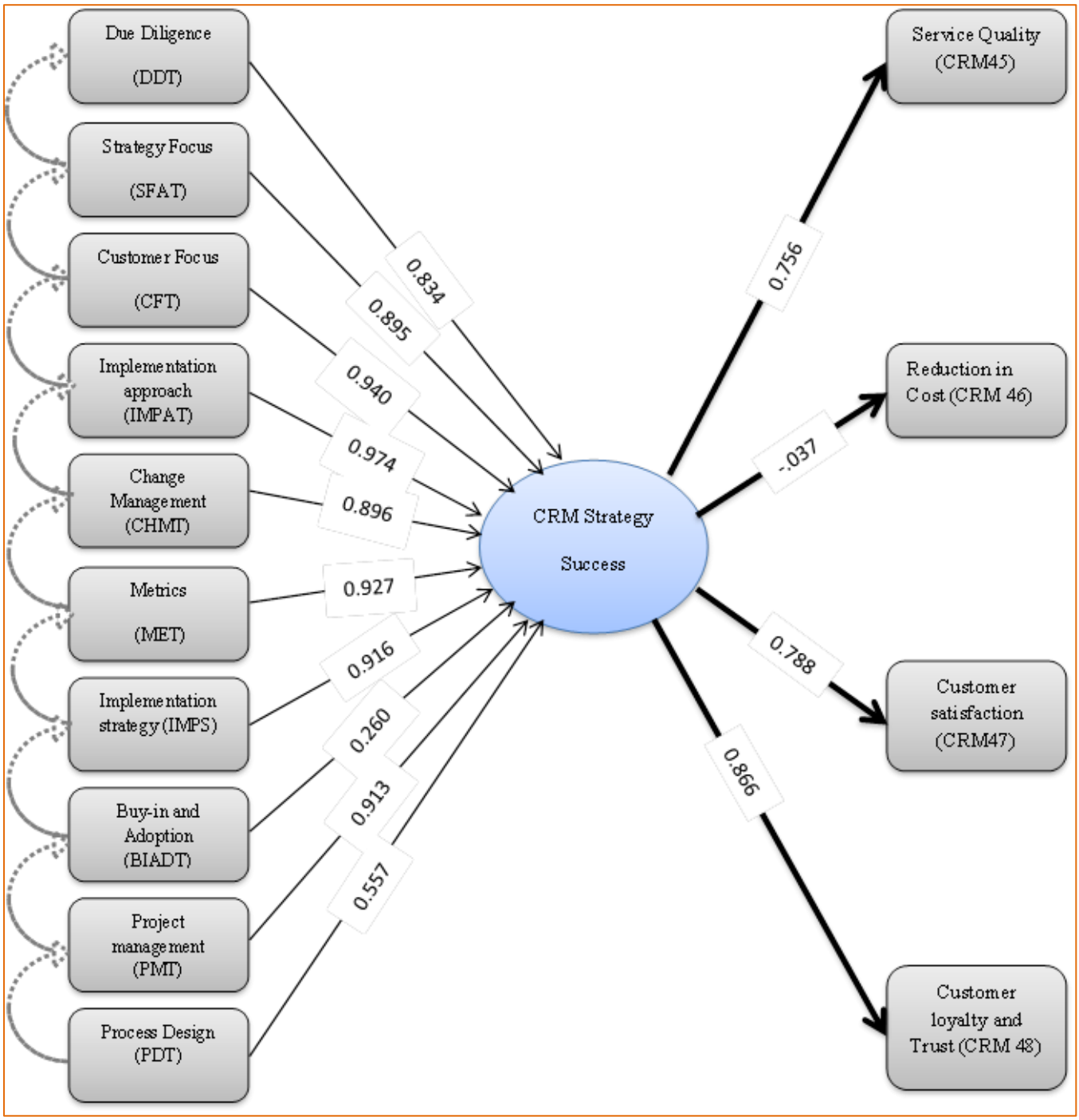
CRM Strategy victory is decided by how it is implemented by the local government authorities. This study found that by providing a service that appeals to the Council's customers, relationship traits such as loyalty and trust, customer satisfaction and service quality are supported. Good mutual relationship enables the stakeholders to view the local government authorities as customer centric institutions. The research study also found that the local government authorities in Zimbabwe are operating with limited resources and consequently they are often under great pressures that sometimes befuddle them from giving care to their relationships with strategic stakeholders. To survive and gain competitive advantage the local government authorities need to develop right strategies and maintain long lasting relationships with stakeholders.

6.7.1: The Final Framework Model of the Study for CRM Strategy Success

The researcher has managed to develop a CRM Strategy framework model and implementation index table in Figure 6.2 and Table 6.1 respectively. The researcher has managed to identify ten factors of the CRM Strategy appropriate for the local government authorities in Zimbabwe. These findings will contribute to existing body of knowledge and help to increase excellent service quality. All the research objectives of the study were addressed and with new model, the

researcher has the hope that CRM Strategy failure in the local government authorities in Zimbabwe will be low and all the local government authorities who will consider the ten mentioned factors will be able to achieve victory in their CRM Strategy.

Figure 6.2: The Final Estimated Framework Model of the Study for CRM Strategy Success



Source: (Chiguvi, 2017)

6.8 DESIGNING AND IMPLEMENTING A CRM INDEX FOR THE LOCAL GOVERNMENT AUTHORITIES

The CRM Index measures the success of the CRM Strategy across the following 10 critical success factors: Due diligence, Strategic focus and alignment, Customer focus, Change management, Implementation approach, Metrics, Implementation Strategy, Buy-in and adoption, Project management and Process design. It further incorporates the 44 indicators mentioned earlier in Chapter 3. Furthermore, this index has been found to be useful for executives who implement the CRM Strategy in the local government authorities. The CRM Index provides a measure for each critical success factor identified and each element is rated as high, medium and low respectively as shown in Table 6.1. These measures can be spot checks needed to understand the success factors required to achieve victory in the CRM programme.

Table 6.1: CRM Implementation Index Matrix

		Score (s)		
Critical Success Factors (Pointers)	**Actions**	**High = 2**	**Medium = 1**	**Low = 0**
Due Diligence	• We do rigorous planning in advance prior to CRM Strategy implementation			
	• We do Customer analysis before CRM Strategy implementation.			
	• We communicate CRM goals to all stakeholders before CRM Strategy implementation.			
	• We do Due diligence before CRM software and vendor selection.			
Strategy Focus & Alignment	• Our council strategies are aligned in the CRM Strategy.			
	• Our top managers are only involved in formulating CRM Strategy.			
	• We create multidisciplinary teams when formulating CRM Strategy.			
	• Network is in place to categorize and share best CRM with other stakeholders.			

	• We have good partnership and harmonization in all units of the council authority.			
	• Our CRM Strategy information is shared between different departments of the council.			
Customer Focus	• Our clients are well-versed about amenities, opportunities, and other services in council.			
	• We have a database to gather customers' information.			
	• We have a systems and platforms to gather customer **c**omplaints and suggestions.			
	• The collected information is scrutinized to solve clients' problem and improve service delivery quality.			
	• We have different IT tools like blogs and Social media to deliver information and services to the clients.			
Change Management	• Our employees and managers are fully trained, in order to lessen resistance to change.			
	• Our personnel and managers are fully trained to use CRM software.			
	• We have a strong CRM oriented culture in the council.			
	• Incentives and recognition are provided to encourage CRM Strategy implementation and adoption.			
	• Our CRM is totally aligned with needs and expectations of different stakeholders.			
	• Our CRM strategies are well planned and scheduled.			
Implementation Approach	• Our CRM Strategy implementation is flexible.			
	• Our CRM Strategy is broken down and implemented in phases.			
	• Our Council has got enough resources to implement CRM Strategy.			
	• Top managers of the local councils support CRM Strategy implementation.			
Metrics	• We have Key Performance Indicators (KPI's) to measure CRM success.			

	• Our CRM processes are standard and procedures are clear.			
	• Our CRM processes are continually upgraded by performance measurement tools.			
	• Our CRM expectations are set for all parties involved prior to CRM Strategy implementation.			
Implementation Strategy	• Our CRM systems are integrated across all departments in the council.			
	• All our stakeholders are consulted and involved during CRM Strategy implementation.			
	• We have a CRM Strategy implementation champion in the council.			
	• Our CRM Strategy rules, processes and procedures are easily available for all stakeholders.			
Buy-in & Adoption	• Our Mayor and Top Managers are actively involved in adopting CRM Strategy.			
	• Our personnel are enthused by incentives and rewards to inspire a customer centric behaviour.			
	• We provides training to employees and other CRM users prior to CRM implementation			
	• We have low employee resistance to new CRM technology.			
Project Management	• Our CRM team has got well qualified staff.			
	• Our CRM budget is adequately resourced.			
	• Our CRM team is fairly represented by representatives from all departments in the council.			
Process Design	• Our CRM processes are customer centric.			
	• Our CRM processes are homogeneous.			
	• Our CRM processes are user friendly.			
	• Our CRM processes are constantly improved by performance measurement tools.			

Source: (Chiguvi, 2017)

6.9 CONCLUSION

The results of this research have discovered that at the time it was conducted no research had investigated the use of the CRM among the local government authorities in Zimbabwe. This study has therefore extended knowledge in that respect, and in the sense that it will inform the scholars dealing with the CRM topic about its impact in the African context. In addition, ten factors critical for the victory of the CRM Strategy in the local government authorities were identified. The study further revealed that a successful CRM Strategy contributes to increased customer loyalty and trust, client gratification and promotes excellent service delivery. The author believes that the study will assist the local government authorities in Zimbabwe to develop appropriate CRM strategies that will in the end be of greater value to customers.

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ANNEXURES

Annexure A: Covering and Consent Letter – Questionnaire

BA ISAGO University
P. Bag 149
Gaborone, Botswana

21 March 2017

LETTER OF INFORMATION AND CONSENT

RE: Postgraduate Studies in Doctorate of Technology: Public Management- Marketing

Dear participant,

I am currently a Doctorate of Technology in Public Management student at the Durban University of Technology – Student number 21452180. My research topic is *"Critical Success Factors in Customer Relationship Management Strategy in the local government authorities in Zimbabwe".* My supervisor is Professor Veena Parboo Rawjee and my co-supervisor is Professor Rishi Balkaran. The overall aim of this study is to identify critical success factors in customer relationship management Strategy in the local government authorities in Zimbabwe.

This letter therefore serves as an invitation for you to consider participating in this study. The attached questionnaire will take approximately 6-10 minutes to complete. Participation is voluntary and you are free to withdraw from the study at any time without giving reasons, and without prejudice or any adverse consequences. The information you give will only be used for research purposes and will be aggregated with other responses and only the overall or average information will be used. Your identity and individual answers will be kept totally confidential. Should you wish to discuss this further please feel free to contact me, cellphone: +267 73 260 978: dchiguvi@gmail.com or my supervisor Professor Veena Parboo Rawjee, telephone:+27 31 373 6826/ 5277: rawjeeve@dut.ac.za, or the IREC Administrator at +27 31 373 2900.

Your assistance will be much appreciated.

Yours faithfully,

Douglas Chiguvi
+267 73 260 978, dchiguvi@gmail.com

Kindly confirm your willingness to participate in this research project:

I, ……, have adequately discussed the study with researcher, understand that l may withdraw from it at any time without giving reasons, and voluntarily agree to participate by completing the attached questionnaire.

Signature: …… Date: ……..

Annexure B: Questionnaire

QUESTIONNAIRE

SECTION A: General and Demographic information

Please answer the following questions by filling in the blank spaces or by putting a tick in the appropriate block.

1. Please indicate your gender

Male		**1**
Female		**2**

2. Please indicate in which age group you belong

Under 20 – 30 years		**1**
30 – 40 years		**2**
40 – 50 years		**3**
50 – 60 years		**4**
Upper than 60 years		**5**

3. Please indicate your highest level of Education

Certificate(s)		**1**
Diploma(s)		**2**
Degree(s)		**3**
Master(s)		**4**
PhD/ Doctorate		**5**

4. State your occupation

.....

5. Please indicate your job experience

Less than 5 years		**1**
5 – 10 years		**2**
10 – 15 years		**3**
15 – 20 years		**4**
Over than 20 years		**5**

6. Indicate the form/ status of the local authority which your council belong to

City council		**1**
Municipal council		**2**
Town council		**3**
The local Board		**4**

SECTION B: Evaluation of the Critical Success Factors in Customer Relationship Management Strategy in the local government authorities in Zimbabwe.

Section 1: The following statements describe variables critical success factors (CSFs) that encourage or inhibit ***customer relationship management*** the localin the government authorities. *Please **tick** the appropriate number to indicate the extent to which you agree or disagree with each statement.*	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Due Diligence					
1.Rigorous planning is done in advance prior to CRM Strategy implementation	**1**	**2**	**3**	**4**	**5**
2. Customer analysis is done before CRM Strategy implementation.	**1**	**2**	**3**	**4**	**5**
3. CRM goals are communicated to all stakeholders before CRM Strategy implementation.	**1**	**2**	**3**	**4**	**5**
4. Due diligence is done before CRM software and vendor selection	**1**	**2**	**3**	**4**	**5**
Strategy Focus & Alignment					
5.Council strategies are aligned in the CRM Strategy	**1**	**2**	**3**	**4**	**5**
6.Top managers are only involved in formulating CRM Strategy	**1**	**2**	**3**	**4**	**5**
7.Multidisciplinary teams are created when formulating CRM Strategy	**1**	**2**	**3**	**4**	**5**
8.There is a network in order to identify and share best CRM practices among employees and other stakeholders	**1**	**2**	**3**	**4**	**5**
9.There are good collaboration and coordination between front and back office units of council authorities	**1**	**2**	**3**	**4**	**5**
10.CRM Strategy information is shared between different departments of the council	**1**	**2**	**3**	**4**	**5**
Customer Focus					
11. Customers are well informed about services, opportunities, and other facilities in council	**1**	**2**	**3**	**4**	**5**
12. Customers' information are completely gathered in a Database	**1**	**2**	**3**	**4**	**5**
13. Complaints and suggestions of customers are gathered in a database	**1**	**2**	**3**	**4**	**5**
14. The gathered information and data are analyzed to solve their problem and service quality	**1**	**2**	**3**	**4**	**5**

15. Different technologies like SMS, websites, Phone and Social media are utilized to communicate to customers as well as deliver on-line services	**1**	**2**	**3**	**4**	**5**
Change Management					
16. All the employees and managers are completely trained, in order to reduce resistance to change	**1**	**2**	**3**	**4**	**5**
17. All the employees and managers are completely trained to use CRM software, they are familiar with CRM Strategy	**1**	**2**	**3**	**4**	**5**
18. There is a strong CRM oriented culture in the council	**1**	**2**	**3**	**4**	**5**
19. Process of knowledge creation is defined; also incentives like motivation, reward, and recognition are provided to encourage transforming of tacit knowledge to explicit knowledge.	**1**	**2**	**3**	**4**	**5**
20. CRM is completely aligned with requirements of different stakeholders	**1**	**2**	**3**	**4**	**5**
21. CRM Strategy are well supported by precise planning and schedule and in accordance with Project Management techniques	**1**	**2**	**3**	**4**	**5**
Implementation Approach					
22. Is CRM Strategy implementation flexible	**1**	**2**	**3**	**4**	**5**
23. CRM Strategy is broken down and implemented in phases.	**1**	**2**	**3**	**4**	**5**
24. Councils has got enough resources to implement CRM Strategy	**1**	**2**	**3**	**4**	**5**
25. Mayor and other Top Managers of the local councils support CRM Strategy implementation	**1**	**2**	**3**	**4**	**5**
Metrics					
26. Key Performance Indicators (KPI's) are available to measure CRM success	**1**	**2**	**3**	**4**	**5**
27. CRM process are documented and procedures are clearly defined	**1**	**2**	**3**	**4**	**5**

28. CRM process are constantly improved by performance measurement tools	**1**	**2**	**3**	**4**	**5**
29. CRM expectations are set for all parties involved prior to CRM Strategy implementation	**1**	**2**	**3**	**4**	**5**
Implementation Strategy					
30. CRM systems are integrated across all departments in the council	**1**	**2**	**3**	**4**	**5**
31. All stakeholders are consulted and involved during CRM Strategy implementation	**1**	**2**	**3**	**4**	**5**
32. CRM Strategy implementation is championed by one department in councils	**1**	**2**	**3**	**4**	**5**
33. CRM Strategy implementation rules, process and procedures are easily available for all stakeholders	**1**	**2**	**3**	**4**	**5**
Buy-in & Adoption					
34. Mayor and Top Managers are actively involved in adopting CRM Strategy	**1**	**2**	**3**	**4**	**5**
35. Employees are motivated by incentives and rewards to encourage a customer centric behaviour	**1**	**2**	**3**	**4**	**5**
36. Training is provided to employees and other CRM users prior to CRM implementation	**1**	**2**	**3**	**4**	**5**
37. Employee resistance to new CRM technology is common	**1**	**2**	**3**	**4**	**5**
Project Management					
38. CRM team has got well qualified staff	**1**	**2**	**3**	**4**	**5**
39. CRM budget is adequately resourced	**1**	**2**	**3**	**4**	**5**
40. CRM team is fairly represented by all departments of the council	**1**	**2**	**3**	**4**	**5**
Process Design					
41. CRM processes are customer centric	**1**	**2**	**3**	**4**	**5**
42. CRM process are standardized by setting concrete and measurable process targets	**1**	**2**	**3**	**4**	**5**
43. CRM process are user friendly	**1**	**2**	**3**	**4**	**5**
44. CRM processes are constantly improved by performance measurement tools	**1**	**2**	**3**	**4**	**5**

Section 2: the following section describes the impact of ***The success of the CRM Strategy on service quality, cost, customer satisfaction and customer loyalty and trust.*** *Please* ***tick*** *the appropriate number to indicate the extent to which you agree or disagree with each statement.*	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Disagree**
CRM Strategy success					
45. The success of the CRM Strategy improves service quality	**1**	**2**	**3**	**4**	**5**
46. The success of the CRM Strategy decrease the cost	**1**	**2**	**3**	**4**	**5**
47. The success of the CRM Strategy increase customer satisfaction	**1**	**2**	**3**	**4**	**5**
48. The success of the CRM Strategy increase customer loyalty and trust	**1**	**2**	**3**	**4**	**5**
Section 3: The following statements describe the ***importance of customer relationship management*** the local in the government authorities. *Please tick the appropriate number to indicate the extent to which you agree or disagree with each statement.*					
49. Customer relationship management refers to activities which are directed towards establishing, developing and maintain successful relational exchanges.	**1**	**2**	**3**	**4**	**5**
50. The local government authorities should establish and maintain relationships with their stakeholders.	**1**	**2**	**3**	**4**	**5**
51. The local government authority is enthusiastic about forming long term relationship with stakeholders.	**1**	**2**	**3**	**4**	**5**
52. Building relationship could be advantageous for the local government authority.	**1**	**2**	**3**	**4**	**5**
53. Customer relationship management creates values for our customers.	**1**	**2**	**3**	**4**	**5**
54. Council employees play a pivotal role in successfully implementing customer relationship management strategies.	**1**	**2**	**3**	**4**	**5**
55. CRM Strategy are well supported by precise planning and schedule and in accordance with Project Management techniques	**1**	**2**	**3**	**4**	**5**

56. Indicate the stakeholders with whom you have formed relationships with.

Employees	
Residents	
Investors	
Companies	
Visitors	
Other Specify:	

57. Indicate the importance of the following relationship stages:

Relationship stage	Not important	Slightly important	Important	Very important
Initiating relationships				
Developing relationships				
Maintaining relationships				
Ending relationships				

58. Provide recommendations to improve customer relationship marketing at your the local government authority?

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End of Questionnaire

THANK YOU

UNIVERSITY of BOTSWANA

Centre for Academic Development
Communication & Study Skills Unit

Corner of Notwane and Mobuto Road, Gaborone, Botswana

Private Bag 0022
Gaborone,
Botswana

Tel: [267] 355 2419/20
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Tuesday, 21 November 2017

To whom it may concern,

Dear Sir/Madam,

Re: Letter of confirmation of language editing

The thesis "Critical Success Factors in Customer Relationship Management Strategy in Local Government Authorities in Zimbabwe" by Douglas Chiguvi (21452180) was language and typographically edited. Corrections were also suggested with regard to technical editing, citations and referencing techniques. Final corrections as suggested remain the responsibility of the student.

Yours faithfully,

[redacted]

Dr Joel M. Magogwe
Senior Lecturer, Communication & Study Skills Unit
Tel: 3552421(W)
Email: magogwej@mopipi.ub.bw

C:\Users\User\Documents\(20170510)Chiguvi1.amw

Analysis Summary

Date and Time

Date: Friday, May 19, 2017
Time: 12:57:43 PM

Title

(20170510) chiguvi1: Friday, May 19, 2017 12:57 PM

Main Study Statistical Outputs

Main Study Statistical Output

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.974[a]	.949	.949	5.85711	.949	2077.194	1	111	.000	
2	.996[b]	.993	.993	2.21388	.044	666.929	1	110	.000	
3	.998[c]	.995	.995	1.78085	.003	60.999	1	109	.000	
4	1.000[d]	.999	.999	.82730	.004	397.079	1	108	.000	
5	1.000[e]	1.000	1.000	.17425	.001	2327.487	1	107	.000	
6	1.000[f]	1.000	1.000	.00000	.000	.	1	106	.	2.210

a. Predictors: (Constant), CHMT change management

b. Predictors: (Constant), CHMT, PDT

c. Predictors: (Constant), CHMT, PDT, BIADT

d. Predictors: (Constant), CHMT, PDT, BIADT, CFT

e. Predictors: (Constant), CHMT, PDT, BIADT, CFT, IMPS

f. Predictors: (Constant), CHMT, PDT, BIADT, CFT, IMPS, MET

g. Dependent Variable: CRMSS Total

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.834[a]	.696	.694	14.33142	.696	254.489	1	111	.000	1.791

a. Predictors: (Constant), DDT

b. Dependent Variable: CRMSSTotal

Coefficients[a]													
Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
2	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
3	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
4	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
5	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
6	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
7	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
8	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
9	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
10	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
11	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
12	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
13	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000
14	(Constant)	32.007	10.489		3.052	.003	11.223	52.792					
	DDT	13.422	.841	.834	15.953	.000	11.755	15.090	.834	.834	.834	1.000	1.000

Dependent Variable: CRMSS Total *** Significant Differences** **P<0.05**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.895[a]	.801	.800	11.58936	.801	447.900	1	111	.000	2.675

a. Predictors: (Constant), SFAT

b. Dependent Variable: CRMSSTotal

Table 2 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	61.793	6.525		9.470	.000	48.863	74.723					
	SFAT	6.508	.308	.895	21.164	.000	5.899	7.118	.895	.895	.895	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.940[a]	.883	.882	8.89922	.883	836.870	1	111	.000	3.025

a. Predictors: (Constant), CFT

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	70.463	4.486		15.709	.000	61.575	79.352					
	CFT	7.586	.262	.940	28.929	.000	7.066	8.106	.940	.940	.940	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.974[a]	.949	.949	5.85711	.949	2077.194	1	111	.000	2.827

a. Predictors: (Constant), CHMT

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	109.252	2.023		54.016	.000	105.244	113.260					
	CHMT	4.670	.102	.974	45.576	.000	4.467	4.873	.974	.974	.974	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.896[a]	.802	.801	11.55900	.802	450.840	1	111	.000	2.224

a. Predictors: (Constant), IMPAT

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	96.401	4.904		19.656	.000	86.683	106.120					
	IMPAT	7.226	.340	.896	21.233	.000	6.551	7.900	.896	.896	.896	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.927[a]	.860	.858	9.74379	.860	679.674	1	111	.000	1.241

a. Predictors: (Constant), MET

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	85.505	4.409		19.392	.000	76.768	94.243					
	MET	7.926	.304	.927	26.071	.000	7.324	8.529	.927	.927	.927	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.916[a]	.840	.838	10.41607	.840	580.903	1	111	.000	2.334

a. Predictors: (Constant), IMPS

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	58.287	5.877		9.918	.000	46.642	69.932					
	IMPS	9.995	.415	.916	24.102	.000	9.173	10.816	.916	.916	.916	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.916[a]	.840	.838	10.41607	.840	580.903	1	111	.000	2.334

a. Predictors: (Constant), IMPS

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	58.287	5.877		9.918	.000	46.642	69.932					
	IMPS	9.995	.415	.916	24.102	.000	9.173	10.816	.916	.916	.916	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.260[a]	.067	.059	25.11404	.067	8.020	1	111	.005	3.156

a. Predictors: (Constant), BIADT

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	146.674	18.259		8.033	.000	110.493	182.855					
	BIADT	3.753	1.325	.260	2.832	.005	1.127	6.378	.260	.260	.260	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.913[a]	.834	.833	10.58332	.834	559.208	1	111	.000	2.608

a. Predictors: (Constant), PMT

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	116.042	3.604		32.200	.000	108.901	123.183					
	PMT	7.797	.330	.913	23.648	.000	7.144	8.451	.913	.913	.913	1.000	1.000

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	116.042	3.604		32.200	.000	108.901	123.183					
	PMT	7.797	.330	.913	23.648	.000	7.144	8.451	.913	.913	.913	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.557[a]	.310	.303	21.60659	.310	49.798	1	111	.000	3.164

a. Predictors: (Constant), PDT

b. Dependent Variable: CRMSSTotal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	93.773	14.902		6.293	.000	64.245	123.302					
	PDT	6.669	.945	.557	7.057	.000	4.797	8.542	.557	.557	.557	1.000	1.000

a. Dependent Variable: CRMSSTotal

Model Summary[b]

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
						R Square Change	F Change	df1	df2	Sig. F Change	
_	1	.756[a]	.572	.569	.32100	.572	260.190	1	195	.000	2.372

a. Predictors: (Constant), CRMSST

b. Dependent Variable: CRM45

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-1.034	.337		-3.067	.002	-1.699	-.369					
	CRMSST	.317	.020	.756	16.130	.000	.278	.356	.756	.756	.756	1.000	1.000

a. Dependent Variable: CRM45

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.037[a]	.001	-.004	.58151	.001	.265	1	195	.608	2.481

a. Predictors: (Constant), CRMSST

b. Dependent Variable: CRM46

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.892	.611		6.374	.000	2.688	5.096					
	CRMSST	-.018	.036	-.037	-.514	.608	-.088	.052	-.037	-.037	-.037	1.000	1.000

a. Dependent Variable: CRM46

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.788[a]	.621	.620	.30307	.621	320.167	1	195	.000	2.112

a. Predictors: (Constant), CRMSST

b. Dependent Variable: CRM47

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-1.083	.318		-3.402	.001	-1.710	-.455					
	CRMSST	.332	.019	.788	17.893	.000	.295	.368	.788	.788	.788	1.000	1.000

a. Dependent Variable: CRM47

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.866[a]	.749	.748	.25012	.749	583.270	1	195	.000	2.537

a. Predictors: (Constant), CRMSST

b. Dependent Variable: CRM48

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-1.776	.263		-6.760	.000	-2.294	-1.258					
	CRMSST	.370	.015	.866	24.151	.000	.339	.400	.866	.866	.866	1.000	1.000

a. Dependent Variable: CRM48

Statistics

		gender	age	Education	Experience	localauthority
N	Valid	197	197	197	197	197
	Missing	0	0	0	0	0
Mean		1.4569	2.5888	2.6853	2.4619	2.4670
Std. Deviation		.49940	.76163	.85859	.79207	.96107
Variance		.249	.580	.737	.627	.924
Skewness		.175	-.829	.656	.469	-.741
Std. Error of Skewness		.173	.173	.173	.173	.173
Kurtosis		-1.990	.036	-1.327	-.332	-1.047
Std. Error of Kurtosis		.345	.345	.345	.345	.345
Minimum		1.00	1.00	2.00	1.00	1.00
Maximum		2.00	4.00	4.00	4.00	4.00

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	107	54.3	54.3	54.3
	Female	90	45.7	45.7	100.0
	Total	197	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 20-30	24	12.2	12.2	12.2
	31-40	42	21.3	21.3	33.5
	41-50	122	61.9	61.9	95.4
	51-60	9	4.6	4.6	100.0
	Total	197	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	113	57.4	57.4	57.4
	Degree	33	16.8	16.8	74.1
	Masters	51	25.9	25.9	100.0
	Total	197	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5	13	6.6	6.6	6.6
	5-10	104	52.8	52.8	59.4
	11-15	56	28.4	28.4	87.8
	16-20	24	12.2	12.2	100.0
	Total	197	100.0	100.0	

Local authority

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	City council	57	28.9	28.9	28.9
	Town council	131	66.5	66.5	95.4
	Local board	9	4.6	4.6	100.0
	Total	197	100.0	100.0	

Correlations

		CRMSSTI	DDT	SFAT	CFT	CHMT	IMPAT	MET	IMPS	BIADT	PMT	PDT
CRMSSTotal	Pearson Correlation	1	.834**	.895**	.940**	.974**	.896**	.927**	.916**	.260**	.913**	.557**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.005	.000	.000
	N	113	113	113	113	113	113	113	113	113	113	113
DDT	Pearson Correlation	.834**	1	.830**	.836**	.839**	.781**	.895**	.788**	-.259**	.821**	.701**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.002	.000	.000
	N	113	146	146	146	146	113	146	146	146	146	146

SFAT	Pearson Correlation	.895**	.830**	1	.907**	.683**	.857**	.751**	.781**	-.331**	.371**	.325**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
CFT	Pearson Correlation	.940**	.836**	.907**	1	.792**	.862**	.829**	.903**	-.378**	.644**	.519**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
CHMT	Pearson Correlation	.974**	.839**	.683**	.792**	1	.725**	.875**	.882**	-.093	.837**	.521**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.194	.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
IMPAT	Pearson Correlation	.896**	.781**	.857**	.862**	.725**	1	.847**	.685**	-.427**	.463**	.239**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.002
	N	113	113	164	164	164	164	155	164	164	164	164
MET	Pearson Correlation	.927**	.895**	.751**	.829**	.875**	.847**	1	.796**	-.379**	.791**	.736**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	113	146	188	188	188	155	188	188	188	188	188
IMPS	Pearson Correlation	.916**	.788**	.781**	.903**	.882**	.685**	.796**	1	-.131	.767**	.567**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.067	.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
BIADT	Pearson Correlation	.260**	-.259**	-.331**	-.378**	-.093	-.427**	-.379**	-.131	1	-.261**	-.356**
	Sig. (2-tailed)	.005	.002	.000	.000	.194	.000	.000	.067		.000	.000
	N	113	146	197	197	197	164	188	197	197	197	197
PMT	Pearson Correlation	.913**	.821**	.371**	.644**	.837**	.463**	.791**	.767**	-.261**	1	.753**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	113	146	197	197	197	164	188	197	197	197	197
PDT	Pearson Correlation	.557**	.701**	.325**	.519**	.521**	.239**	.736**	.567**	-.356**	.753**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	
	N	113	146	197	197	197	164	188	197	197	197	197
**. Correlation is significant at the 0.01 level (2-tailed).												

Reliability Statistics Due Diligence

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.506	.401	4

Item Statistics Due Diligence

	Mean	Std. Deviation	N
CSF1	3.5068	.50167	146
CSF2	2.6096	.60313	146
CSF3	2.7603	.67777	146
CSF4	2.9521	.88147	146

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.573
Bartlett's Test of Sphericity	Approx. Chi-Square	305.055
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
CSF1	1.000	.359
CSF2	1.000	.468
CSF3	1.000	.819
CSF4	1.000	.849

Communalities

	Initial	Extraction
CSF1	1.000	.359
CSF2	1.000	.468
CSF3	1.000	.819
CSF4	1.000	.849

Extraction Method: Principal Component Analysis.

Total Variance Explained Due Diligence

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.496	62.406	62.406	2.496	62.406	62.406
2	.986	24.640	87.046			
3	.397	9.932	96.978			
4	.121	3.022	100.000			

Extraction Method: Principal Component Analysis.

Reliability Statistics Strategy Focus and Alignment

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.700	.749	6

Item Statistics

	Mean	Std. Deviation	N
CSF5	3.4467	1.03187	197
CSF6	3.5635	1.25856	197
CSF7	2.4975	.65950	197
CSF8	2.8223	1.08980	197
CSF9	2.9898	1.21634	197
CSF10	3.2437	1.49882	197

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.522
Bartlett's Test of Sphericity	Approx. Chi-Square	1097.888
	df	10
	Sig.	.000

Communalities

	Initial	Extraction
CSF11	1.000	.887
CSF12	1.000	.884
CSF13	1.000	.943
CSF14	1.000	.920
CSF15	1.000	.874

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.460	69.203	69.203	3.460	69.203	69.203	2.423	48.464	48.464
2	1.048	20.958	90.161	1.048	20.958	90.161	2.085	41.698	90.161
3	.258	5.161	95.323						
4	.217	4.339	99.662						
5	.017	.338	100.000						

Extraction Method: Principal Component Analysis.

Reliability Statistics Customer Focus

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.887	.884	5

Item Statistics

	Mean	Std. Deviation	N
CSF11	3.3553	1.06696	197
CSF12	2.4213	.87491	197
CSF13	2.6244	1.24582	197
CSF14	2.4416	1.09400	197
CSF15	3.4416	.83476	197

KMO and Bartlett's Test Strategy Focus

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.718
Bartlett's Test of Sphericity	Approx. Chi-Square	781.845
	df	15
	Sig.	.000

Communalities

	Initial	Extraction
CSF5	1.000	.774
CSF6	1.000	.716
CSF7	1.000	.846
CSF8	1.000	.778
CSF9	1.000	.841
CSF10	1.000	.772

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.612	60.195	60.195	3.612	60.195	60.195	3.601	60.012	60.012
2	1.115	18.591	78.787	1.115	18.591	78.787	1.126	18.775	78.787
3	.668	11.131	89.918						
4	.310	5.162	95.080						
5	.176	2.940	98.020						
6	.119	1.980	100.000						

Extraction Method: Principal Component Analysis.

Reliability Statistics Change Management

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.847	.858	6

Item Statistics

	Mean	Std. Deviation	N
CSF16	2.9391	.95102	197
CSF17	2.6091	.87161	197
CSF18	3.7716	1.05153	197
CSF19	2.8426	.82103	197
CSF20	2.9340	1.25792	197
CSF21	2.9848	1.02259	197

KMO and Bartlett's Test Change Management

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.522
Bartlett's Test of Sphericity	Approx. Chi-Square	1287.834
	df	15
	Sig.	.000

Communalities

	Initial	Extraction
CSF16	1.000	.862
CSF17	1.000	.800
CSF18	1.000	.963
CSF19	1.000	.609
CSF20	1.000	.773
CSF21	1.000	.937

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.886	64.771	64.771	3.886	64.771	64.771	3.868	64.468	64.468
2	1.059	17.650	82.421	1.059	17.650	82.421	1.077	17.953	82.421
3	.548	9.135	91.555						
4	.406	6.764	98.320						
5	.084	1.406	99.725						
6	.016	.275	100.000						

Extraction Method: Principal Component Analysis.

Reliability Statistics Implementation approach

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.880	4

Item Statistics

	Mean	Std. Deviation	N
CSF22	3.2073	1.01809	164
CSF23	3.3537	1.04936	164
CSF24	2.7744	1.22011	164
CSF25	3.6037	.96324	164

KMO and Bartlett's Test Implementation Approach

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.613
Bartlett's Test of Sphericity	Approx. Chi-Square	573.658
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
CSF22	1.000	.888
CSF23	1.000	.847
CSF24	1.000	.709
CSF25	1.000	.523

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.967	74.185	74.185	2.967	74.185	74.185
2	.593	14.834	89.019			
3	.399	9.976	98.995			
4	.040	1.005	100.000			

Extraction Method: Principal Component Analysis.

Reliability Statistics Metrics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.839	.825	4

Item Statistics

	Mean	Std. Deviation	N
CSF26	3.5904	.69167	188
CSF27	3.2606	.97627	188
CSF28	3.1330	.93556	188
CSF29	3.1702	.92080	188

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.564
Bartlett's Test of Sphericity	Approx. Chi-Square	628.181
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
CSF26	1.000	.216
CSF27	1.000	.851
CSF28	1.000	.863
CSF29	1.000	.794

Communalities

	Initial	Extraction
CSF26	1.000	.216
CSF27	1.000	.851
CSF28	1.000	.863
CSF29	1.000	.794

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.725	68.116	68.116	2.725	68.116	68.116
2	.955	23.865	91.981			
3	.274	6.846	98.827			
4	.047	1.173	100.000			

Extraction Method: Principal Component Analysis.

Reliability Statistics Implementation strategy

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.089	.345	4

Item Statistics

	Mean	Std. Deviation	N
CSF30	3.0102	1.30537	197
CSF31	3.1015	1.05456	197
CSF32	3.5584	1.31043	197
CSF33	3.1726	.75637	197

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.759
Bartlett's Test of Sphericity	Approx. Chi-Square	785.449
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
CSF30	1.000	.925
CSF31	1.000	.853
CSF32	1.000	.623
CSF33	1.000	.873

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.274	81.850	81.850	3.274	81.850	81.850
2	.468	11.706	93.556			
3	.201	5.037	98.593			
4	.056	1.407	100.000			

Extraction Method: Principal Component Analysis.

Reliability Statistics Buy in and Adoption

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items[a]	N of Items
.054	-.041	4

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
CSF34	4.1624	.68810	197
CSF35	3.4619	1.27568	197
CSF36	3.0355	1.00191	197
CSF37	3.9391	.83075	197

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.541
Bartlett's Test of Sphericity	Approx. Chi-Square	196.844
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
CSF34	1.000	.799
CSF35	1.000	.834
CSF36	1.000	.805
CSF37	1.000	.800

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.954	48.842	48.842	1.954	48.842	48.842	1.655	41.366	41.366
2	1.286	32.145	80.987	1.286	32.145	80.987	1.585	39.621	80.987
3	.400	10.008	90.996						
4	.360	9.004	100.000						

Extraction Method: Principal Component Analysis.

Reliability Statistics Project Management

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.946	.950	3

Item Statistics

	Mean	Std. Deviation	N
CSF38	3.3604	1.04347	197
CSF39	2.8477	1.24833	197
CSF40	3.5330	1.09971	197

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.770
Bartlett's Test of Sphericity	Approx. Chi-Square	584.319
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
CSF38	1.000	.925
CSF39	1.000	.896
CSF40	1.000	.905

Extraction Method: Principal

Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.727	90.887	90.887	2.727	90.887	90.887
2	.161	5.371	96.258			
3	.112	3.742	100.000			

Extraction Method: Principal Component Analysis.

Reliability Statistics Process Design

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

Reliability Statistics Process Design

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.827	4

Item Statistics

	Mean	Std. Deviation	N
CSF41	4.2234	.41755	197
CSF42	3.4112	.81970	197
CSF43	3.9645	.75846	197
CSF44	3.3452	.87636	197

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.589
Bartlett's Test of Sphericity	Approx. Chi-Square	518.702
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
CSF41	1.000	.329
CSF42	1.000	.850
CSF43	1.000	.833
CSF44	1.000	.682

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.694	67.350	67.350	2.694	67.350	67.350
2	.963	24.067	91.417			
3	.226	5.643	97.060			
4	.118	2.940	100.000			

Extraction Method: Principal Component Analysis.

Variable Summary (Group number 1)

Your model contains the following variables (Group number 1)

Covariance's: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
PMT	<-->	PDT	.271	.553	.489	.625	par_15
BIAT	<-->	PDT	-.077	.341	-.225	.822	par_16
IMST	<-->	PDT	.130	.400	.326	.745	par_17
MET	<-->	PDT	.227	.510	.445	.656	par_18
IAPT	<-->	PDT	.161	.679	.237	.813	par_19
CMT	<-->	PDT	.224	.777	.288	.774	par_20
CFT	<-->	PDT	.208	.734	.283	.777	par_21
SFAT	<-->	PDT	.105	.749	.140	.888	par_22
BIAT	<-->	PMT	-.065	.456	-.143	.886	par_23
IMST	<-->	PMT	.248	.535	.464	.643	par_24
MET	<-->	PMT	.292	.681	.429	.668	par_25
IAPT	<-->	PMT	.289	.908	.318	.750	par_26
CMT	<-->	PMT	.545	1.039	.524	.600	par_27

			Estimate	S.E.	C.R.	P	Label
CFT	<-->	PMT	.352	.981	.358	.720	par_28
SFAT	<-->	PMT	.151	1.001	.151	.880	par_29
IMST	<-->	BIAT	-.010	.329	-.032	.975	par_30
MET	<-->	BIAT	-.102	.420	-.243	.808	par_31
IAPT	<-->	BIAT	-.201	.560	-.359	.719	par_32
CMT	<-->	BIAT	.000	.640	.000	1.000	par_33
CFT	<-->	BIAT	-.137	.605	-.226	.821	par_34
SFAT	<-->	BIAT	-.121	.617	-.196	.845	par_35
MET	<-->	IMST	.206	.493	.418	.676	par_36
IAPT	<-->	IMST	.275	.657	.419	.676	par_37
CMT	<-->	IMST	.401	.751	.533	.594	par_38
CFT	<-->	IMST	.388	.710	.547	.584	par_39
SFAT	<-->	IMST	.338	.724	.466	.641	par_40
IAPT	<-->	MET	.410	.840	.488	.626	par_41
CMT	<-->	MET	.475	.957	.497	.619	par_42
CFT	<-->	MET	.398	.904	.440	.660	par_43
SFAT	<-->	MET	.389	.923	.422	.673	par_44
CMT	<-->	IAPT	.553	1.276	.433	.665	par_45
CFT	<-->	IAPT	.623	1.205	.517	.605	par_46
SFAT	<-->	IAPT	.631	1.230	.513	.608	par_47
CFT	<-->	CMT	.628	1.379	.455	.649	par_48
SFAT	<-->	CMT	.542	1.407	.385	.700	par_49
SFAT	<-->	CFT	.750	1.329	.564	.573	par_50
PDT	<-->	DDT	.078	.329	.237	.812	par_52
PMT	<-->	DDT	.095	.440	.217	.828	par_53
BIAT	<-->	DDT	-.066	.271	-.244	.807	par_54
IMST	<-->	DDT	.140	.318	.440	.660	par_55
MET	<-->	DDT	.192	.397	.484	.628	par_56
IAPT	<-->	DDT	.341	.560	.609	.543	par_57

			Estimate	S.E.	C.R.	P	Label
CMT	<-->	DDT	.247	.618	.399	.690	par_58
CFT	<-->	DDT	.326	.584	.558	.577	par_59
SFAT	<-->	DDT	.362	.596	.607	.544	par_60

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e5	1.000				
SFAT	18.982	1.917	9.899	***	par_80
CFT	18.219	1.840	9.899	***	par_81
CMT	20.430	2.064	9.899	***	par_82
IAPT	13.021	1.442	9.033	***	par_83
MET	8.426	.871	9.674	***	par_84
IMST	5.409	.546	9.899	***	par_85
BIAT	3.931	.397	9.899	***	par_86
PMT	10.349	1.045	9.899	***	par_87
PDT	5.790	.585	9.899	***	par_88
DDT	2.723	.320	8.522	***	par_89
e1	1.000				
e2	1.000				
e3	1.000				
e4	1.000				