

**Streszczenie w języku angielskim:**

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## **CUSTOMER RELATIONSHIP MANAGEMENT AND CREATION OF STRATEGY OF MULTINATIONAL COMPANIES**

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The main motivation for the study was the need for identification of the relations occurring between customer relationship management and formulating the strategy for multinational companies.

The main aim of the thesis is to identify motives, factors and relations influencing the shaping of the strategy of multinational companies in the context of customer relationship management.

The theoretical goal of the study is literature analysis in the sphere of quality in customer relationship management processes and their influence on the process of formulating the strategy in multinational companies.

The research goal is to estimate the management of customer relationship processes in informatics context. The second goal is to identify the relationships between the key elements of customer relationship management processes and strategy's creation.

The practical goal is to design the model of customer relationship management's strategy's creation for multinational companies.

Based on the above investigations, the main hypothesis of the study is that there is a need to implement customer relationship management processes in the process of creation and adapting strategies by multinational companies

In the context of verification of the main hypothesis and achievement of the dissertation's goals, the following supporting hypotheses were formulated:

1. The implementation of customer relationship management processes allows to determine changes in the functioning of multinational companies.
2. Customer Relationship Management is the main factor in organizing information conditioning the creation of strategies in multinational companies.
3. The Customer Relationship Management concept plays a key role in the functioning of multinational companies and its creation has a strategic dimension.
4. Creating a Customer Relationship Management strategy in an enterprise should take into account factors characterizing the sector of its activity.
5. There are strong relations between factors influencing the creation of Customer Relationship Management strategy in an multinational company.
6. The concept of customer relationship management enables the consolidation and adaptation of an multinational enterprise to the turbulent needs of its environment

The subject-oriented scope of the empirical layer was focused on the survey using the statistical methodologies, which helped provide the answers to the questions that represented the main goal of the study and specific goals. The survey was carried out using the research tool of the survey questionnaire. The survey concerned multinational companies operating in Poland, which described themselves as the “users” of Customer Relationship Management concept as a philosophy and information system as well. The interpretation of the results obtained was based on the analysis of the quantitative indicators using the statistical methods.

The thesis has a theoretical and empirical character and is comprised of six chapters. The design of the study was adjusted to the research goals.

The first chapter focuses on the processes of customer relationship management in multinational companies. It also presents the characteristics of the essence of managing customer relations both in conceptual and practical terms. The next part of the chapter focuses on defining the place of managing customer relations in the area of marketing and marketing strategy of enterprises. The last part of the chapter is devoted to the description of the customer relationship management function in the aspect of formulating the value for a company.

The second chapter is devoted to the issues of creating strategies in multinational companies in the context of customer relationship management. In the further part of the chapter, the main models of strategy creation used by contemporary multinational companies are presented and characterized. The last part of the chapter is devoted to describing the process

of creating a strategy in a company that takes into account the management of customer relations.

The third chapter defines the role of tools supporting customer relationship management processes occurring in multinational companies. In the next part of the chapter, particular types of integrated customer relationship management systems are described in detail: eCRM, ECRM, PRM, SRM, cCRM, mCRM, sCRM. The last part of the chapter covers the characteristics of information and communication technologies.

The fourth chapter begins the practical part of the thesis and is devoted to the analysis of customer relationship management processes in selected multinational companies. After presenting the method and form of presentation of the collected empirical material, a group of multinational companies participating in the study were characterized in terms of the sector of activity, the length of the CRM system application, the main implementation motives and elements hindering the functioning. In the next part of the chapter an analysis was made to determine the role and functioning of the CRM system in the strategies of selected multinational companies together with the determination of its impact on the operations of companies depending on the sector in which it operates.

In the fifth chapter, the relationships between selected criteria constituting the motives for the implementation of the CRM concept by multinational companies were identified. The research carried out in this chapter made it possible to determine which of the aforementioned factors and criteria affect the other factors, and research was conducted to determine the strength of dependence between the elements indicated as the main motives for the implementation of the CRM concept by the company.

In the last, sixth chapter, the power of dependence between supporting factors and obstructive elements was identified and the authorial model for creating customer relationship management strategies in multinational companies was presented. An attempt was also made to determine the determinants of managing the customer relationship management system in multinational companies.

The results of the literature studies, examinations and analyses carried out are the conclusions contained in the summary of the doctoral dissertation.

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