



ST. MARY'S UNIVERSITY

SCHOOL OF BUSINESS

DEPARTMENT OF MARKETING MANAGEMENT

**ASSESEMENT OF CUSTOMER RELATIONSHIP
MANAGEMENT PRACTICES IN ETHIOPIAN SHIPPING AND
LOGISTICS SERVICE ENTERPRISE**

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**JULY 2021
ADDIS ABABA
ETHIOPIA**

**ASSESEMENT OF CUSTOMER RELATIONSHIP MANAGMENT
PRACTICES: IN ETHIOPIAN SHIPPING AND LOGISTICS
SERVICE ENTERPRICE**

BY

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**A THESIS SUBMITTED TO SAINT MARY'S UNIVERSITY
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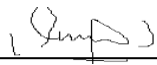
ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS ADMINISTRATION

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DECLARATION

This is to certify that the thesis prepared by Mastewal Tesfaye entitled Customer relationship management practices in the case of Ethiopian shipping and logistics service enterprise and submitted in partial fulfillment of the requirements for the Degree of Masters of marketing management.

Administration in Management complies with the regulations of the university and meets the accepted standard with respect to originality and quality.

Name

Signature

Date

ENDORSEMENT

This thesis has been submitted to Saint Mary's University, School of Graduate Studies for Examination with my approval as a university advisor.

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St. Mary's University, Addis Ababa

Signature and Date

July, 2021

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ACRONYMS

- CRM: Customer relation management
- ESLCE: Ethiopian shipping and logistics service enterprise
- SLA: Service level agreements
- ISP: Internet service providers

ABSTRACT

The main objective of this study is to assess the customer relationship management practice of the Ethiopian shipping and logistics enterprise.. Five critical CRM elements are measured in this study;- those are company customer acquisition practice, company customer acquisition strategies, company customer retention practice, company customer retention strategies & company customer development strategies. The study adopted a descriptive design and quantitative and qualitative data were employed to address the objective. Both primary and secondary data were used. The quantitative data were collected through a structured questionnaire and document review. The Population for the study was 8,835 Corporate Customers of ESLSE and the sample size of the research 350 the collected data was analyzed using SPSS 20. Percentage, mean, standard deviation and relevant statistical methods were employed. Moreover, tables and elaborations were used to present the findings. Based on respondents this study found that the overall assessment of Customer relationship management practice needs more attention.

Key words; - customer relation management, customer acquisition strategies , customer retention strategies , customer development strategies

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Customer relationship management (CRM) describes all aspects of sales, marketing, and service-related interactions that a company has with its customers or potential customers. Both business-to-consumer (B2C) and business-to-business (B2B) companies often use CRM systems to track and manage communications through the web, email, telephone, mobile apps, chat, social media, and corporate marketing materials.

Several business sectors have benefited from the use of customer relationship management activities. One of these sectors is logistics customer relationship management. It is a very useful process if and only if the company appropriately utilizes it. It allows companies together customer data swiftly, identify the most valuable customers and increase customer loyalty by providing customized products and services. It also reduces the cost of serving these customers and makes it easier to acquire similar customers (Christopher and Jochen, 2005: 381-400). According to Kotler (2006:365) “Customer relationship management is perhaps the most important concept of modern marketing until recently, customer relationship management has been defined narrowly as a customer data management detailed information about individual customers and carefully managing customer “touch points” in order to maximize customer loyalty.”

Managing customer retention and occupancy wisely breeds two major benefits for companies; reducing marketing costs and better customer insight. Marketing costs are related to money spent to replace mixed customers like money spent on advertising, sales and research. Again, as the customer tenure lengthens, marketers are able to develop a better understanding of customer requirement and expectations (Buttle, 2009).

The main component and related activities for CRM is acquisition, retention and development of long term relationships with customers (Hausman& Subramanian, 2005).

Several studies have been done on Customer Relation Ship management practices on service organization in Ethiopia. Most of these studies were conducted on service organization like

banks example of this (assessment of customer relationship management practice: a case study of awash international bank s.co by Yenemengist Belistie June, 2017.Snt Marry University,) and others. Only few studies have been done on logistic transport sector for instance, Jemal Musema (2018) conducted research on CRM practice: a case study of Ethiopian shipping and logistics service enterprise According to the finding that” ESLSE at logistic transport sector faces various problems especially with rendering quality service by a well-designed delivery system for their customers. no clear objective and policy for customer relationship, introduce new service with an input of customer idea, not regular discussion with customer, not collaborate with customers to support their business, didn’t create responsive workers, in general mission, vision, objectives and values of ESLSE needs further refinement at the area of customer relationship,” this study is not sufficient to give generalization about logistics transport service with few studies. So, the researcher assessed the Customer Relation Ship management practice in Ethiopian Shipping and Logistic Service Enterprise. based on what customer acquisition practice and customer acquisition strategies looks like, what customer retention practice and customer retention strategies looks like and also customer development strategies.

Ethiopian Shipping and Logistics Services Enterprise is incorporated by proclamation number 255/2004 the Council of Ministers merging the former Ethiopian Shipping Lines Share Company, Maritime and Transit Services Enterprise and Dry Port Enterprise that have been operating independently. This radical transformation and merger is not only aimed at bringing the companies under one corporate management, but also aims at realizing sustainable change and continuous improvement in transportation and logistics sector and providing competitive services(Website: www.eslse.et).

The Vision of Ethiopian shipping and logistics enterprise Providing Competitive Shipping and logistics service to become preferred and renowned Africa Logistics Company by 2025.

The Mission is Through Building and upgrading organizational capacity to render world class and competitive and logistics services; there by contributing towards the rapid economic growth of the country.

Values of Ethiopian shipping and logistics enterprise Reliability, transparency and accountability Efficiency, productivity and professionalism Readiness to learn excel.

1.2 Statement of the Problem

The Ethiopian logistics sector facing multiple problems in the past and now. Resulting from the country's growing economy both the cargo type and quantity is growing at an increasing rate but the logistics sector is held responsible for not coping up with the import and export cargo growth more over can't satisfy customers. it's Because of many reasons some of these are lack of existing customer retention specially exporters and also ESLSE team did not visit customers periodically, for frequent customers absence of recognition, unavailable enough container, inadequate dry port management, poor customer acquisition strategies and lack of promotions by using different mechanisms , higher customer expectation low perceived performance. Lack of modern Cargo handling equipment's Such as forklifts and Cranes at dry port (2012 EC company annual report).

In contrast the Enterprise is perform many achievements one of these achievements is the reduction of cargo stay time on Djibouti Port and dry ports which saves substantial spending both for customers and the county, reducing warehouse cost, faster transit of cargo reducing the cost of export and increase the competition. However, improve safety and security of goods Regardless of all these efforts customers are still raising their voice of dissatisfaction and the government as well urges for change. The negative aspects reported as weakness include the multimodal transport system unsatisfied with cost, performance, time, reliability of information using the service and lack of retain existing customers and acquire new customers (company annual report 2012).

Ethiopian Shipping & Logistics Services Enterprise is looking for solutions mostly around the above mentioned capacity development areas and one of the overlooked areas is customer relation management issue (eslse newsletter September 2013) .but not sufficiently applied based on components of CRM which is regarding create new customers, retain existing customers and developed loyal customers. Hence this research assessed customer relationship management of the company based on the level of customer acquisition practice and strategies, customer retention practice and strategies and also customer development strategies. Because the company do not efficiently attract new customers and also do not utilized sufficiently customer retention strategies for existing customers even not recognize loyal customers by using customer development strategies. In this research may help the company. To retain customers through

better service and loyalty programs, attract new customers and receive new business and able to create long term relationship with company customers.

ESLSE uses modern technologies like ERP (Enterprise resource planning), portal service, online container tracking but till not provide efficient service company website (www eslse.com). The existing CRM of ESLSE focuses on until the process of service delivery only not considers the quality of service. Even not gives little concern for customer satisfaction and not focus on how to create new customers and retain the existing customers and also not that much handled loyal customer. Therefore, the gap of the company is not trying to increase the number of customers and meet customer satisfaction so the researcher further investigated based on customer relationship management components like customer retention, customer acquisition, and customer development aspect crucially

1.3 Research Questions

The research result answered the following questions:

- How ESLSE practice to acquire new logistic customers?
- What customer acquisition strategies does ESLSE use to acquire customers?
- How ESLSE practice to retain loyal logistic customers?
- What customers retain strategies does ESLSE use to maintain loyal customers?
- What are customer development strategies to develop company loyal customers?

1.4. Objectives

General objectives

In general, the objective of the study is assessed elements of customer relationship management of Ethiopian Shipping & Logistics Services Enterprise. Specifically, the study had the following objectives;

Specific objectives

- To examine the ESLSE practice in acquiring new logistic customers.
- To assess ESLSE customer acquisition strategies to acquire new customers.
- To examine the ESLSE practice to retain loyal logistic customers.
- To assess the ESLSE customers retain strategies to maintain loyal customers.
- To examine ESLSE customer development strategies.

1.5. Significance of the Study

Specifically, the study has the following potential contributions for Ethiopian Shipping & Logistics Services Enterprise. It enables the management of the Enterprise to take corrective or reinforcement measures, to enable increase customer satisfaction, get new company customers and maintain loyal customers the research provides key issues for the management groups to consider areas of improvements while formulating their customer acquisitions, retention and customer development strategy. Overall governmental and non-governmental organizations get improved service from the company and the company build good image and provide better service.

1.6. Scope of the Study

- **Geographically** ;-The enterprise has many branches to make the research complete information from all dry port offices as well as Djibouti office, due to some constraints like COVID 19, money and time, the researcher restricted only to head office which is located in Addis Ababa specifically found around Leghare.

- **Methodologically**;- company head office customers used questionnaires' and specific management groups used interview were parts of the study.

- **Conceptually**;- concentrates on the level of customer relationship management of Ethiopian Shipping & Logistics Services Enterprise. This is specifically concerned only practice of ESLSE customer acquisition practice and strategies, customer retention practice and strategies and customer development strategies of the company.

1.7. Limitation of the Study

To obtaining the information Because of covid19 and luck of time, customer unwillingness was happening to give reliable answers.

1.8. Organization of the Study

This research is organized under five chapters. The first chapter represented introduction of the study whereby background of the study, problem statement, research questions, objectives of the study, significance of the study, scope of the study and limitations of the study, definitions of terms included. The second chapter is discussed reviewing related literatures theoretical

literature, empirical literature, conceptual framework. Third chapter that discussed the methodology used to undertake the study. In chapter four discussed data analysis and discussion of the results, and chapter five conclusion & recommendations are presented consecutively. References and annexed.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature Review

2.1.1 Concepts of CRM

CRM is an acronym for Customer Relationship Management. There is no generally accepted definition of CRM even though it is considered to be an essential business approach. According to Swift (2001), CRM is an enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability.

Customer Relationship Management is the strategic use of information, processes, technology, and people to manage the customer's relationship with your company (Marketing, Sales, Services, and Support) across the whole customer life cycle (Kincaid, 2003). Additionally, Parvatiyar & Sheth (2001) defined CRM as a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value.

CRM has been conceptualized by Reinartz. (2004) from the customer perspective as: A systematic process to manage the customer relationship initiation, maintenance, and termination across all customer contacts points in order to maximize the value of the relationship portfolio. Also Padmavathy (2012) defined CRM as a set of customer-oriented activities supported by organizational strategy and technology, and is designed to improve customer interaction in order to build customer loyalty and increase profits over time. Customer relationship management (CRM) has been referred to as the new "mantra" of marketing (Russel S. Winer, 2001). With the emergence of knowledgeable customers, the marketing mix management paradigm with its Four P's is a much more clinical approach which makes the seller the active part and the buyer passive (Gronroos, 1994).

customers are at the heart of a business and success of a company significantly depends on effective management of relationships with them. As a result implementing CRM is non-

negotiable in business area. CRM helps companies to have a profound understanding of customers' needs so that they can in effect satisfy.

- CRM is a core business strategy that integrates internal process and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high quality customer related data and enabled by information technology (Buttle, 2009). More over to understanding and influencing customer behavior through meaningful communication to improve customer acquisition, customer retention, customer loyalty and customer profitability (Swift, 2000).

2.1.1.1 CRM Elements

- **Customer Retention;**- Customer Retention can be defined as the possibility of a client to be recalled by the organization (Morgan& Hunt, 1994). Also Hall (1997) considers customer retention as maintaining customers for life. The life span worth of a customer to any business can be appreciated in their financial performance. Some studies considered Customer retention from a behavioral perspective. Thus, the customer feeling belong and dedicated to the company. For instance, the customer recommends the company to others and willing to repurchase services or products from the organization (Diller, 1996; Diller & MuÈllner, 1998; Gremler & Brown, 1998; Homburg et al., 1999; Oliver, 1999). According to Keiningham et al. (2007, p 364), customer retention is defined as “customers” stated continuation of a business relationship with the firm. For Internet service providers (ISPs), it is continuing to use the same provider. For retail banks, it is continuing to maintain an account relationship with the bank. And for discount retailers, it is the continued repeat shopping with the retailer”. For the purpose of this study, customer retention will be defined as the company’s ability to maintain their obtainable customer base. [.\(www.cas-crm.com\)](http://www.cas-crm.com)
- **Customer acquisition;** - Customer acquisition denotes all company activities that are used to win new customers or expand you circle of customers in some way. Acquisition is commonly understood as a process that requires both time and good planning to yield results. A key aspect of successful customer acquisition is to focus on customer requirements and to tailor your offers to match those requirements. Above all, the goal of

customer acquisition is to ensure customer loyalty and therefore establish long term business relationships.(www.cas-crm.com)

- **Customer loyalty;** - customer satisfaction is an essential prerequisite for customer loyalty. A customer who was not satisfied with a supplier or product is not likely to return to that supplier and select another product. The more satisfied a customer was, the higher the probability that they will select the same product and supplier again. One of the main pillars of professional CRM systems (Customer Relationship Management) is the increase in customer loyalty. CRM formulates strategies and describes techniques that help to involve customer more closely in the company. .(www.cas-crm.com)

- **Customer Development**

Customer development is an important process in any product development with which a business uses customer feedback to define and develop its product. The four core phases of Customer Development (Four Steps to Epiphany) are as given

- Customer Discovery

In this phase, a business evaluates how it can address the customer needs or problems. The business knows about the target customer. The business gathers customer feedback about their requirements.

- Customer Validation

This is a phase when the customers understand the idea of the product and validates the product by realizing that the product will be able to solve their problems. In this phase, a business knows about the problem and the solution.

- Customer Creation

The business then evaluates customer feedback, and plans a strategy for product launch and product positioning in the market based on the feedback.

- Company Building

It includes transforming ideas and concepts to execution and scaling the business venture (www.cas-crm.com)

2.1.1.2 Objectives of Customer Relationship Management

Many firms have large numbers (often millions) of customers, many different touch points (for instance, tellers, call center staff, self-service machines, and websites), at multiple geographic locations. At a single large facility, it's unlikely that a customer will be served by the same front

line staffs on two consecutive visits in such situations; managers historically lacked the tools to practice relationship marketing. But today customer relationship management systems act as an enabler, capturing customer information and delivering it to the various touch points.

From some customer perspectives, well implemented customer relationship management systems can offer a “unified customer interface.” which means that at each transaction the relevant account details knowledge of customer preferences and past transactions, or history of a service problem are at the fingertips of the person serving the customer. This can result in a vast service improvement. From company perspectives, customer relationship management systems allow the company to better understand, segment, and tier its customer base; better target promotions and cross-selling; and even implement systems that signals whether a customer is in danger of defecting (Christopher and Jochen 2005: 381-400).

2.1.1.3 Types of CRM

The major types of CRM are Strategic CRM, Operational CRM, and analytical & collaborative CRM (Buttle, 2009).

- **Strategic CRM;** - Strategic CRM is focused up on nurturing customer-centric business culture. Customer-centric business culture is devoted to attracting, winning and keeping customers by creating and delivering value better than competitors. Furthermore, this culture is reflected through leadership behaviors, the design of formal systems, and stories that are created within the firm. In successful customer-centric business culture it is expected that resources are allocated to enhance customer value, reward systems to promote employee behaviors that enhance customer satisfaction and retention, and customer information to be collected, shared and applied across the business.
- **Operational CRM;**- Operational CRM on the other hand automates and improves customer-facing and customer supporting business process. Some of the major applications within operational CRM are marketing automation, sales force automation, and service automation. CRM software applications allow marketing, sales, and service functions to be automated and integrated.
- **Analytical CRM;**- The third type is analytical CRM. Analytical CRM is concerned with capturing, storing, extracting, integrating, interpreting, distributing, using and

reporting customer-related data to enhance both customer and company values. Analytical CRM has become a critical part of many CRM implementations.

- **Collaborative CRM;**- The fourth type is collaborative CRM and it encompasses the strategic and tactical alignment of normally separate enterprises in the supply chain for more profitable identification, attraction, retention and development of customers. In this case, companies align their people, process and technologies to serve more efficiently and effectively. Co-marketing, category management, collaborative forecasting, joint new product development, and joint market research are typical practices in this domain. Collaborative CRM allows valuable information to be shared along the supply chain (Kracklauer, Mills and Seifert, 2004).

CRM has five generic process namely strategy development process, value creation process, multichannel integration process, information management process, and performance assessment process (Pyne&Frow, 2005).

2.1.2 Factors Affecting Customer Relationship Management

2.1.2.1 Customer Handling Problem

The point is that companies have to check for the availability of any complaints either formally or informally, and if there is any, specification should be made as to its source. To handle the complaints of a customer who is casting foe the service, an offer where and/or a person to whom the complaints would be for warded need to be clearly known and located. “Thank Heavens for complainers” was provocative title of an article about customer complaining behavior, which also featured a successful manager exclaiming. The one I worry about are the problem (including some the firm may not even know it has), restore relationships with the complainer and improve future satisfaction for all (Denton.1989:1-2).

Christopher and Jochen (2004:378-399) Service recovery is an umbrella term for systematic efforts by a firm to correct a problem following a service failure and retain a customer’s goodwill. Service recovery efforts play a crucial role in achieving or restoring customer satisfaction. In every organization, things may occur that have a negative impact on its relationships with customer.

2.1.2.2 Effective Complaint Handling

Effective service recovery requires thoughtful procedures for resolving problems and handling dissatisfied customers. It is critical for firms to have effective recovery strategy, because under the following conditions, even a single problem can destroy customer's confidence in a firm.

- The failure is totally offensive (blatant dishonesty on the part of the supplier).
 - The problem fits a pattern of failure rather than being an isolated incident
 - The recovery efforts are weak, serving to compound the original problem rather than correct.
- The risk of defection is high, especially when a variety of competing alternatives are available

(Christopher and Jochen, 2004:378-399).

2.1.2.3 Dealing with the Complaining Customer

Customers have the right to complain whenever they are dissatisfied with product and service they received. A complaint is any expression of dissatisfaction that may arise in the process of product or service delivery. This includes any indication of wrong doings and comments made by customers that need a response.

According to Monga and Anand (2006:553) "the following points are to advise the organization how they should behave with those that come to it with complaints: -

Don't become impatient with such customers. Instead, show them that this time you are mistaken, but next time you will be not. This surely makes the customer visit the next time also. The snobbish of the customers will calm down once you are normal with them. Don't send the customer, back either without solving his problem or assuring him of the same to be solved in the near future. After the problem is solved it doesn't mean that the duty is over the organization has to be regularity in contact with him to know how satisfied he is with the solution.

2.1.2.4 Tracking Customer Satisfaction

There are different tools for tracking of measuring customer satisfaction. It ranges from the most primitive to the sophisticated. In this regards, (Kotler and Armstrong, 2004:548) indicates three tools of tracking customer satisfaction these are: -

Complaints and suggestion systems: - A customer centered organization makes it clear for customers to make suggestion or complaints. Many service companies provide forms on which guests can check of their likes and dislikes.

Customer satisfaction survey: - By sending questionnaires or making telephone calls to a sample of yield customers to find out how they feel about various aspects of the company's performance. Finally, the company can ask respondents to list any problems they have with the offer and to suggest improvements.

Customer Defection Analysis: - Companies should contract customers who have stopped buying or those who switched to competitors, to learn why this happened.

2.1.3 Benefits of CRM

The following are main benefits of CRM.

- To improve the company's ability to retain and acquire customers
- To maximize the lifetime value of each customer
- To improve service without increasing cost of service Gray and Byun (2001)

They further added that, for an organization to get all these benefits, sales, marketing and service functions must work together organization can get a lot of benefit from CRM initiatives and these benefits could found be in areas like

- Higher customer retention and loyalty
- Increased customer profitability
- Evaluation of customer profitability
- Reduced cost of sales
- Lower cost of recruiting customers

In general many service provider organization recommended to use company CRM . one of those service provider company is ESLSE so company will be more profitable to applied CRM by using customer retention, acquisition and customer development strategies accordingly.

2.2 Empirical Literature Review

According to Teresa Pereira 2018 G.C (world maritime university) Analysis of a Customer Relationship Management (CRM) Tool in Shipping Company, This study involved examining the role of CRM in Ethiopia logistics and the need for CRM to increase customer value through provision of higher quality services made possible using CRM systems. This study has provided some guidelines on how CRM can contribute to customer satisfaction and loyalty. It has equally shown how customer loyalty leads to higher retention rate and attraction of potential customers. Moreover, it has shown the importance of employees for successful implementation of CRM in order for the port to realize CRM benefits. Therefore, ESLSE needs to hold CRM as a strategy to manage its customer relationships by addressing the three key areas; people (employees and customers), process and technology. Finally, the researcher recommended ESLSE should take actions to correct the key areas which were identified by both the customers and employees as ESLSE weak areas.

In addition, based on Fekadu Debela 2013g.c (Swedish University.) Assessment of customer relation management practice in Ethiopian logistics; according to the research assessment company customer relation management is very poor, the density and quality of transport infrastructure is very low. The freight vehicles are not adequate in number and age to meet the transport demand of the country. The main freight transport companies lack capacity in terms of skilled human resource, management skills and number of fleets of vehicles. They are fragmented. The main companies' problem is government owned, this will result in inefficiency. The efficiency of customs authority is very low and this causes a lot of delays at check points. The number of check points is also too much. The number of days required to get foreign currency from national bank is also very long.

According to the research Multimodal transport system is used in the country huge porter age a pilot Intermodal transport is begun by Ethiopian Shipping Lines SC (ESLSE) for import goods from foreign suppliers through the port of Djibouti up to dry ports in the country through one bill of lading, which has run successfully. This has reduced the cost of delays, saved transport and warehouse charges and is able to provide prompt delivery of containerized

goods. The service is expected to increase in the coming years. The ESLSE is in a better position to coordinate intermodal transport for import goods in the existing situations. And gave the recommendations as below There is urgent need for research on the logistics gaps identified and human resource needs in freight transport and logistics needs of the country. The development of logistics service providers, transitor's, shipping agents and brokers need to be encouraged in terms of technical skills, human resources and finance because they add so much efficiency to goods flow at lower costs. Customs authority and national bank of Ethiopia need to repair the way they give services to exporters/importers and align their services to expedite freight movement for the benefit of the country. The researcher especially strongly disagrees with single height container freight train wagons because the whole world is developing double stacked container wagons for competitiveness of their goods on the global market.

In addition to the establishment of dry ports, the operation of multimodal transport system is agreed and Ethiopian Shipping and Logistics Services Enterprise emerged as the multimodal operator of the country, by which the researcher recommended Enterprise takes responsibility of the country's cargo movement.

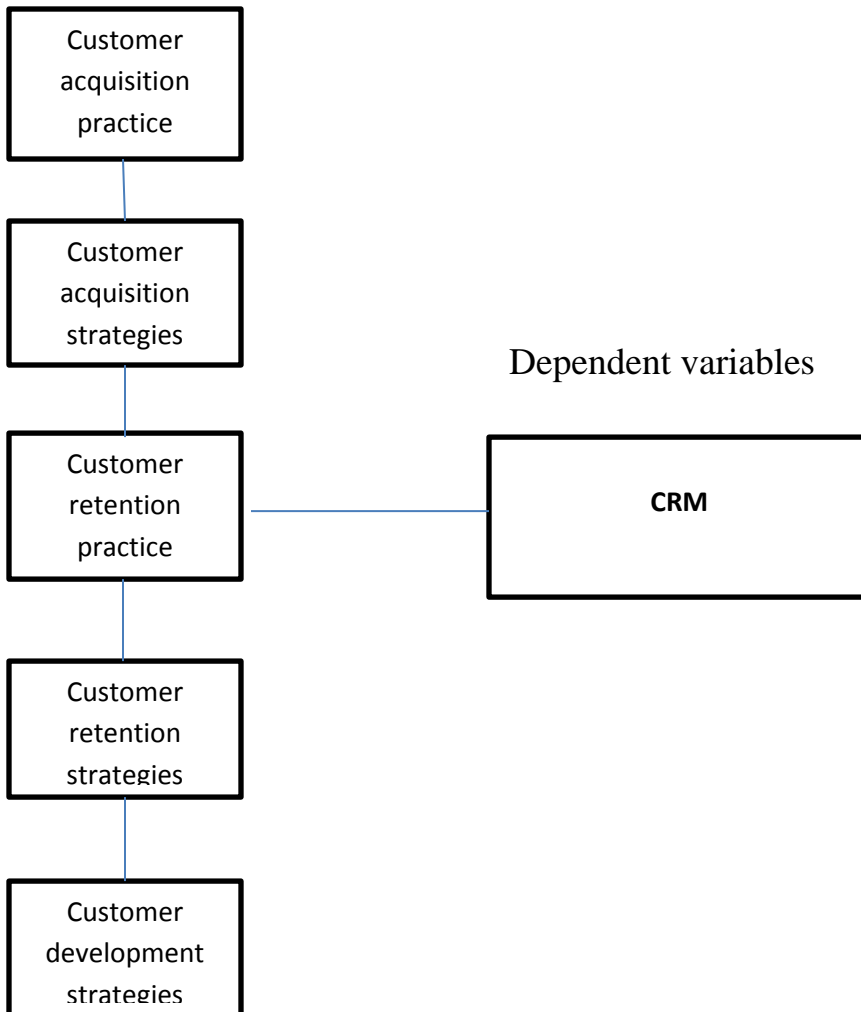
According to Jemmal Mussema Snt. marry university 2018G.C Assessment of CRM in ESLSE the researcher concludes Customer relationship management is the heart of logistics firm's strategy. In Service rendering organization the key components of their function is providing quality service to their customers. According to the finding some of the main slack are there is no clear objective and policy for customer relationship, introduce new service with an input of customer idea, regular discussion with customer, collaborate with customers and support their business, create responsive workers ,mission , vision ,objectives and values of ESLSE needs further refinement at the area of customer relationship ,segment is only in government priority sector rather than pursuing profitable customers. And also the researcher Recommends ESLSE has to create organization wide understanding on the benefit of CRM and the role of every department and employee for the success. Likewise, organizational structure of the Enterprise must be modified to insure the existence of a hub which is in charge to coordinate CRM activities. In addition ESLSE has to strengthen its service value for customers through improving service quality, setting up service level agreements (SLA) both for external and internal customers, providing service guarantees, and endowing service recovery programs, the

Enterprise must to develop and exercise supplementary user friendly and individualized techniques like text messages through cell-phones and toll-free lines by which customers can access information about their cargo status easily.

2.3 Conceptual Frame work

The basic objectives of this research to assess customer relation management in ESLSE shown as below on the following diagram. In this conceptual model how the company use customer retention practice, customer retention strategy, customer acquisition practice, customer acquisition strategy and customer development based on CRM.

Independent variables



figer 1 ;- conceptual frame work ;Adopted from (Sin et al., 2014).

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter deals with the methodology of the study whereby research design, research approach, sample & sampling technique, data source and data collection methods, and data analysis techniques, Ethical Consideration, validity and reliability discussed.

3.1. Research Design

This study is descriptive in nature because this type of study conduct to provide detail description about the existing occurrences and to justify the current condition of CRM practice of ESLSE. Data collected from targeted groups and analyzes it in order to describe the present condition of CRM practice of ESLSE.

3.2. Research Approach

The researcher used both qualitative and quantitative approaches in sequential descriptive way. Because mixed research is useful to capture the best of both qualitative and quantitative approaches. And also mixed methods can contribute greater to the wholeness of the investigation at hand. The quantitative approach involves the generation of data in quantitative form which can be subjective to demanding quantitative analysis in a formal and inflexible situation. Qualitative approach to research is concern with subjective assessment of attitudes, opinions and behavior (Kothari, 2004).

3.3. Target Population of the Study, Sample size & Sampling Techniques

3.3.1 population of the study; - the target group of the study were the company Customers found in Addis Ababa and specific management groups like around customer relationship areas of Ethiopian Shipping and logistics service enterprise, found in Leghar office in Addis Ababa.

3.3.2 The sample size; - to be determined under the study 8,835 are Customer of ESLSE with an error limit of 5 % a sample size of 382 is considered an adequate as compute above this is because target population nature of homogeneity Because they need service like sea transport and inland transport. The managers all 10 management members around customer relationship

areas selected for interview. More over an error limit of 5 % it's because of the research sample size never too much nor small size.

The Sample Size Calculated based on Yamane Formula

$$n = N / (1 + Ne^2)$$

Where n= Sample Size

N= Population Size

e=the error of 5 percentage

sample size

$$n=8835/1+8835(0.05)^2$$

$$n=382$$

3.3.3. Sampling techniques of the study; - non-probability sampling method specifically convenience sampling technique was applied because this sampling procedure uses to obtain those units of customer most conveniently available while selecting those customers to respond the questionnaires easily to accomplish the research.

3.4. Source of Data

Data collection method was both primary and secondary sources. Primary sources like company customers and specific management groups. Enterprise reports, journals, articles, Books, and publications are used as secondary sources of data.

3.5 Data collection instrument

3.5.1 Data collection method; Primary data collected from company customer through questioner. In addition to this the researcher conducted interview the specific management group of the ESLSE. The secondary data were the strategic plan document of the enterprise, journals, books, articles and publication.

3.5.2. Questionnaire; - Quantitative data was gathered from the respondents using five point Likert scale. Questionnaires Designed by the researcher based on the conceptual framework and the research questions to investigate and analyze the assessment of customer relation management the case of Ethiopian shipping and logistics enterprise. For quantitative data, the respondents were asked to indicate their level of agreement and disagreement using a five-point Likert scale (1= strongly disagree 2= disagree, 3= neutral 4=agree and 5= strongly agree).

3.5.3 Document Review; - In the document review, the researcher collected the necessary information from Annual report, internal document, and website of ESLSE.

3.6. Data Analysis

The data obtained from the participants of the research processed and analyzed both qualitatively and quantitatively by aligning primary and secondary data. Descriptive data analysis method through the use of Statistical Package for Social Science (SPSS) version 20 software was to analyze the data.

3.7. Reliability and validity

The reliability refers to a measurement that supplies consistent results with equal values [Blumberg et al., 2005]. It measures consistency, precision, repeatability, and trustworthiness of a research [Chakrabarty, 2013]. Hence the questionnaires' were tangible and reliable.

3.7.1. Validity;-Validity of a research instrument assesses the extent to which the instrument measures what it is designed to measure (Robson, 2011). So according to this research, Research questionnaires' were approved by advisors when before distribute.

3.7.2. Reliability: Cronbach's alpha test was carried out to determine the reliability (internal consistency) of the measurement scale. The use of Cronbach Coefficient to calculate the reliability of the instrument allows the strength of the items used in the questionnaire to be calculated in such a way that the measurement between 0.7 and 1.0 implies a good accuracy of the item included in the questionnaire.

Table 3.1. Reliability Test

Variables	No. of Items	Cronbach's alphas
PRA	8	.901
ACU	8	.800
RET	8	.707
RST	8	.960
CDV	8	.804
Reliability of all items	40	.945

Sources: own Survey Result, 2021

3.8. Ethical Considerations; In dealing with the research process the following ethical consideration were done.

3.8.1. Informed consent: -The purpose and the importance of the study were explained for the participants of the study. Then, the respondents were informed that they have the right to participate or not in the filling the questionnaire.

3.8.2. Keeping confidentiality: -The participants were informed that any information they provide is to be kept confidentially so that they can answered and discuss freely.

3.8.3 The procedures of the study: -Procedures should not cause confusion and harm participants. The questionnaire was prepared clearly and free from bias.

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CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The purpose of this study is to assess the practice of customer relationship management in the ESLSE. Thus; this chapter encompasses analysis and interpretation of data acquired from the questionnaire and analysis of data that was obtained from the questionnaire. To analyse the data descriptive statistics was employed by using tables. In the first part, profiles of respondents and data related to the subject matter have been analyzed.

4.2 Response Rate

A total of 382 questionnaires were disseminated to ESLSE customer's importers, exporter and transistors in Addis Ababa head office and out of those 350 questionnaires were collected representing approximately 91.6% response rate and also from 10 managers collected using interview. According to Babie (1979), the return or success rate 50% is 'adequate'; 60% response rate is 'good' and 70% rate or higher is 'very good'.

4.3. Reliability Analysis

To measure the consistency of the data Cronbach's alpha is used. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency. Different authors accept different values of this test in order to achieve internal reliability, but the most commonly accepted value is 0.70 as it should be equal to or higher than to reach internal reliability (Hair et al., 1998)

Table 4.1. Reliability Statistics

Measurement	Number of items	Cronbach's alpha
PRA	8	.890
ACU	8	.963
RET	8	.714
RST	8	.929
CDV	8	.866
ALL ITEMS	40	.959

Sources: own Survey Result, 2021

4.4 Descriptive Statistics

This section describes the respondents' general characteristics about gender, age, education, types of organization, kinds of service and experience.

Table 4.2. Demographic Background of Respondents

		Frequency	Percent
Gender	Male	197	56.3
	Female	153	43.7
	Total	350	100
Age	20-29	103	29.4
	30-39	111	31.8
	40-49	117	33.4
	>=50	19	5.4
	Total	350	100
Education	High school	53	15.1
	Diploma	69	19.7
	Degree	136	38.9
	Masters	92	26.3
	Total	350	100
Organization	Exporter	50	14.2
	Importer	280	80
	Transporter	20	5.8
	Total	350	100
Kind of service	Booking	58	16.6
	To pay freight	140	40
	To ask status	120	34.3
	To multimodal transport service	32	9.1
	Total	350	100
	<3years	94	26.8

Experience of service get from company	4-10years	100	28.6
	>10years	156	44.6
	Total	350	100

Sources: own Survey Result, 2021

The result shows on table 4.2 above that 197 (56.3%) of the respondents were male and 153 (43.7%) of the respondents were female. hence majority of the respondents are male.

It is evident from the table that majority of ESLSE users age found to be between 103(29.4 %) of sampled respondents age ranges from 20 to 29 years, 111(31.7%) of sampled respondents age ranges from 30 to 39 years, 117 (33.4%) sampled respondents age ranges from 40 to 49 years and 19 (5.4%) sampled respondents age ranges from 50 and more than 50 years. The result shows that majority of the respondents are on the age group of 40 to 49.it implies majority respondents have more experienced and well known about logistics industries hence the researcher got more reliable answers.

Considering the education level of respondents 53 (15.1 %) of sampled respondents were high school level in their educational status, 69 (19.7%) are diploma holders, 136(38.9 %) also degree holders, 92(26.3 %) master's holders this indicate that the majority of respondent is degree holders more over majority of the respondents are educated from this it can be concluded that the respondents have good knowledge to give relevant information regarding the topic under study.

Table 4.2 illustrates also that 50(14.2) respondents were exporter 280(80%) respondents were importer, 20 (5.8%) were transporter; it shows that majority company customers are importers.

In addition, about 18(16.6 %) of sampled respondents were to served and get booking service 140(40%) were come to pay sea freight and inland service, 120(34.3%) also come to the company to get cargo status 32(9.1 %) to get multimodal transport service this indicate that the majority of respondent is came to the company to pay freight rate.

According to 4.2 table 94 (26.9%) of sampled respondents less than 3 years' experience 100 (28.6%) of sampled respondents experience ranges from 4 to 10 years, 156 (44.6%) sampled respondents experience more than 10 years. The result shows that majority of the respondents more experienced from this it can be concluded that the respondents have good knowledge to give relevant information regarding the topic under study

4.5 ESLSE Practice to Acquiring New Logistic Customers

The following results focused on the practice of eslse to acquire new logistic customers based on eight variables which are grouped into aggressive promotions & phone calls, social medias , personal visits, door to door promotions, provide good service, email services and convenient for customers.

Table 4.3 Response on company Practice to Acquire New Logistic Customers

	Items	SD	D	N	A	SA	M	S.Dev
1	ESLSE use advertising /television, radio../ promotions aggressively	20.0	34.0	9.7	17.1	19.4	2.82	1.436
2	ESLSE uses phone calls to acquire new customers	34.6	24.6	4.3	16.0	20.6	2.63	1.576
3	ESLSE social media page like face book , Instagram and others able to introduce new company service	14.0	16.3	4.3	34.9	30.6	3.52	1.426
4	ESLSE uses personal visits to acquire new customers	32.6	24.6	6.3	20.0	16.6	2.63	1.511
5	ESLSE invite potential customers by door to door promotion	34.0	26.9	17.1	12.6	9.4	2.37	1.317
6	ESLSE provide good service for company customers	16.9	11.1	6.6	33.7	31.7	3.52	1.457
7	ESLSE office is convenient for customers like parking, customer stay place	7.7	11.7	6.6	37.1	36.9	3.84	1.255
8	ESLSE uses e-mail to acquire new customers	37.7	27.4	4.6	18.6	11.7	2.39	1.440
	total						2.9654	1.07429

Sources: own Survey Result, 2021

Key: SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4), SA = Strongly Agree (5), M = Mean Score

A question asked to sample respondents “ESLSE practice on the use of advertising /television, radio. /promotions aggressively as a means of acquiring customers. 54% of the sample show negative response .The mean scores show 2.82 For this statement standard deviation is 1.436 hence we possible to say that ESLSE not aggressively promote by using television and radio.in addition According to company managers interview ESLSE use radio and television promotions during holidays only.

ESLSE uses phone calls to acquire new customers are one of the questions raised to the respondents. Majority of the respondents 59.2% confirmed negatively. the mean scores 2.63 and SD 1.576. Hence ESLSE do not use phone calls

The above table also depicts the respondent's feedback on ESLSE use social media. In this regard, 65.5% of the participants have positive feeling on the idea raised. The mean score $M = 3.52$ and $SD = 1.45$ also indicates that customers of the Enterprise are receiving new service from company social media. The data gathered through an interview is also confirming this result. Company have 9,187 followers from face book pages.

The other question raises about personal visits to acquire new customers the majority respondents 57.2 % shows negative response, mean scores is 2.63 and standard deviations 1.511 it indicates that ESLSE managers and employees not done well to personal visit to attract new customers.

With regard to ESLSE's practice in inviting potential customers by door to door, the above table shows that 60% its mean scores 2.37 and SD 1.317 based on these majority respondents confirmed that ESLSE do not use door to door promotions to attract potential customers.

Regarding company service 65.4 % of the respondents are indicated positive response about the company provide good service for customers mean scores shows 3.52 and 1.457 SD . This shows that the company employees give good service for company customers. In addition from interview finding Managers respond employees trained customer service training every year.

ESLSE office is convenient for customers like parking, customer stay place is one of the questions raised to the respondents. The majority of the respondents (74 %) confirmed that it is convenient for parking and safe stay place for customers the mean scores shows 3.84 and SD 1.255 hence customer stay place and parking is convenient for customers in addition interview finding, company builds new building with considering customer parking place and customer stay place.

Regarding ESLSE uses e-mail to acquire new customers regarding this question the respondents 65.1 % did not agreed the mean scores shows 2.39 and SD 1.440. Hence the company do not use e- mail service to acquire new customers.

4.6 Customer Acquisition Strategies

The following results focused on the ESLSE acquisition strategies to acquire new logistic customers based on Customer Relationship Management practice which are grouped into e-

marketing & social media, fair freight rate, priority potential exporters , website reliability and invite potential customers , improve cargo port delay and discount and other privileges .

Table 4.4 Response on Customer Acquisition Strategies

	Items	SD	D	N	A	SA	M	S.Dev
1	ESLSE use Email marketing to create convenient service for customers	13.4	8.3	10.6	36.3	31.4	3.64	1.355
2.	ESLSE social media like face book page, twitter and Instagram provide updated information for customers	8.3	12.9	14.9	34.0	30.0	3.65	1.260
3	ESLSE provide fair freight rate for company customers	8.0	10.9	11.4	35.7	34.0	3.77	1.246
4	ESLSE gives priority service for potential exporters	15.1	9.4	4.3	29.7	41.4	3.73	1.459
5	ESLSE website provides reliable information for customers	10.0	12.0	7.7	36.0	34.3	3.73	1.315
6	ESLSE Improve cargo port delay by using proper schedules	8.9	12.0	7.7	37.7	33.7	3.59	1.513
7	ESLSE offer discounts and other privileges for frequent customers	16.6	12.9	5.1	26.0	39.4	3.82	1.380
8	ESLSE invite potential exporters to use company service for exports	43.1	28.9	6.9	9.4	11.7	3.70	1.2081
	total						3.7093	1.208

Sources: own Survey Result, 2021

Key: SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4), SA = Strongly Agree (5), M = Mean Score

According to the above table, respondents were asked about the ESLSE's practice on the use of Email marketing to create convenient service for customers 67.7 % respondents confirmed positive response. Others responded neutral and negatively responded, the mean score also 3.64 and SD 1.355 hence the researcher concluded that company mostly use email service which is one of the customer acquisition strategy of the company according to the manager interview for all service provided for customers communicated with agents and other concerned party by email.

The table shows 64% sample respondents agreed about social media provide updated information for customers the mean of the variables scores its 3.65 and 1.260 SD. Thus it is possible to say that as customer acquisition strategy social media increased the relationship between customers and the company.

ESLSE provide fair freight rate for company customer is one of the questions raised to the respondents 69.7% confirmed positive response; the mean of the variables scores its 3.77 and 1.249 SD. Thus the researcher possible say that the company offer fair freight rate for customers.

'ESLSE gives priority service for potential exporters 'it was one of the questions of the respondents then 71.1% respondents agreed. The mean of the variables scores its 3.73 and standard deviation for these variables 1.459 so it indicates that exporters get priority.

As per The table company website provides reliable information because 64% of the respondents agree the mean shows that 3.73and SD 1.315 it indicates that as acquisition strategy company customer get reliable information from company website in addition to the survey company management responded every day morning company website updated own vessels movement and company exchange rate.

The next questions as per table 4.4shows that 71.4 % of the sample respondents accepted that ESLSE Improve cargo port delay by using proper schedules the mean of the variables scores its 3.59 and SD for these variables 1.513 so can say that cargo delay at port is improved.

The other question raises about ESLSE offer discounts and other privileges for frequent customers in relation to this 65.4% of the respondents are confirmed positively.the mean of the variables scores its 3.82 for this variables SD shows 1.380. Form the analysis can say ESLSE offer discounts and other privileges for frequent customers.

ESLSE invite potential exporters to use company service regarding this 72 % of respondents not agreed the mean of the variables scores 3.709. for this statement SD shows 1.2081 it mean that company do not invite exporters to use the company service.

4.7 The ESLSE Practice to Retain Loyal Logistic Customers

The following results focused on the ESLSE customer retain practise for loyal logistics customers it's based on Customer Relationship Management practice which are grouped into cargo safe &visit customer periodically, welcoming and smile, constantly same service , never

too busy to respond for c customers , easy and immediate complaint, attractive pricing policy and comfortable cargo.

Table 4.5 response on retain practice

	Items	SD	D	N	A	SA	M	S.Dev
1	Company customer feel cargo safe in dealing with ESLSE	9.1	10.9	7.4	41.4	31.4	3.90	1.235
2	ESLSE employees and management team visit customers periodically	31.4	41.4	7.4	10.9	9.1	2.25	1.260
3	ESLSE employees and management Teams are welcoming and smile to you before and after your service in their office	18.3	10.8	6.6	34.0	30.3	2.5	1.475
4	ESLSE employees are consistently give same service quality for company customers	44.6	27.7	6.0	9.1	12.6	2.17	1.406
5	ESLSE employees and management team are never too busy to respond to customers' requests	26.6	8.0	1.4	25.7	40.3	3.49	1.642
6	Customer complaints are easily and immediately handled	11.1	8.0	7.4	37.7	35.7	3.79	1.309
7	ESLSE has attractive pricing policies for exporters and importers	12.0	11.1	8.3	31.1	37.4	3.71	1.380
8	Loaded cargo is comfortable during transportation	12.6	9.4	6.9	32.0	39.1	3.76	1.384
	Total						3.2	.80432

Sources: own Survey Result, 2021

Key: SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4), SA = Strongly Agree (5), M = Mean Score

A question was raised to evaluate customer's feeling about ESLSE's commitment on cargo safety. 75.7% respond positively on the statement. The mean of the variables scores its 3.90 and 1.235 SD the researcher concluded that customers are comfortable during cargo transportation.in addition under interview any claims during transportation damage have full insurance.

About ESLSE employees and management team visit customers periodically. In relation to this point 72.8% of respondents responded negative and the mean scores 2.25 and SD 1.642 Form the analysis the researcher can say that the company did not visit customers periodically.

A question asked to sample respondents about employees and management Teams are welcoming and smile 64.3 % confirmed positively response the mean of the variables scores is 3.49 and SD 1.642. This indicated that the management and employee well trained customer service training.

For the next questions 67.7% respondents did not agreed about company employees are consistently give same service quality for company customers, the mean scores 2.17 and SD1.406 It can be concluded that the employees are consistently do not give same service quality for company customers.

For Sample respondents of ESLSE customers were asked a question about ESLSE employees and management team are never too busy to respond to customers' requests 66% respondents strongly agreed the mean of the variables scores its 2.17 and 1.406 It shows us retain practise implemented to maintain existing customer. Based on the respondent employees and managements never to busy to respond customers request.

The other question about the company Customer complaints easily and immediately handled. In relation to this point 73.4% responded positively the mean of the variables scores its 3.79 and SD 1.309. Form the analysis the researcher can say that the company can handled complaints immediately and apply customer retention practise.

About company attractive pricing policies respondent gave 68.5% responded positively the mean of the variables scores 3.71 and 1.642 standard deviation thus company pricing policies are attractive to be loyal customers.

The other question examined about the Loaded cargo is comfortable during transportation" the respondents gave 71.1 % confirmed positive the mean of the variables scores 3.76 the standard deviation for these variables 1.384. Hence the researcher concluded that customers are comfortable during cargo transportation.

4.8 ESLSE customer retain strategies to maintain loyal customers

The following results focused on ESLSE customer retain strategies for loyal logistics customers it's based on Customer Relationship Management practice which are grouped into technologies, confidentiality, around the world service, participate & interact with customer, reward, frequent communication and new cargo security system.

Table 4.6 Response on retain strategies

Items		SD	D	N	A	SA	M	S.Dev
1	Company introduce different technologies for customers to access easily company services	39.1	28.0	4.3	16.6	12.0	2.34	1.437
2.	Customer import and export cargo history is confidential	6.0	19.7	4.3	32.9	37.1	3.75	1.299
3	ESLSE service reaches all around the world to transport cargo	38.3	28.9	3.1	16.0	13.7	2.38	1.466
4	Expand different modern technologies around dry ports to serve loyal customers	31.7	34.6	6.6	11.7	15.4	2.45	1.431
5	ESLSE Reward frequent importers and exporters Customers within a year	38.9	29.4	5.1	15.7	10.9	2.30	1.400
6	ESLSE Develop a Frequent Communication Calendar annually with customers	36.3	27.1	6.0	15.7	14.9	2.46	1.478
7	ESLSE Learn From Customer Complaints and improve the limitation	39.4	25.1	5.1	14.9	15.4	2.42	1.504
8	ESLSE develop new security system for cargo during transportation	40.0	26.0	3.7	16.3	14.0	2.38	1.486
Total							2.5604	1.17625

Sources: own Survey Result, 2021

Key: SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4), SA = Strongly Agree (5), M = Mean Score

A question asked to sample respondents “Company introduce different technologies for customers to access easily company services has 67.1% responded negatively the mean of the variables scores 2.34 standard deviation. For this variable 1.437 the researcher concluded company does not introduce new technologies for customers to access easily.

The other question requested about Customer import and export cargo history is confidential. in relation to this point 70% confirmed positively the mean of the variables scores its 3.75 and SD 1.299 Form the analysis we can say that the import and export cargos more confidential.

A question asked to sample respondents “ESLSE service reaches all around the world 67.2% respondent’s confirmed negatively the mean also scores 3.38 and SD 1.466 This indicates that the companies only call specific country.

A question asked to sample respondents “Expand different modern technologies around dry ports to serve loyal customers have 66.3% respondents Respond negative response and mean 2.45 and SD 1.431 hence the company have limitations to expand technologies to branch offices.

Sample respondents about ESLSE Reward frequent importers and exporters within a year’ 68.3% respondents respond negatively the mean of the variables scores its 2.30 and SD 1.400. It shows that the company does not give recognition for frequent customers

The other question provides about the company “ESLSE Develop a Frequent Communication Calendar annually”. In relation to this point 63.4% confirmed negatively, mean of the variables scores its 2.46 and SD .478. Form the analysis the researcher say can say that the company does not have communication calendar annually with customers.

ESLSE Learn from Customer Complaints and improve the limitation this is one of the question the respondents gave 64.5 % gave negative response, the mean of the variables scores its 2.462 and SD 1.504 it mean that did not improve the limitation and learnt from the past problems

The other question request about the” ESLSE develop new security system for cargo during transportation” the respondents gave 66% confirmed negatively. The mean of the variables scores its 2.38 and 1.486 standard deviation. Hence it indicates that companies do not have security system like camera and other.

4.9 ESLSE customer development strategies

The following results focused on the customer development strategies of ESLSE it’s based on Customer Relationship Management practice which are grouped into customer development strategies &Improvement and accept customer feedback, customer vision, extra privileges, accountability, reward and recognized, modern communication and convincement.

Table 4.7 Reponses on customer development strategies

	Items	SD	D	N	A	SA	M	S.Dev
1	ESLSE identify their customers want and develop strategies to achieve those customer requirements	33.4	34.3	5.4	13.1	13.7	2.34	1.437
2	ESLSE is volunteer to accept and implement/improve customer feedback	14.6	18.3	6.3	34.0	26.9	3.75	1.299
3	ESLSE try to meet customers vision	39.1	30.3	5.7	11.7	13.1	2.38	1.466
4	ESLSE offer different extra privileges to maximize loyal customer satisfaction	38.6	32.6	6.9	11.7	10.3	2.45	1.431
5	ESLSE need to be held accountable for achieving customer satisfaction goals	37.1	30.9	8.6	12.6	10.9	2.30	1.400
6	ESLSE reward and recognize to loyal customers	38.3	33.4	7.4	10.9	10.0	2.21	1.324
7	ESLSE uses modern communication ways like ERP it help customers to get quick services	14.9	10.9	6.6	31.4	36.3	3.63	1.440
8	ESLSE can convince your company to be a loyal customer.	40.6	32.9	5.4	8.0	13.1	2.20	1.388
	Total						2.5818	.99922

Sources: own Survey Result, 2021

Key: SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4), SA = Strongly Agree (5), M = Mean Score

Regarding company identify their customers want and develop strategies 67.7 % of the respondents respond negative response, the mean also 2.34 and SD 1.437 Hence it is possible to say that ESLSE do not identify customers want accordingly and put different strategies.

ESLSE is volunteer to accept and implement/improve customer feedback is one of the questions required to the respondents. The majority of the respondents 63.6% are agree. The mean of the variables scores 3.75 and 1.299 SD. Thus ESLSE is ready to accept feedback and improve.

ESLSE try to meet customers vision 69.4%, respondents disagreed a mean score is 2.38 and SD1.466 it indicates that ESLSE not considering customer vision.

The other question discussed about ESLSE offer different extra privileges to maximize loyal customer satisfaction the table shows that 71.2% of the respondents are confirmed negatively and 2.45 mean scores, SD also 1.431 it shows that company has limited extra privileges to maximize loyal customers.

The finding of the above table shows about accountable for achieving customer satisfaction goals” 68% of the respondents responded negatively. The mean of the variables scores its 2.30 and SD 1.400 This shows that the have limited accountability for achieving customer satisfaction goals.

ESLSE reward and recognize to loyal customers is one of the questions provide to the respondents. The majority of the respondents 71.7% confirmed that negatively with the statement the mean also score 2.21and SD 1.324.it indicate that ESLSE didn’t recognize loyal customers.

About modern communication ways like ERP it help customers to get quick services regarding this question the respondents 67.7% respondents agreed the mean also score 3.63 and standard deviation 1.440. Hence the company modern communication ways like ERP supportable for customers.

The majority of the respondents 73.5% respondents disagreed about company can convince customers to use the service , and the mean 2.20 and SD 1.388 it mean that ESLSE were not preferable company if competitors were available.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter is devoted to the summary of findings, recommendations and conclusion of the research study. The findings are grouped under the objectives formulated in chapter one. Conclusions are the researcher opinion depending on the outcome from the data analyzed as per the objectives of the study. Finally, the study has made recommendations based on the conclusions drawn.

5.1 Summary of Major Findings

The assessment of customer relationship management (CRM) practice was discussed through five independent variables that are practice of customer acquisition, customer acquisition strategy, practice of customer retention, customer retention strategy, and customer development strategy

- According to the result about ESLSE customer acquisition practice most respondents confirmed that ESLSE do not promote company service by using radio and television aggressively, do not communicating with suspected customers using phone calls and do not use personal visits and email to acquire new customers in general ESLSE does not use promotional tools appropriately in addition company managers confirmed through interview company use TV and radio during holiday only. In contrast ESLSE use social media to attract new customers and availability of convenient parking space and customer stay places are practically positively responded.
- Regarding customer acquisition strategies the analysis indicate that all provided survey responses positive, in addition according to the manager interview for all services to give quick services for customers company employees communicated with agents and other concerned party by email. Except company invite potential exporters to use company service for exporters.
- About company practice of customer retention According to the analysis employees and management teams visit customers periodically and company employees are

consistently give service for customers for both enquiry respondents confirmed negatively. Customer feel safe for cargo dealing with ESLSE, Employees and management teams welcoming and smiling during provide service, complaints easily handled and attracting pricing policy and others are agreed by respondents. According to management interviews company price revised every 6 months and also company employees take a training of customer service handling every year

- Regarding company customer retention strategies the only positive response is import and export cargo history is confidential others analysis like company introduce new technologies for customers for easy access, companies call all around world ports, limitation for expand technologies for branch offices, give recognition for frequent customers, company communication calendar annually and improve the limitation and learnt from past problems for all these respondents shows negatively.
- Regarding customer development Strategies based on the analysis company do not identify customers want accordingly, company do not considering customers vision, company are limited extra privileges to maximize loyal and accountability for achieving customer satisfaction goals, did not recognize loyal customers and company prefer ability respondents responded negatively in contrast Company is volunteer to accept and improve customer feedback and ESLSE modern communication ways like ERP help customer get quick service both are responded positively . based on the interview managers confirmed ESLCE applied ERP for better service.

5.2 Conclusion

This paper aims to address the assessment of customer relationship management practices the case of Ethiopian shipping and logistics service enterprise, On the basis of the major findings discussed above, the following conclusions are given,

- Company customer acquisition practice is inefficiently implemented because according to the finding company does not practice different types of promotional tools, instead of promotions company use social media. In contrast company customer service and customer parking and stay place is good.
- According to the finding company customer acquisition strategies well done because based on the finding majority responses responded positively like priority service for

exporters, improve cargo port delay and others, except company invite potential exporters to use ESLSE for exports.

- Company customer retention practice have a good beginning based on the finding majority respondents responded positively except company employee did not visit customers periodically and employees did not give same service quality it indicates that to maintain existing customers' company retention practice is good.
- Regarding customer retention strategies ESLSE does not have apply strategies adequately the above finding shows that majority respondents does not agreed on the above inquiry except few points.
- Company customer development strategies also have constraints based on the above finding majority respondents confirmed negatively.

5.3 Recommendations

Based on the conclusions drawn in the above section, the following measurements are recommended

- Acquiring New Logistic Customers dimension of CRM practice at ESLSE showed Inadequate, Attention should be paid in continuous practice to acquire new logistics customers specially export areas and needs aggressively company promotion tools.
- With regard to Customer Acquisition Strategies, company applied on the good level but company needs more sufficient acquisition strategies appropriately.
- Concerning about Practice to Retain Loyal Logistic Customers it needs more attention as per the conclusion the company management and employees are consistently give same service quality for company customers, employees and management team visit customers periodically and recognize frequent customers annually all these needs to improvement to retain loyal customers.
- Customer retain strategies perspective the company shall develop additional strategies based on the conclusion some limitations are shown some of these limitation are security system like digital cameras around dry ports, learn from Customer Complaints and improve the limitation, develop a Frequent Communication Calendar annually with customers and also cargo transportation tries to meet around the world all these are limited hence give special attention and company should have improve customer retention strategies .

- According to customer development strategies company do not well developed based on the conclusion majority respondents do not satisfied about customer development strategies

5.4 Direction for Future Research

This study conducted to assess customer relationship management practice on ESLSE The sample drawn from only head office. Thus this study may be limited in its generalize ability of the findings to company branches. Therefore, future research should have to draw sample of Respondents' from company branches for the sake generalizing the results of the study.

This study includes only five dimensions. However, there could be some other relevant factors that may perceive as important by customers. For further added like customer loyalty strategies and others.

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Appendices-1

**St Mary's
University**

**School of Graduate
studies**

Masters of Marketing management Program

Customer Relationship Management Survey

Questionnaires to be filled by customers of

ESLSE

Dear respondents;

I am currently pursuing my Masters of Marketing management (MBA) at the St Mary's University. As partial fulfillment towards the completion of my postgraduate degree, this Research titled as "Assessment of Customer Relationship management (CRM) practice: A case of Ethiopian shipping and logistics service enterprise" is undertaken. Hence, I kindly request you to fill in this questionnaire while assuring you the information that you provide will be treated with confidentiality and shall only be used for the purpose of this academic research. I would also like to remind you that your fair and impartial feedback will make this research a very successful one.

Thank you for your cooperation and assistance

sincerely,

Part One: General Information

Direction: please select the following information by encircling the appropriate number

1. Please indicate your gender?

- 1. Male
- 2. Femal

2. Please indicate your highest level of Education?

- 1. High school
- 2. Diploma
- 3. 1stDegree
- 4. MBA
- 5. If any, please specify.....

3. Age?

- 1. 20-29
- 2. 30-39
- 3. 40-49
- 4. >=50

4. Please indicate the purpose of your business doing with the ESLCE?

- 1. export
- 2. Import
- 3. Both

5. What kind of Service you have with ESLSE?

- 1. Booking
- 2. to pay freight
- 3. To ask status
- 4. To open cargo operation

6. Length of business experience with the ESLCE?

- 1. Less than three year
- 2. between 4 to 10years
- 3. above 10 years

Part Two: Customer Relationship Management Dimension

Direction: The following lists of statements are used to get relevant information for the Accomplishment of the research objective. Thus, please indicate the level of agreement with each statement by ticking the appropriate place where, 1=strongly disagree 2=disagree 3=neutral 4 = agree 5= Strongly Agree

Serial No	Item	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree
1	ESLSE Practice in Acquiring New Logistic Customers					
1.1	ESLSE use advertising /television, radio./promotions aggressively					
1.2	ESLSE uses phone calls to acquire new customers					
1.3	ESLSE social media page like face book , instagram and others able to introduce new company service					
1.4	ESLSE uses personal visits to acquire new customers					
1.5	ESLSE invite potential customers by door to door promotion					
1.6	ESLSE give good service for company customers					
1.7	ESLSE office is convenient for customers like parking, customer stay place.					
1.8	ESLSE uses e-mail to acquire new customers					
2	Customer Acquisition Strategies Used by ESLSE to Acquire Customers					
2.1	ESLSE use Email marketing to create convenient service for customers					
2.2	ESLSE social media like face book page, twitter and Instagram provide updated information for customers					
2.3	ESLSE provide fair freight rate for company customers					
2.4	ESLSE gives priority service for potential exporters					
2.5	ESLSE website provides reliable information for customers					

2.6	ESLSE Improve cargo port delay by using proper schedules					
2.7	ESLSE offer discounts and other privileges for exporters					
2.8	ESLSE invite potential exporters to use company service for exporters					
3	The ESLSE Practice To Retain Loyal Logistic Customers					
3.1	Company customer feel cargo safe in dealing with ESLSE					
3.2	ESLSE employees and management team visit customers periodically					
3.3	ESLSE employees and management Teams are welcoming and smile to you before and after your service in their office					
3.4	ESLSE employees are consistently give same service quality for company customers					
3.5	ESLSE employees and management team are never too busy to respond to customers' requests					
3.6	Customer complaints are easily and immediately handled					
3.7	ESLSE has attractive pricing policies for exporters and importers					
3.8	ESLSE customer is comfortable during cargo transportation					
4	ESLSE Customers Retain Strategies to Maintain Loyal Customers					
4.1	Company introduce different technologies for customers to access easily company services					
4.2	Customer import and export cargo history is confidential					
4.3	ESLSE service reaches all around the world to transport cargo					
4.4	Expand deferent modern technologies around dry ports to serve loyal customers					
4.5	ESLSE Reward Most Profitable importers and exporters Customers within a year					
4.6	ESLSE Develop a Frequent Communication Calendar annually					

4.7	ESLSE Learn From Customer Complaints and improve the limitation					
4.8	ESLSE develop new cargo security system during transportation					
5	ESLSE customer development strategies					
5.1	ESLSE identify their customers want and develop strategies to achieve those customer requirements.					
5.2	ESLSE is volunteer to accept and implement/improve customer feedback					
5.3	Do you agree ESLSE try to meet customers vision					
5.4	ESLSE offer different extra privileges to maximize loyal customer satisfaction					
5.5	ESLSE need to be held accountable for achieving customer satisfaction goals.					
5.6	ESLSE reward and recognize to loyal customers					
5.7	ESLSE uses modern communication ways like ERP it help customers to get quick services					
5.8	ESLSE can convince your company to be a loyal customer.					

Appendices-2

St. Mary's University College

Department of Marketing Management Interview checklist

Dear Marketing and customer service Department managers this Interview is organized to assess customer relationship management of Ethiopian shipping and logistics service. Your legitimate reply will have great impact to the prospective graduate degree program in the department of Marketing Management.

- 1) How do you evaluate the company's customer relationship management?
- 2) What method the company uses to acquires new exporters?
- 3) What are the strategies that the company use to retain company loyal customers?
- 4) What methods does the company use to give solution to round customers complaint?
- 5) What are customer development strategies the enterprise use?
- 6) What are customer acquisition strategies to improve company business?
- 7) Do you have a plan to meet discuss with customers periodically?
- 8) What method company use to promote company's service tog et new customers?
- 9) What the company offer new technologies for customers to serve by own self?
- 10) Do you believe company's employees are professional in logistics and customer service?

**በቅድስተ ማሪያም ዩኒቨርሲቲ ማርኬቲንግ
ማኔጅመንት ድህረ-ምረቃ ትምህርት ክፍል
በኢባትሎአድ ደንበኞች የሚሞላ መጠይቅ**

የተከበራችሁ የኢባትሎአድ ደንበኞች

በቅድስተ ማሪያም ዩኒቨርሲቲ በማርኬቲንግ ማኔጅመንት የትምህርት ክፍል የድህረ
ምረቃ ተመራቂ ተማሪ ስሆን። የመመረቂያ ፅሁፍን “assessment of CRM the case
of Ethiopian shipping and logistice service በሚል ርዕስ እየሰራሁኝ እገኛለሁ።
በመሆኑም ለጥናቴ የሚያግዙኝ መረጃዎችን ለመሰብሰብ ይህን መጠይቅ ያቀረብኩኝ
ሲሆን በዚህ መጠይቅ ላይ የምትሰጡት መልስ ሚስጥራዊነቱ ተጠብቆ ለትምህርት
ምርምር ብቻ እንደሚውል አረጋግጣለሁ።

ስለመጠይቁ አሞላል የተሰጠ መመሪያ

እባክዎትን እያንዳንዱን መጠይቅ ካነበቡ በኋላ (✓) ምልክት በማድረግ
የሚመርጡትን ያመልክቱ።

ክፍል | መሠረታዊ መረጃ

1. ፆታ

ሴት ወንድ

2. የትምህርት ደረጃ

ሁለተኛ ደረጃ ዲፕሎማ የመጀመሪያ ድግሪ

ማስተርስ ዲግሪ ልዩ ትምህርት.....

3. እድሜ

20-29 30-39 40-49

50 እና ከዚያ በላይ

5 ምን ዓይነት አገልግሎት ለመጠቀም ነው የመጡት

ለቡኪንግ ኦፕሬሽን ለማስከፈት ለፍሬት
 ስታቲስ ለመጠየቅ

4. ከኢባትሎአድ ጋር ለምን ያህል ጊዜ ደንበኛ ነዎት?

ሶስት አመት ከ4 እስከ 10 አመት >10 ዓመት

ክፍል II. የደንበኞችን ግንኙነትን ማጠቃለያውን በተመለከተ

ከዚህ በታች ለተዘረዘሩት ጥያቄዎች መስማማትዎን ወይም ለመስማማትዎን ሳጥን ውስጥ (✓) ምልክት በማኖር ሀሳብዎን ይግለጹ።

5= በጣም እስማማለሁ, 4= እስማማለሁ, 3= አስተያየት የለኝም, 2= አልስማማም,
 1= በጣም አልስማማም

ተ. ቁ	1. ድርጅቱ አዳዲስ ደንበኞችን ለመፍጠር የሚሰራ ስራ	በጣም እስማማለሁ (5)	እስማማለሁ (4)	አስተያየት የለኝም (3)	አልስማማም (2)	በጣም አልስማማም (1)
1.1	ኢባትሎአድ ፊደና ቴሌቪዥን ማስታወቂያዎችን ቶሎ ቶሎ ይጠቀማል ።					
1.2	ድርጅቱ ስልክ ጥሪ በማድረግ ደንበኞች የድርጅቱን ሰርቪስ እንዲጠቀም ያደርጋል					
1.3	የድርጅቱ ሶሻል ሚዲያ ማለትም ፌስቡክ ገጽ እንዲያገለግሉም እና ሌሎችን በመጠቀም አዳዲስ የድርጅቱ አገልግሎቶቹን ያስተዋውቃል					
1.4	ድርጅቱ እያንዳንዱን ደንበኛ በማነጋገር አገልግሎቱን እንዲጠቀሙ ይጋብዛል					
1.5	የድርጅቱ ሰራተኞች በየደንበኛው ቤት በመጫደድ አዳዲስ ደንበኞችን የድርጅቱ ጠጠቃሚ እንዲሆኑ ይጋብዛል					
1.6	ድርጅቱ ጥሩ አገልግሎት ለደንበኞቹ ይሰጣል					
1.7	ድርጅቱ ያለበት ቦታ ለደንበኞች መቆያና ለመኪና ማቆሚያ ምቹ ነው					
1.8	ድርጅቱ በኢሜል አዳዲስ ደንበኞችን ለማፍራት ጥረት ያደርጋል					

2. አዳዲስ ደንቦችን ለማፍራት የሚጠቀመው ስትራቴጂ						
2.1	ድርጅቱ ኢሜል በመጠቀም ስራውን በመስራት ለደንቦች ቀልጣፋ አገልግሎት ይሰጣል					
2.2	የድርጅቱ ሶሻል ሚዲያ ማለትም ፌስቡክ ገጽ እንዲሁም እና ሌሎችን በመጠቀም በየጊዜው ወቅታዊ የድርጅቱ አገልግሎቶችን መረጃ ይሰጣል					
2.3	ድርጅቱ ተመጣጣኝ አገልግሎት ለደንቦች ይሰጣል					
2.4	ወደ ውጭ እቃ ለሚልኩ ደንቦች ድርጅቱ ቅድሚያ ይሰጣል					
2.5	የድርጅቱ ዊብሳይት ትክክለኛ መረጃ ለደንቦች ይሰጣል					
2.6	እቃ ፖርት ላይ እንዳይቆይ ትክክለኛ ፕሮግራም ይተቀማል					
2.7	እቃ ወደ ውጭ ለሚልኩ ደንቦች የዋጋ ቅናሽና የተለያዩ አገልግሎቶችን ይሰጣል					
2.8	ድርጅቱ ወደ ውጭ ለመላክ አቅም ያላቸው ደንቦችን የድርጅቱን አገልግሎት እንዲጠቀሙ ይጋብዛል					
3. የድርጅቱን አገልግሎት እየተጠቀሙ ያሉ ደንቦች ድርጅቱ ጋር እንዲቆዩ ለማድረግ እየተሰራ ያለ ስራ		በጣም እስማማለሁ (5)	እስማማለሁ (4)	አስተያየት የለኝም (3)	አልስማማም (2)	በጣም አልስማማም (1)
3.1	የድርጅቱ ደንቦች እቃ ለማንጋዝ ከአባትሎአድ ጋር ሲስማሙ የእቃ ደህንነት ይሰማቸዋል					
3.2	በየጊዜው የድርጅቱ ሰራተኞችና አመራሮች ደንቦቻቸውን በየጊዜው ይጎበኛሉ					
3.3	የድርጅቱ ሰራተኞችና አመራሮች ለደንቦች በመልካም ፈገግታ ያስተናግዳሉ					
3.4	የድርጅቱ ሰራተኞች ሁሉም አንድ አይነት ጥራት ያለው አገልግሎት ይሰጣሉ					
3.5	የድርጅቱ ሰራተኞች እና አመራሮች የደንቦችን ጥያቄ ለማስተናገድ በፍፁም ቢዘ አይሆኑም					
3.6	የደንበኛ ቅሬታ በቀላሉና በፍጥነት ይፈታል					
3.7	ድርጅቱ በጣም ደንቦችን የሚስበ ዋጋ ለደንቦች ይሰጣል					
3.8	እቃዎቹ በምቹ ሁኔታ ተጓጉዘው ለደንበኛ ይደርሳሉ					
4. የድርጅቱን አገልግሎት እየተጠቀሙ ያሉ ደንቦች አገልግሎቱን እየተጠቀሙ እንዲቆዩ የተደረገ ስትራቴጂ		በጣም እስማማለሁ (5)	እስማማለሁ	በጣም እስማማለሁ (5)	እስማማለሁ	በጣም እስማማለሁ (5)
4.1	ድርጅቱ አዳዲስ ቴክኖሎጂዎችን በማስተዋወቅ ደንቦችው በቀላሉ የድርጅቱን ሰርቪስ በቀላሉ እንዲጠቀም ያደርጋል					

4.2	ለሚገቡና ለሚወጡ እቃዎች ሚስጥርነታቸው የተጠበቀ ነው					
4.3	ኢባትሎአድ ሁሉንም አለም ክፍሎች እቃ በማንገዝ ያገለግላል					
4.4	ባንኩ ለደንበኞች ግንኙነት ማጎጅመንት የሚያስፈልጉ ቴክኖሎጂ ለሉት፡፡					
4.5	ድርጅቱ አዳዲስ ዘመናዊ ቴክኖሎጂዎችን በደረቅ ወደብ በመጠቀም ለደንበኞች ቀልጣፋ አገልግሎት ይሰጣል					
4.6	ቶሎ ቶሎ የድርጅቱን አገልግሎት ለሚጠቀሙ ደንበኞች በአመት ውስጥ እውቅና ይሰጣል					
4.7	ድርጅቱ በአመት ውስጥ ቶሎ ቶሎ ደንበኞች ጋር					
4.8	ድርጅቱ ከደንበኞች ቅሬታ ተምሮ ስራውን ለሚቀጥለ					
5. ደንበኞች ታማኝ ሁነው እነዲቆዩ የሚደረግ ስትራቴጂ						
5.1	ድርጅቱ የደንበኞቹን ፍላጎት በመለየት ለማሳካት ስትራቴጂ ነድፎ ይንቀሳቀሳል					
5.2	ድርጅቱ የደንበኞቹን መልካም አስተያየት ተቀብሎ በማሻሻል የተሸለ ስራ ይተግብራል					
5.3	ኢባትሎአድ የደንበኞችን ፍላጎት ያሟላል ብለህ ታምናለህ					
5.4	ኢባትሎአድ የታማኝ ደንበኞችን እርካታ ለማሳደግ የተለያዩ ተጨማሪ ነገሮችን ያደርጋል					
5.5	ድርጅቱ የደንበኞችን እርካታ ለማሳደግ ስራውን በግልጽነት ይሰራል					
5.6	ኢባትሎአድ ለድርጅቱ ታማኝ ተገልጋዮች እውቅናና ሽልማት ይሰጣል					
5.7	ድርጅቱ እንደ ኢአርፒ ሴስተሞችን በመጠቀሙ ሰርቪሴ ፈጥኖልሃል					
5.8	ኢባትሎአድ የሚሰጠው አገልግሎት አስድስቶህ አምነህ ነው ሰርቢስሱን እየተጠቀምከው ያለው					

**በቅድስተ ማሪያም ዩኒቨርሲቲ ማርኬቲንግ ማኔጅመንት ድህረ-ምረቃ ትምህርት ክፍል
ለኢባትሎአድ አመራሮች በቃለመጠይቅ መልክ የተዘጋጀጁ ጥያቄ**

የተከበራችሁ የማርኬቲንግና ደንበኞች አገልግሎት ክፍል ሃላፊዎች ይህ ቃለመጠይቅ Assessment of CRM The Case of Ethiopian Shipping and logistics Service የምረቃ ፕሮግራም ሙሉ ለማድረግ ለሚሰራ ጥናት ማሟያ ብቻ የሚውል ቃለ መጠይቅ ነው የእርስዎ ትክክለኛና ቅን መረጃ ለጥናቱ ከፍተኛ ጥቅም አለው፡፡

1. የድርጅቱን ከስተመር ሪሌቭን ማናጅመንት እንዴት ያዩታል
2. ድርጅቱ አዳዲስ ወደ ውጭ የሚልኩ ደንበኞችን |የድርጅቱ ደንበኛ ለማድረግ ምን ይሰራል
3. የድርጅቱን አገልግሎት እየተጠቀሙ ላሉ ደንበኞች የድርጅቱ ተጠቃሚ ሁነው እንዲዘልቁ ምን እየተሰራ ነው
4. የተጠቃሚዎችን ቅሬታ በምን አይነት መልኩ ትፈቱታላችሁ
5. ለድርጅቱ ታማኝ ደንበኞች ምን አይነት ስትራቴጂ ትጠቀማላችሁ ድርጅቱ ጋር እንዲቆዩ
6. የድርጅቱን አገልግሎት ለማስፋት አዳዲስ ደንበኞቹን ለማፍራት ምን አይነት ስትራቴጂ እየተጠቀማችሁ ነው
7. በአመት ውስጥ ደንበኞች ጋር ለመወያየት እቅድ አላችሁ
8. ድርጅቱ አዳዲስ ደንበኞችን ለማፍራት ምን አይነት ማስታወቂያዎችን ትጠቀማላችሁ
9. ደንበኛው በራሱ አገልግሎቱን እንዲያገኝ ምን አይነት ቴክኖሎጂ አዘጋጅታችኋል
10. የድርጅቱ ሰራተኞች በመስኩ ፕሮፋሽናል ናቸው ብላችሁ ታምናችሁ