

COMPETITIVE ADVANTAGE THROUGH CUSTOMER RELATIONSHIP MANAGEMENT

N. H. K. Cooray*¹, D. M. J. Wickramasinghe², T. D. S. H Dissanayake³

^{1,2,3}Faculty of Management Studies, Rajarata University of Sri Lanka, Mihintale, Sri Lanka

*Corresponding Author

ABSTRACT

The objective of the study is to identify the critical success factors effecting on customer relationship management in the organization the study has focusing on the fast food restaurants in Sri Lanka. This has been identified as the growing business industry with the increasing competition and the increasing profitability. Based on the primary and secondary data analysis it has been identified Customer orientation, Knowledge Management, Technology based CRM, CRM organization as the critical success factors on customer relationship management solution in the organization. With the verification of the develop conceptual model the model summary of the study state as R Square of .797 means that the used conceptual model is highly appropriate for the study in describing the dependent variable. Accordingly it has been identified that the all the identified factors are highly significant in the Sri Lankan context. In this all the developed hypotheses has been accepted. Researcher has identified the study limitations with usage of the convince sampling and questionnaire in the study in primary data collection of the study. Therefore the study generalized the findings of the study with the identified limitations due to the time and cost constrains faced by the researcher.

Keywords: Customer Relationship Management, Critical Success Factor, Customer orientation, Knowledge Management, Technology based CRM, CRM organization

1. INTRODUCTION

1.1 Background of the study

Sri Lanka has enjoyed growing prosperity after three decades of war. The prosperity of a peaceful and stable political and economic environment and the results of government policies, infrastructure support has been encouraging domestic production. Sri Lanka's gross domestic product (GDP) per capita in 2012 to US \$ 1884.23 (World Bank, 2015), according to the World

Bank statistics in Sri Lanka it is equivalent to 15 percent of the world average GDP reported that the estimated. Sri Lanka per capita GDP of US \$ 764.92 million in 1960 to 2012 (World Bank, 2015), in 1960 all-time high of US \$ 1884.23 million in 2012 and US \$ 336 million, a record low of 72 reached average. Sri Lanka's initiative with continued prosperity can take further terrorism. Warning signs of fundamental economic problems that threaten to undermine social stability and prosperity enjoyed with the people of Sri Lanka. According to the Central Bank in 2009, the Sri Lankan government budget deficit of 5.90 percent of the country's gross domestic product in 2013, the same in Sri Lanka Census and Statistics Department reports the unemployment rate declined to 4.40 percent from 4.10 percent in 2013 in Sri Lanka unemployment the third quarter of 2013, the rate in the fourth quarter, 2013 (Department of Census and Statistics, 2014), until 1996, from 5.79 percent in 2011, the average increase for the entire period of 11.30 percent in the fourth quarter (Department of Census and Statistics, 2014) and the second quarter of 1996 3.90 percent, a record low. Every time a thirty-year ethnic conflict in the economy sector has been under since 1980.

Over the past few decades it has been identified that the food consumption patterns in the Sri Lankan consumers have been change in many ways the number of fast food chains which is operation in the country has been increased rapidly as well as the consumers who have become the loyal consumers to those fast food chains has been increased (Aruppillai , Mary , & Phillip, 2015). In the different context the changing behavior of the consumers have been analyzed and based on the context it has been identified and understand the situational conditions applied.

According to the newest trend analysis undertaken it has been identified that the increasing number of woman in the work force as well as the busy life styles of the consumers as well as the increasing income level has become the critical factor to be increase the usage of consumer behavioral patterns in the country (Rasanthika & Gunawardana, 2013). Accordingly with the increasing number to small families which is considered as the one of the main factors to be concern by the researches accordingly to the data from the Department of Senses and Statistics in the Current Sri Lanka most of the families both the parents are working and have less than three children which lead to the increase in the usage of fast foods in Sri Lanka.

Such nuclear families more exposed to factors such as global trends, job growth and more women with access to a vast shared realized, the number of dual-income housing, Authoritarianism, accelerated development of multi-pass Sri Lankan fast food restaurant industry developed from operating activities, so eating-out time for everyday activities in Sri Lanka.

With regard to the usage of fast food that has been identified that the several factors supporting to the fast food chains and on the other hand against to the fast food chains. As a global trend it can be identified that there is a negative trend in the usage of fast foods since the health concern

of the consumers has been increased in the past few decades rapidly which make the concentration on the traditional foods and the more healthy foods which will make more healthy human beings for the society since the continues increasing numbers with the diseases will made consumers towards the healthy foods than the fast foods (Aruppillai , Mary , & Phillip, 2015).

Customer relationship management (CRM) is more or less is an essential phenomenon for any business industry today. In recent years, where the competitions are far more aggressive than ever before, companies have to necessarily concentrate on their customers in order to exist and strengthen their presence (Hassan, A., & Parvez, M. , 2013). Irrespective of the nature of the business, identifying customer need, expectation, quality requirements and the market niche is vital for any B2C and B2B business. Most of the companies are adapting to customer centric strategies to maintain an effective and efficient relationship with their customers.

The purpose of this study is to explore and describe the critical success factors of CRM solutions used in franchised fast food chains of Sri Lanka. After considering the current market position, reputation and easier access for information collection. Franchised fast food chain is a rapidly growing industry in Sri Lanka since resent years. Most of the world renowned industrial giants started their operations in Sri Lanka. Sri Lankan culture has its own unique qualities when it comes to the dining patterns. There for identifying customer need and interest of dining pattern is a very much important to promote right product to the right customer at the right time. Customers use multiple purchasing channels of Food chain companies such as outlets visit, call centers, online ordering systems, web sites and mobile apps. CRMs implemented in franchised food chain companies should have the capability to individualize and personalize the customer experience through whatever the channel he/ she select. Collecting information related to customer's buying patterns, interest in food items produces and the market niche will help the organizations to gain a competitive advantage as well as ideas to retain their customers.

Therefore the research has been focused on the fast food chains which is a growing industry in Sri Lanka even some developed countries have negative trends but still in the countries like Sri Lanka there is a positive growth according to the recent statistics which indicate the new opportunities to be survive in the market for the long run therefore the focus of the research is with the fast food chains operating in Sri Lanka to grow in the future further.

1.2 Industry overview

Following a rapid growth in disposable income, a larger share of wallet has been reserved for food & beverage items and, as a result, the customers' daily menu would also vary in order to show their social impact and self-esteem. In other words, as the disposable income increases, the customers will purchase food and beverage not only to satisfy their physical needs but also to

fulfill their social needs. This has created a market opportunity for food & beverage manufacturers as they expand their product portfolio and offer many choices for customers. The changing lifestyles coupled with exposure to global trends have created a tempting opportunity to grow the fast food market in Sri Lanka. This new lifestyle has a significant impact on the FMCG (Fast Moving Consumer Goods) Market as well in the fast foods restaurants as the consumers are spending more on FMCG products than a decade ago as they look for excitement from their consumption behavior. In last few decades it has been identified the significant change in the consumer food habit and the buying behavior in relation with the changing income levels attitudes and the perception towards the products and services in the market. With the influence from the globalization the world become the one village which makes the global brands become local brands with the development of the telecommunication and the transportation industries.

Fast food restaurants and food outlets have become very popular recently, it easy solution to the problem of food supply in a modern society, with these are not low the desire for more time to work and travel around the house. The end of 2003, 391 restaurants were the 8 specialty restaurants, including the carrying, are registered with the Sri Lanka Tourist Board food divers range are now in Sri Lanka. It allegedly had more Sri Lanka has registered the restaurants, especially in South Beach than unregistered. However, do not come under the weight of the retail outlets in Sri Lanka Tourist Board (Aruppillai , Mary , & Phillip, 2015).

Accordingly in the current market there are more than 390 fast food outlets which is operating in the Sri Lanka but still the few multinational fast food chains have only achieve the consumer awareness as well as the customer loyalty has been achieved by only less than ten main players which is operating in the Sri Lanka specially in the urban and suburban areas which is most potential market which has identified in relation to the product (Rasanthika & Gunawardana, 2013).

In Sri Lanka there are over 390 fast food restaurants, but research and publications found and reports rapid growth Sri Lankan customers are on fast food consumption rare. However, studies done on the Western world. The impact of the loyalty of the brand aims to purchase various products and services; it was found that contextual similarities Sri Lanka was among consumers and Western customers. So it is the relationship between the brands is essential to extract knowledge Sri Lankan customers for their loyalty and intentions.

The scene, from sales, brand loyalty has become according to try to keep focused on the concept of fixed. Brand loyalty as firm targets is believed to have a positive effect consumer purchase decisions. The fast food giant multinational compete with each other to create a brand loyalty brand customer minds as to influence their buying intentions. In such cases, the study sought to investigate research loyalty to the objectives for the brand and its potential impact construction

customer loyalty and buying intentions, the impact of the brand Sri Lankan fast food industry context.

According to the industry analysis done it has been identified the different perspective of the increasing fast food consumption in Sri Lanka even the most of the negative opinion relating to the fast food chains in Sri Lanka is that the health issues relating with the changing food consumption patterns in the Sri Lanka. In the industry it can be directly identified the common characteristics of the fast food chains operating in Sri Lanka where it can be observed the head to head attack with the continues price discounts for the customers where it indicated the high level of competition among the competitors.

1.3 Research problem

Accordingly with the industry analysis it has been identified that in the Sri Lankan marketing context still the fast foods chains will have the growth potential in the future also in that the retaining the customers for long run will be very much important in that it is identified the importance of getting the competitive advantage over the competitors therefore even the Sri Lankan market is operating more than 390 fast food restaurant only less than 10 were achieving the target therefore it will be critical to identify the critical success factors of the organizational factors. On the other hand the competition in the industry is considerable high where the competitors operating in the head to head attacks which can be considered as the red ocean strategy where the number of competitors are high and the level of competition is also high. With considering the all these factors it can directly identified the requirement of understanding the success factors of the customer retention by the fast food chains to be survive in the long run. According with the situational condition the research problem has been developed.

Therefore the research problem for the research will be,

“What are the critical success factors of customer relationship solutions used by fast food industry as franchised fast food chains in Sri Lanka?”

1.4 Research objectives

With the research problem the objectives of the study present the aims or in other wording the final purpose of the research which going to achieve in the end of the research. Therefore in that for this research objective of this research is to explore and extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains in Sri Lanka.

Main objectives of this research is,

- To understand the background of Customer Relationship Management solutions and its usage in franchised fast food chains.
- To study critical success factors of Customer Relationship Management solutions used by franchised fast food chains.
- To compare critical success factors of Customer Relationship Management solutions used by franchised fast food chains in Sri Lanka.
- To evaluate critical success factors of Customer Relationship Management solutions used by franchised fast food chains in Sri Lanka.
- To recommend a framework for a sustainable Customer Relationship Management solution in franchised fast food chains in Sri Lanka.

1.5 Research question

In achieving the above set objectives it has been developed the following research question which will be the main focus of the research which can be state as follows,

- What is the background of Customer Relationship Management solutions and its usage in franchised fast food chains?
- What are the critical success factors of Customer Relationship Management solutions used by franchised fast food chains?
- What is the comparison of critical success factors of Customer Relationship Management solutions used by franchised fast food chains in Sri Lanka?
- What is the criticality of the success factors of Customer Relationship Management solutions used by franchised fast food in Sri Lanka?
- What are the recommendations for a framework for a sustainable Customer Relationship Management solution in franchised fast food chains in Sri Lanka?

1.6 Significance of the study

Reviewing the previous studies on customer relationship management and critical success factors of customer relationship management solutions indicated a shortage of such study in the Sri Lankan context.

Most of the previous researches and scholars have conducted their researches in general considering any business organization but when it comes to a specific industry like franchised food chains, they have different specialized requirements and problems when employing customer relationship management strategies.

This study needs to be conducted to find out critical success factors associated with the success and failure of customer relationship management systems in franchised food chain industry in Sri Lanka.

2. LITERATURE REVIEW

According to the (Sheth, J. N., & Parvatiyar, A., 2002) "More and more companies are adopting customer-centric strategies, programs, tools, and technology for efficient and effective customer relationship management". Primary reason for that is the business world has shifted from product focus to customer focus. Customer relationship management helps organizations to continue and manage the relationship with the customer after marketing and retain customers by personalizing the relationship with the customer. The goal of Customer Relationship Management (CRM) is to achieve a competitive advantage in customer management and ultimately increase profit levels (Vazifehdust, H., Shahnavaizi, A., Jourshari, M. R. T., & Fataneh, S. S., 2012). Therefore the CRM application has become very popular in the past decade in all the business. CRM is not merely technology application for marketing, sales and service, but rather when fully and successfully implemented, a cross-functional, customer driven, technology-integrated business strategy that maximizes relationships and encompasses the entire organization (Mendoza, L. E., Marius, A., Pérez, M., & Grimán, A. C., 2007). According to the (Abdullah, F., Rashidee Alwi, M., Lee, N., & Boo Ho, V., 2008) It appears that no set definition for the franchising is available with the existing literature where the different authors have adapted the various meanings assigned by the researches for the type and the nature of the study they have conducted with the validation of the definition use by the researchers. Therefore the fast food chain which is having the global recognition is having tended to use the franchising as the business expansion strategy to achieve the business growth for the organization (Ayling, 1987). "Success factors" were identified over the first in the article, Crisis management information which is proposed by (Daniel, 1961). According the review of literature has been conducted on the critical success factors effect on the customer relationship management solutions. In the first instance it is important to ensure that the customer-oriented behavior behind the main objective, long-lasting customer satisfaction and increase customer loyalty-create (Alpay, G., Bodur, M., Yılmaz, C., Çetinkaya, S., & Arıkan, L., 2008). So, a consumer behavior study -oriented organization has demonstrated that which will ensure a positive impact on the performance of large. On the other hand successful CRM criterion is to become effective Consumer Knowledge that the customer information by which can maintain the better consumer information with the better insights on the consumer relations and helps to satisfied the customized needs and wants of the consumers which are in the expected product level in which the consumer satisfaction can be gain to the organization where the profitability of the organization get increased with the loyal and long term consumers with the positive word of mouth which is concern as the one of the most

effective marketing communication tool in the current dynamic business environment (Kotler, 2002). Furthermore according to the (Vallabh, D., & Radder, L., 2014) it has been explained that if the strategy failed in the CRM or Information Technology (IT) is not used properly, thus, the use of appropriate technology, marketing in the hospitality industry will be a greatest opportunities, because that is important to get it right the right people at the right time information, the right to make a decision and / or services can be done (Dev, C. S., & Olsen, M. D., 2000). The other critical perspective is that, to improve the behavior of the employees in customer- oriented, organizations, for instance, to develop a suitable environment for work to, Modern tools and technology, customer satisfaction tracking and task complaints Management Systems, inspirational leadership, and appropriate rewards system. The result before supporting conditions, organizations need to ensure that consumers can get the maximum benefit from the organizational internal capabilities by utilizing their employees tend behavior (Mechinda, P., & Patterson, P. G., 2011).

2.1 Conceptual framework

In any research the most critical perspective is developing the conceptual model in which the study implementation has been made therefore the conceptual framework provide the direction to implement the study in to the practice where the theory becomes the practical and the verifiable in the actual business environment by which the study can present the useful information for the interested parties with more accurate and confidence information. According to the comprehensive study on the literature available on the research area which has been discussed on the previous chapter the conceptual model for the study has been identified as bellow

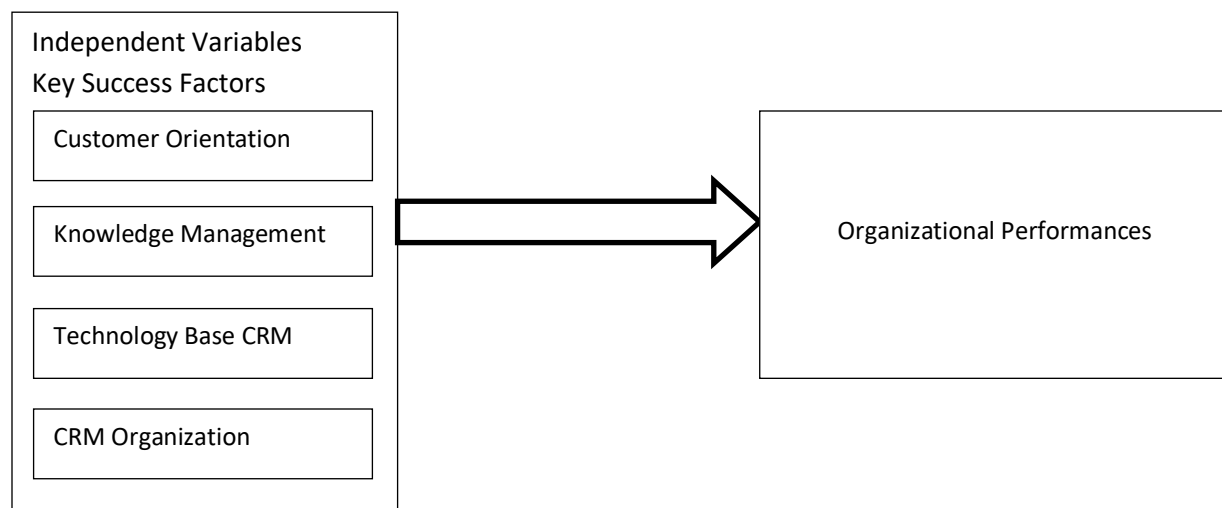


Figure 1 Conceptual Framework

According to the proposed conceptual model it can be identified main four independent variables which directly influence on the organizational performance which is the dependent variable of the study with this context the theoretical model has been verified by using the secondary data.

3. METHODOLOGY

3.1 Formulating the hypotheses

According with the conceptual framework which is developed above it has been developed four hypotheses have been developed to measure effect between the independent variables and dependent variable. The verification of the hypotheses in other wordings the testing the hypotheses to identify the relationship between the independent and the dependent variables relating to the study which has identified in the conceptual framework. In measuring the organizational performance success and the organizational success factors in adapting the CRM in the organizational context with especial reference to the fast food chains in Sri Lanka accordingly the following hypotheses has been identified

H1: Customer orientation of the organization is having the direct significant relationship between the organizational performances in the organization

H2: Knowledge Management of the organization is having the direct significant relationship between the organizational performances in the organization

H3: Technology based CRM of the organization is having the direct significant relationship between the organizational performance in the organization

H4: CRM organization is having the direct significant relationship between the organizational performances in the organization

The identified hypotheses the study will test the hypotheses to test the relationship between the dependent and the independent variables which have been identified in the conceptual framework

3.2 Operationalization of the Conceptual Framework

The research questionnaire has been designed by addressing the all the elements shown in the conceptual framework. Conceptual framework is basically consisted with two main variables namely dependent and the independent variable. In addition to these two main variables, there are sub variables also. All these variables have been operationalized in the research questionnaire using the open ended and close ended questions. Research questionnaire is consisted with twenty

three questions; any question is addressed at least one element in the conceptual framework. This can be illustrated as follows;

	Variables	Indicators	Measurement Criteria
Independent Variables	Customer orientation	Customer Satisfaction	Five point Likert scale
		Customer Complains	Five point Likert scale
	Knowledge Management	Data gathering	Five point Likert scale
		Data usage	Five point Likert scale
	Technology based CRM	Technology usage in operational activities	Five point Likert scale
		Technology usage in customer handling	Five point Likert scale
	CRM organization	Usage of CRM practices	Five point Likert scale
		Employee capability on CRM adaptation	Five point Likert scale
Dependent Variable	Organizational performance	Customer retention	Five point Likert scale
		Customer recommendations	Five point Likert scale

The operationalization of the conceptual framework will be the implementation plan for the study in which the practical perspective of the study which is the important perspective of the study

3.3 Research Design and Methodology

3.3.1 Research Design

After identifying the variables and developing the conceptual framework, under research design the researcher has designed the study in a way that the requisite data can be gathered and analyzed to arrive at a solution. Accordingly, the researcher has addressed purpose of the study,

extent of researcher interference with the study and study setting unit of analysis under this section of the study.

The purpose of this study is descriptive research which is conclusive in nature. To achieve that proposed research objective of highlighting the is to explore and extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains in Sri Lanka, the quantitative research method was adopted, which often is the most efficient and cost- effective research method (Gelo, O., Braakmann, D., & Benetka, G. , 2008).

3.4 Sample Design

With the time and the cost constrains which the researcher have face the data from the whole population cannot be gathered accordingly it has been decided to collect the information for the purpose of this study from the selected sample population which represent the whole population the sample selection and the data gathering for the purpose of the study has been elaborate in the following section which will be critical in interpreting the findings for the given situational condition in which based on the sample characteristics and the features the applying for the different context will be varying therefore in the interpretation and the recommendations should be made after careful analysis of the sample design and the representation of the population by the sample

3.5 Targeted Population

In order to collect data related to the research problem we are planning to get the feedback from one person from each franchise of selected companies and call center supervisors who are interacting with the customer relationship management system. We will also get the feedback from the information technology manager of the company in relation to the technical aspects. We will conduct a semi-structured face to face interview with the information technology manager to gather the primary data and also structured questioners for the end users (franchise users and call center supervisor). In which the population consist with the users of the customer relationship management in the organization in the internal organizational perspective in which who are having the overall knowledge relating to the customer relationship practices in the organization

3.5.1 Sample element

Based on the target population of the study in selecting the most representative sample it is important to have the proper criteria for the individuals who are included in to the sample with the pre-defined framework it will be very much effective to implement the study with minimum errors in which the researcher can obtain the more accurate and credible outcome from the research which will be very much important especially in the marketing context since the

accurate and credible information can present the accurate and credible recommendations for the organizations in achieving the performance excellence for the organization. An individual can be acknowledged as a sample element in this study and therefore the sample element of the study will have to fulfill the following criteria:

- Both males and females
- Managers and the supervisors of the fast food chains operation in Sri Lanka having current customer relationship management practices and the potential users of the customer relationship management practices
- Age above 19 years
- A resident of Sri Lanka

Note: The sample unit and the sample element are equal in this study as the same construct in this study is been used to identify the demography of the respondents. In which the study has been limited to the Western province due to time and cost constrains which the researcher has faced in that the above criteria are under the consideration of the geographical area which is been selected in the research study

3.5.2 Sampling Technique

Convenient sampling and judgmental sampling will be used to select respondents for the sample of this research. By this way it enables to identify the most suitable respondents for the research. The initial sample size was divided as 52% for the females and 48% for the males in order to go in line with the population distribution. Since according to the Sri Lanka's demographic statistics the female population is higher than the male population therefore the sample should be selected based on the population to be represent the population in every perspective which is possible

3.5.3 Sample Size

The chosen sample size for this study is a total of 100 respondents due to the requirement of gathering respondents that covers all variables of gender, age, income, education and occupation. This sample was also chosen as a result of similar research studies having a similar sample size. In some studies it has been verified that the increasing sample size will increase the accuracy of the data which gathered from the questioner but still the researcher having the constrains on the time and the cost with is most critical factors to be concern in planning the study to obtain the set objectives of the study

3.5.4 Data Gathering Technique

The researcher has develop the pre-defined plan for the gathering data for the study which the base of the study in getting the processes information to present the recommendations to increase the organizational operational performances. The main data gathering technique will be questionnaires. Questions will be designed based on the conceptual framework and likert scales. Other than the primary data which is gathered from the structured questioner the researcher has also used the secondary sources from the available literature which has been used as the theoretical base for the study the data sources of the study has been discussed further in the following sections

3.5.5 Primary Data

The major form of collecting primary data would be by doing a market survey targeting the customers in Sri Lanka where the respondents will be those who are current customers of the fast food chains operating in Sri Lanka and the potential users of the fast food chains in Sri Lanka from that has total sample of 100 respondents which assume to be represent the target population.

3.5.6 Data Collection Method

The purpose of this study is conclusive in nature. The main reason is that the researcher in this particular research seeks in order to explore and extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains. Data will be collected from 100 respondents using a well-constructed questionnaire. The data collection process will entirely be using a form of face to face data collection and also self-administered for those that do not have internet facility or technical knowledge. Respondents chosen from online and main emphasis when selecting the respondents will be given for age, education and occupation levels. In order to get the required representativeness of the above mentioned demographics the online questionnaire form was mailed to selected groups from schools, universities, companies and households.

3.5.7 Construction of the questionnaire

The study was conducted through a questionnaire which has been developed using structured (fixed alternative questions) in order to gather data on how and what extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains in Sri Lanka. Therefore the questionnaire has been separated into two parts as follows:

Part 01 the part 1 of the questionnaire is developed using the construct how and what extend the knowledge about critical success factors of Customer Relationship Management systems used by

franchised fast food chains in Sri Lanka. Here we measure the indicators of the utilitarian and hedonic criteria as per the past studies

Part 2 of the questioner is consisting with the general information about the organization where the purpose is to identify the organizational information which can have the direct influence on the customer relationship management as the key success factors. Therefore by collecting the data on the respondent's demographic factors the researcher can assess the how and what extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains in Sri Lanka. In order to identify level of effectiveness of the questionnaire it was been distributed among few respondents and asked to identify any unclear or questionnaires which are hard to understand. Basis there response the questions were altered accordingly so that the questions were easy to understand. Please refer Appendix 1 for the questionnaire on how and what extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains in Sri Lanka.

3.6 Measurement

Measuring the level of success of the customer relationship management may is a subjective measurement in which the judgments will be vary from person to another therefore in measuring the success it should be the scales it is critical to develop the reliable and validated measuring criteria for the purpose of the study the following facts has been under consideration in developing the suitable measuring framework for the measure the study context which is important to have credible and accurate information as outcome from the study

3.7 Data Analyzing Techniques

Finally the collected data were entered to the SPSS 18.0 software (Statistical Package for Social Science). A descriptive analysis was conducted in order to analyze data and calculate the mean values of the collected data. The mean and the standard deviation were computed in order to explore and extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains in Sri Lanka. In descriptive statistics cross tabs and compared means were used to explore and extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains in Sri Lanka and the one-way ANOVA and independent sample t-test was used accordingly to the type of variables in order to measure the level of significance of the study.

3.7.1 Validity of Instruments

Since a unique set of questions is offered to all respondents the answers can be generalized easily. By minimizing the questions for which customized answers (written rather than multiple

choice) are needed, quantitative analysis can be carried out by using statistical software and spreadsheets. By this way we can ensure reliability of the data gathering process. In order to assess the reliability of the purchase evaluation criteria's (utilitarian & hedonic) the Cronbach's Alpha was calculated that denoted the reliability and coefficient of the data items. The reliability of the critical success factors of using the customer relationship management practices measure will be proven by testing for both consistency and stability. Consistency specifies how well the items quantifying the concept attach together as a set. Therefore when the Cronbach's Alpha was calculated for the purchase evaluation criteria's (utilitarian & hedonic) the value was 0.896 and thereby the internal reliability and consistency of the purchase evaluation criteria's (utilitarian & hedonic) can be accepted to be good. (The closer the Cronbach's Alpha is to 1, the higher internal consistency and reliability)

In order to calculate the validity of the purchase evaluation criteria (utilitarian & hedonic) the researcher has conducted a validity test that will provide accurate or error free conclusion(s) from the data. Technically, we can say that a measure leads to valid conclusion from a sample that can be taken as valid inference about the population.

According to the data gathered from the researcher the researcher has calculated the "Extraction Sums of Squared Loadings" which represents the "work" done by the factor analysis. As we can see, the first eigenvalue is equal to 3.134, and corresponds to 52.232% of the variance the original data. As per the data gathered it can be observed that we can clearly see that the variance of the extraction sums of squared loadings for the all the utilitarian criteria are more than 0.5 and the Eigen value more than 1, which connotes that the correlations between the variable and the factor are high.

The data which has gathered shows two tests that indicate the suitability of the hedonic criteria data for structure detection. As per the data analysis it has been observed that the values for the hedonic criteria we can get a value of 0.758 which is close to 1 that interprets that the factor analysis has useful data. Bartlett's test of sphericity is used to test the hypothesis of the hedonic criteria's in order to assess the significance (less than 0.05) as the variables need to be correlated also can be noted as that all items are perfectly correlated with themselves and have some level of correlation with the other items. Therefore when we consider the Bartlett's test of sphericity for the hedonic criteria as shown in the above table we can see that the significance is 0.00 which is less than 0.05 connoting that the all items are perfectly correlated with themselves and have some level of correlation with the other items.

In the above discussion it has been observed that the "Extraction Sums of Squared Loadings" which represents the "work" it states that the first eigenvalue is equal to 2.633, and corresponds to 65.830% of the variance the original data. As per the above table we can clearly see that the

variance of the extraction sums of squared loadings for the all the utilitarian criteria's are more than 0.5 and the eigenvalue more than 1, which connotes that the correlations between the variable and the factor are high.

4. DATA ANALYSIS

4.1 Reliability analysis

In collecting the information it has been succeeded in collecting the selected sample in Sri Lanka. The sample represents the equal percentage for the both organizations. At the same time the managers and the supervisors of the both organizations. In the descriptive statistics it has been illustrated the sample profile with the further explanations. The study has the high reliability in the data collection which shows the most representative sample in collecting the accurate information from the respondents of the study population. The respond rate of the sample has been reach to the less than 100% due to many reasons. The busy working shifts and the organizational internal culture has highly influence on the less respondent. On the other hand the researcher made the academic effort where the organization is not having the direct interest which also reduces the rate of respond for the select sample. With this back ground it has been considered as the limitation of the study which influence on the generalizing the study outcomes for the actual business context. But researcher could collect questionnaire less than the expected value. Because the practical situation some reasons are effected to it.

The reliability of the data set has been check using the statistical software in which the following output has observed by the researcher. The interpretation and the identified output has been illustrated bellow. Since a unique set of questions is offered to all respondents the answers can be generalized easily. By minimizing the questions for which customized answers (written rather than multiple choice) are needed, quantitative analysis can be carried out by using statistical software and spreadsheets. By this way we can ensure reliability of the data gathering process. The purpose of having the reliability analysis was to understand how well the items in a set are positively correlated with each other variables. The SPSS software was used to examine those variables. According to the Cronbach's Alpha rule of thumb which stated by (Thanasegaran, 2009), the coefficient alpha value 0.80-0.95 is considered very good reliability. While for the value 0.70-0.80 is considered good reliability, for the value 0.60-0.70 is considered fair reliability and the value which have below 0.60 is considered poor reliability. (Helms, Henze, Sass, & Mifsud, 2006) Under the rule it has been check the reliability of the data that collected from the identified sample.

Table 1: Reliability Analysis

	Cronbach's Alpha Value
Customer orientation	0.713
Knowledge Management	0.726
Technology based CRM	0.721
CRM organization	0.779
Organizational performance	0.768

Source: Developed by Author

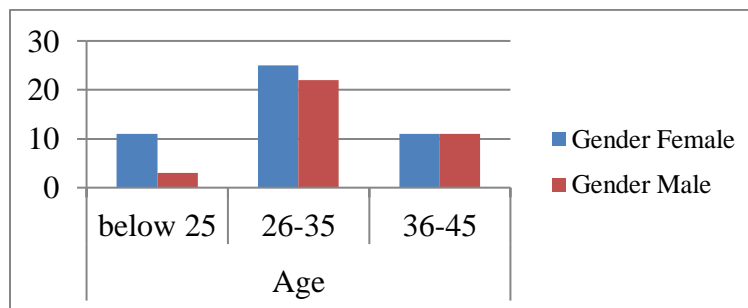
4.2 Sample Profile

The sample of the study has been selected based on the selected sample technique and the sample size. The sample size was 100 and the employees from both organization has selected as the target sample for the study in the study the following main characteristics has been identified as the characteristics of the sample profile.

A total of 7 questions with regards to the personal information of the respondents were asked at the demographics section in the questionnaire. Those questions include the gender, civil status, age, educational level, and duty hours, period of service and salary scale of the employee.

4.2.1 Gender and Age

Figure 2: Gender and the Age of Respondents



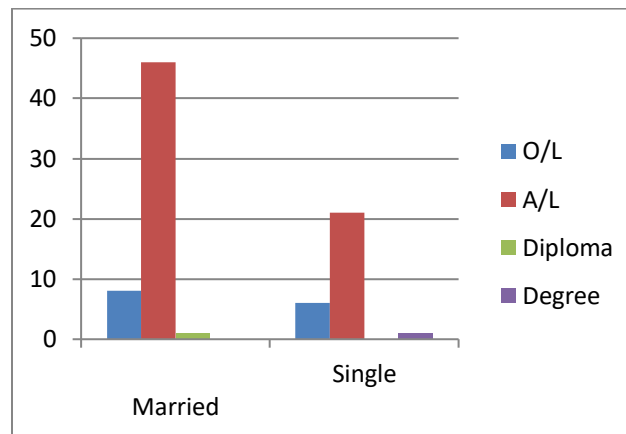
Source: Survey Data, 2016

Based on Figure 1 show the majority respondents in the survey were female. There were 47 female respondents and 36 male respondents. Although the respondents were in the range of 26-35 years old which represent 47 respondent and 22 respondents age range between 36 - 45 years old. The respondents whom are under 25 years old have 14 while above 45 years old have 0

respondents. Which has been present the tendency in employment in Sri Lanka this also a important factor in understanding the human resource capabilities in the industry.

4.2.2 Civil Status and Educational qualification

Figure 3: Civil Status and Educational Qualifications

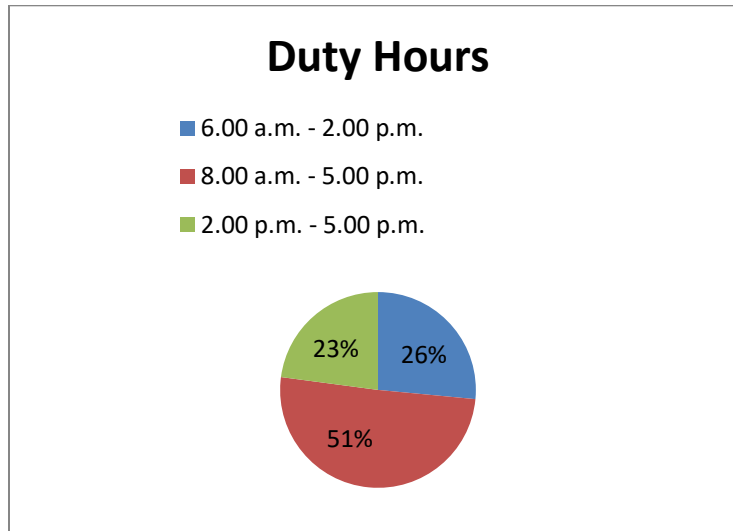


Source: Survey Data, 2016

Based on Figure 2 the majority respondents in the survey were married. There were 56 married respondents and 36 single respondents. Although majority of the respondents are A/L from college with the frequency of 67. Whereas the O/L frequency is 14. Based on the figure, the educational level of diploma and degree consist the same frequency is 01 people while other qualification have 0 respondents. The data present the expected qualification level of the employees in the fast food chains operating in Sri Lanka with the supervisor and the manager category. With the selected sample the high percentage was supervisors who have the A/L as the qualification for the work.

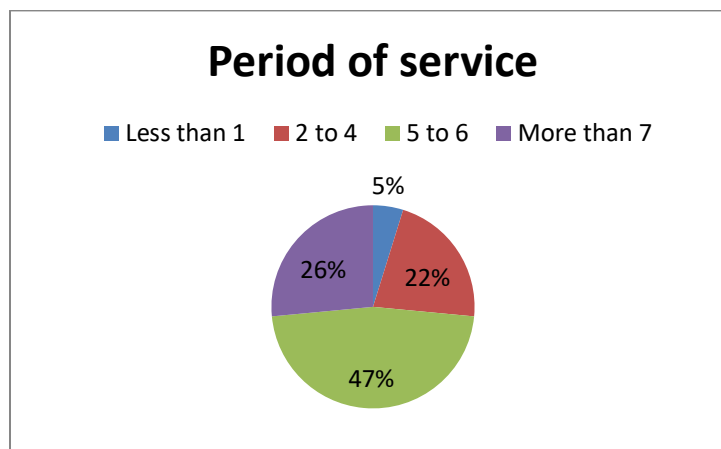
4.2.3 Duty Hours and Period of service

Figure 4: Duty Hours



Source: Survey Data, 2016

Figure 5: Period of Service



Source: Survey Data, 2016

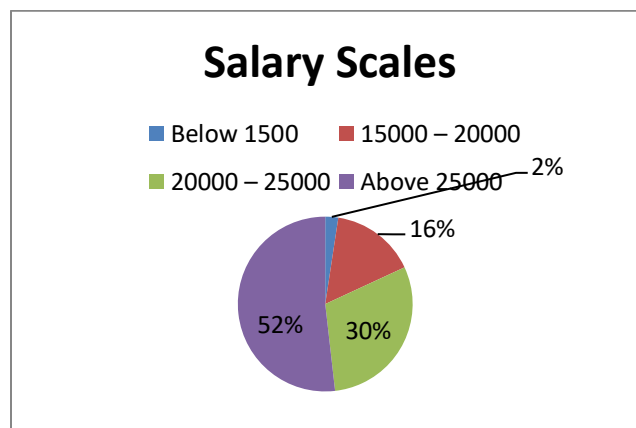
Figure 3 and 4 show the frequency of the duty hours of the research respondents. As shown by the table, majority of the respondents are 8.00 a.m. - 5.00 p.m. with the frequency of 42 (50.6%). Whereas the 6.00 a.m. - 2.00 p.m. duty hour frequency is 22 (26.5%). while other duty hours have 0 respondent. Based on the table, the 2.00 p.m. - 5.00 p.m. Duty hour consist the lowest frequency with only 19 people (22.9%). while other duty hours have 0 respondent.

Table 4.4 show the frequency of period of service of the research respondents. Based on the table, majority of the respondents who worked at apparel industry with the frequency 5 -7 year of 39 which is 47.00%. The worked period at the range more than 7 year years are 22 (26.5 %.) Whereas 18 (21.7%) and 4 (4.8%) respondents worked range of 2 - 4 years and under the less than 1 year.

With this it can be identified that the industry is having he trend in promoting the people based on the experience with less consideration on the educational qualifications. The organization is having the employees who are having the more industry experience in the supervisory positions which explain the level of capabilities that level employees are expecting by the industry in completing the assign duties and responsibilities.

4.2.4 Salary Scale

Figure 6: Salary Scale



Source: Survey Data, 2016

Figure 5 show the frequency of salary scale of employment of the research respondents. Based on the table, majority of the respondents salary scale above Rs; 25000 with the frequency of 43 which is 51.8%. The Rs: 20000 - 25000 at the range respondent frequency of 25(30.1%) while Rs: 15000 – 20000 at the range of respondent frequency of 13(15.7%) and 3 (2.4%) respondents salary scale under Rs: 15000. And also apart it has been observed that the salary level and the experience are having the highly positive relationship where the industry looks for more and more experience than the educational and the other qualifications.

4.3 Descriptive Analysis

Descriptive Statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of it. Descriptive statistics are broken down into measures of central tendency and measures of variability, or spread. Measures of central tendency include the mean, median, mode, while measures of variability include the standard deviation or variance. Descriptive statistics help us to simplify large amounts of data in a sensible way.

This section of the present the descriptive statistics in relation with the variables of the study. To identify the basic nature of the research variables, descriptive statistics were calculated. Descriptive statistics is the first and foremost step of examining empirical data. In this study the researcher used descriptive statistics to transform raw data into an easily understandable form. In other words, descriptive statistic of means, standard deviations and were obtained to describe and compare the basic nature of independent and dependent variables numerically (Saunders, Lewis, & Thornhill, 2003). The information can be used in explaining the data further for the decision making. The researcher try to elaborate the data set which provide better understanding on the study sample and the relationship between the dependent and the independent variables which has analyze further at the next section of the chapter

In this study, customer orientation, knowledge management, technology based CRM, CRM organization were used as the independent variables. Respondents were asked to indicate their response on these variables on a 5-point Likert scale questionnaire.

Table 2: Descriptive of the Independent Variables

	Minimum	Maximum	Mean	Std. Deviation
Customer Orientation	3.00	5.00	4.2600	.41598
Knowledge Management	3.14	4.86	3.9371	.38393
Technology based CRM	2.00	4.75	4.1000	.49661
CRM Organization	3.00	5.00	4.1413	.41169

Source: survey Data, 2016

Accordingly all the independent variables are having the mean value nearly 4 which means that the average employee from the selected sample is agree with the all the statement which has made. And on the other hand the all the variables are having the standard deviation around 35% to 50% which can be considered as the bellow 50% deviation. With this context it can be identified as the definite positive figures. The further analysis can be undertaken by using the

skewness analysis which shows the tendency of the data which has collected for the study undertaken.

At the same time it is important to illustrate the behavior of the dependent variable too. The pattern of the data it can be used in providing the idea that the employees are having in relation with the organizational performance the behavioral pattern can used in providing the better recommendations based on the collected information. The descriptive statistics of the dependent variable can be elaborate as follows for more insights from the collected data set.

Table 3: Descriptive statistics of the Dependent Variable

Minimum	3.00
Maximum	5.00
Mean	4.0533
Std. Deviation	.51710

Source: Survey Data, 2016

According with the descriptive statistics of the dependent variable it also has the mean value of 4 which explained that the average employee of the organization is having the opinion of agreed in relation with the organizational performance of the organization. Since the researcher has used the liket scale in the data collection it shows the minimum and the maximum value as the 3 and 5. As an explanation it can be stated that the all the employees are having the neutral or the agreed opinion no one is having the disagreed opinion for the organizational performance. In other wordings it can be stated that the all the employees in the sample has accepted that the organization is having the better performance without any different ideas regarding the organizational performances. And also the standard deviation of the data is nearly 50% present that shows the deviations in the data set within the neutral to strongly agreed. But still the tendency of the data set can be further explained by using the skewness test which explained the tendency of the data set.

Table 4: Skewness Test

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Customer Orientation	96	-.716	.277	.455	.548
Knowledge Management	96	-.347	.277	-.130	.548
Technology base CRM	96	-1.405	.277	3.827	.548
CRM organization	96	-.529	.277	.153	.548
Organizational Performances	96	-.408	.277	-.254	.548
Valid N (listwise)	96				

Source: Survey Data, 2016

By analyzing the data it can be identified that the all the variables are having the negative skewness which is below 1.5. And the technology based CRM shows the highest skewness value. With this it can be identified the same tendency in the data set with the same standard error. The negative skewness further emphasis the tendency of the data towards the agreed opinion which shows the positive relationship with each other variable. The level of the relationship will be varied according with the data behavior. But still with the available data it seems that all the variables are having the same tendency which says the positive relationship between each variable.

4.4 Hypotheses Testing

The inferential analysis was use to analyze and interpret the data by the SPS software. In this section, we are just focusing only one technique which is Pearson Correlation Coefficient.

According to the Rules of Thumb of Pearson Correlation Coefficient Range at ± 0.91 to ± 1.00 , it considers very strong relationship. The range of ± 0.71 to ± 0.90 ; indicates high relationship between independent variable and dependent variable. The ranges of ± 0.41 to ± 0.70 and, ± 0.21 to ± 0.40 , There are sequence consider as the Moderate and Small but definite relationship between independent and dependent variable. The range of ± 0.00 to ± 0.20 , it consider as slight almost negligible relationship (Hair, 2007).

Pearson Correlation Coefficient Analysis was used to test how strong the relationship between dependent variable and independent variables. Pearson Correlation Coefficient analysis, the value range is from -1 to +1. When the Pearson Correlation Coefficient value showed +0.1, there is a perfect positive correlation but if the value showed -1, there is a perfect negative correlation. Besides that, when the Pearson Correlation Coefficient value showed 0, it means there is no correlation between dependent variable and independent variables. Correlation Coefficient analysis is a statistical analysis which can be used to identify the strength between two variables. It can be identified that whether two intervals or variable have positive relationships or negative relationship by using Correlation coefficient analysis. If the Correlation coefficient is positive, it says that two variables are simultaneously increased or simultaneously decreased. In other hand if the Correlation coefficient is negative, it denotes that when one variable is increased while other one decreased. Therefore by using Correlation coefficient analysis it can be measured the degree of line association between two variables.

In determining the level of relationship exists with the independent and the dependent variables it has been used the following criteria as the base for the classification. This has shown the level of influence that can be made by the independent variable for the dependent variable. This also will important in making the conclusion based on the study and also to make the recommendations.

Table 5: Level of Relationship

Positive Scale		Negative Scale	
Range	Type of Correlation	Range	Type of Correlation
$r > 0.75$	Strong Positive	$r > -0.75$	Strong negative
$0.25 < r < 0.75$	Moderate Positive	$-0.25 < r < -0.75$	Moderate negative
$0 < r < 0.25$	Weak Positive	$0 < r < -0.25$	Weak negative

Source: (Saunders, Lewis, & Thornhill, 2003)

4.4.1 Hypotheses 1

H0: Customer orientation of the organization is not having the direct significant relationship between the organizational performances in the organization

H1: Customer orientation of the organization is having the direct significant relationship between the organizational performances in the organization

Table 6: Correlation between Customer Orientation and the Organizational Performance

		Customer Orientation	Organizational Performances
Customer Orientation	Pearson Correlation	1	.643**
	Sig. (2-tailed)		.000
	N	96	96
Organizational Performances	Pearson Correlation	.643**	1
	Sig. (2-tailed)	.000	
	N	96	96

** . Correlation is significant at the 0.01 level (2-tailed)

Source: Survey Data, 2016

From the table 3, there is positive relationship between customer orientation and organizational performances because of the positive value for correlation coefficient. The customer orientation variable has a 0.643 correlation with the organizational performances variable. The value of this correlation coefficient 0.643 is fall under coefficient range from ± 0.41 to ± 0.70 . Therefore, the relationship between customer orientation and organizational performances is moderate. The relationship between customer orientation and organizational performances is significant. It is because the p-value 0.000 is less than alpha value 0.01. There for null hypothesis is rejected and alternative hypothesis is acceptable. The analysis explained that the even the organizational performances and the customer orientation is having the significant relationship it is just a moderated level relationship. Means that there are other highly correlated variables are exiting in the industry which also should be considered in making the conclusion and the recommendations based on the study.

4.4.2 Hypotheses 2

H0: Knowledge Management of the organization is not having the direct significant relationship between the organizational performances in the organization

H2: Knowledge Management of the organization is having the direct significant relationship between the organizational performances in the organization

Table 4: Correlation between Knowledge Management and the Organizational Performance

		Knowledge Management	Organizational Performances
Knowledge Management	Pearson Correlation	1	.248*
	Sig. (2-tailed)		.024
	N	96	96
Organizational Performances	Pearson Correlation	.248*	1
	Sig. (2-tailed)	.024	
	N	96	96

**. Correlation is significant at the 0.05 level (2-tailed)

Source: Survey Data, 2016

From the table 4, there is positive relationship between knowledge management and organizational performances because of the positive value for correlation coefficient. The variable has a 0.248 correlation with the organizational performances variable. The value of this correlation coefficient 0.248 is fall under coefficient range from ± 0.21 to ± 0.40 . Therefore, the relationship between knowledge management and organizational performances is minor but definite relationship. The relationship between knowledge management and organizational performances is significant. It is because the p-value 0.024 is less than alpha value 0.05. There for null hypothesis is rejected alternative hypothesis is acceptable. Accordingly it can be identified that the knowledge management is having the very lower level relationship but still the relationship is absolute since the relationship is significant.

4.4.3 Hypotheses 3

H0: Technology based CRM of the organization is not having the direct significant relationship between the organizational performance in the organization

H3: Technology based CRM of the organization is having the direct significant relationship between the organizational performance in the organization

Table 5: Correlation between Technologies based CRM and the Organizational Performance

		Technology based CRM	Organizational Performances
Technology based CRM	Pearson Correlation	1	.602**
	Sig. (2-tailed)		.000
	N	96	96
Organizational Performances	Pearson Correlation	.602**	1
	Sig. (2-tailed)	.000	
	N	96	96

** . Correlation is significant at the 0.01 level (2-tailed)

Source: Survey Data, 2016

From the table 5, there is positive relationship between technologies based CRM and organizational performances because of the positive value for correlation coefficient. The technology based CRM variable has a 0.602 correlation with the organizational performances variable. The value of this correlation coefficient 0.602 is fall under coefficient range from ± 0.41 to ± 0.70 . Therefore, the relationship between technology based CRM and organizational performances is moderate. The relationship between technology based CRM and organizational performances is significant. It is because the p-value 0.000 is less than alpha value 0.01. There for null hypothesis is rejected alternative hypothesis is acceptable. Comparatively the study shows there is significantly considerable relationship between the technology based CRM and the organizational performances which can be explained as the importance of using the technology in the CRM practices in an organization specially in the fast food restaurants.

4.4.4 Hypotheses 4

H0: CRM organization is not having the direct significant relationship between the organizational performances in the organization

H4: CRM organization is having the direct significant relationship between the organizational performances in the organization.

Table 6: Correlation between Technologies based CRM and the Organizational Performance

		CRM Organization	Organizational Performances
CRM Organization	Pearson Correlation	1	.252*
	Sig. (2-tailed)		.022
	N	96	96
Organizational Performances	Pearson Correlation	.252*	1
	Sig. (2-tailed)	.022	
	N	96	96

***. Correlation is significant at the 0.05 level (2-tailed)*

Source: Survey Data, 2016

From the table 6, there is positive relationship between CRM organization and organizational performances because of the positive value for correlation coefficient. The CRM organization variable has a 0.252 correlation with the organizational performances variable. The value of this correlation coefficient 0.252 is fall under coefficient range from ± 0.21 to ± 0.40 . Therefore, the relationship between CRM organization and organizational performances is small but definite relationship. The relationship between CRM organization and organizational performances is significant. It is because the p-value 0.022 is less than alpha value 0.05. There for null hypothesis is rejected alternative hypothesis is acceptable. The level of relationship is low but still it is definite therefore it explains that the necessity of having the CRM organization for the organizational performance it shows the positive significant relationship.

4.4.5 Summary of Hypotheses Testing

Table 7: Summary of Hypotheses Testing

Hypothesis	Significant value (P)	Pearson Corr. (r)	Level of Confidence	Decision Hypothesis	Level of the relationship
Customer orientation of the organization is having the direct significant relationship between the organizational performance in the organization	.000	.643**	99%	H1 accepted	Customer orientation of the organization is having the direct moderately positive significant relationship between the organizational performance in the organization
Knowledge Management of the organization is having the direct significant relationship between the organizational performance in the organization	.024	.248*	95%	H2 accepted	Knowledge Management of the organization is having the direct small positive significant relationship between the organizational performance in the organization
Technology based CRM of the organization is having the direct significant relationship between the organizational performance in the organization	.000	.602**	99%	H3 accepted	Technology based CRM of the organization is having the direct moderately positive significant relationship between the organizational performance in the organization
CRM organization is having the direct significant relationship between the organizational performance in the organization	.022	.252*	95%	H4 accepted	CRM organization is having the direct small positive significant relationship between the organizational performance in the organization

Source: Survey Data, 2016

Accordingly all the hypotheses have been accepted with the significant positive relationships. This says that the organizational performances are having the positive relationship with the customer orientation, knowledge management, technology base customer relationship

management, customer relationship management organizations. The objective of the study is to explore and extend the knowledge about critical success factors of Customer Relationship Management systems used by franchised fast food chains in Sri. With that objective the conceptual framework has been develop with the empirical support from the comprehensive literature review. The result shows what the critical success factor for the fast food chains.

4.5 Model Summary

In statistical modeling, regression analysis is a statistical process for estimating the relationship among variables. It includes many tools for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable changes when any one of the independent variables are held fixed. For any study it is important to check the validity of the conceptual model which has been used by the researcher in order to understand the research problem. In other wording the conceptual model should be fit to the identified problem in the study. Therefore the researcher has check the model fit of the used conceptual model by using the regression analysis. The detailed summary of the result has been illustrated below with the objective of validating the used conceptual model by the researcher for the study. The fitness of the model explains the validity of the conceptual model used by the researcher.

Table 8: Model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.893 ^a	.797	.785		.23967

a. Predictors: (Constant), Customer Orientation, Knowledge Management, Technology base CRM, CRM Organization

Source: Survey Data, 2016

The coefficient of determination (R square) describes the contribution made by the independent variables to the variation of dependent variable. Also the overall significance of the model can be measured using R square. Accordingly the R square value of the study was 0.797. It indicated that the selected independent variables are capable enough to explain 79.7% variation in the dependent variable. Adjusted R square was 0.785 and it indicated that model is reasonably fitted to the data. Accordingly with the model summary it explained that the model is having the 78% influence for the identified problem context. This can be considered as the significant level of influence for the problem which has been identified in the study. With the high level of model fit that the conceptual framework is having the validity of the conceptual framework has been

verified. With the validated conceptual framework with the reliable data set ensure the quality of the study. In the study the researcher has been check the model fit as well as the reliability of the data set which ensures the quality of the study undertaken by the researcher. With the high quality data collection and the analysis the applicability or the validity of the recommendations based on the study can be considered as the effective recommendations which can be practically implemented in the organization with the objective of achieving the higher organizational performances with the better customer relationship practices.

5. CONCLUSION AND RECOMMENDATION

5.1 Limitation and future study

Although the findings of this research have some generality; they do have limitation. The choice of population was limited to a hotel industry, namely which has a tendency to limit the generalizability of the findings in the context of other industries. Therefore, future research could be conducted on multiple angels covering the fast food chain which comes under the hospitality industry. Since this study was conducted solely in Western province which considered as the hart of Sri Lanka where the researcher observe favorable consumer behavior towards the selected industry therefore the information can be vary according with the geographical area and the nature of the market in the selected area, future researcher may also look forward to carry this types of researches in different regions of the country. For instance, when conducting the study in the different geographical locations from different countries may have different expectation and perception towards customer services offered by the fast food restaurants operation in the country, owing to the different culture, level of education and some other demographic factors. Therefore the study methods as well as the concept can also be varying with the identified situation. In other wordings the selected conceptual method may not be the perfect conceptual model for the study with the above identified inherent limitation of the research study.

REFERENCES

- Abdullah, F., Rashidee Alwi, M., Lee, N., & Boo Ho, V. (2008). Measuring and managing franchisee satisfaction: a study of academic franchising. *Journal of Modelling in management*, 182-199.
- Alpay, G., Bodur, M., Yılmaz, C., Çetinkaya, S., & Arıkan, L. (2008). Performance implications of institutionalization process in family-owned businesses: Evidence from an emerging economy. *Journal of World Business*, 435-448.

- Aruppillai , T., Mary , P., & Phillip, G. (2015). An Analysis of Consumer's Buying Behavior and Its Determinants of Fast Foods in Sri Lanka. *International Journal of Economic and Finance*, 112-119.
- Ayling, D. (1987). Franchising has a dark side. *Accountancy*, 113.
- Daniel, D. R. (1961). Management information crisis. *Harvard Business Review*, 111-121.
- Department of Census and Statistics. (2014). *Sri Lanka Labour Force survey 2014*. Department of Census and Statistics.
- Dev, C. S., & Olsen, M. D. (2000). Marketing challenges for the next decade. *Cornell Hospitality Quarterly*, 41.
- Gelo, O., Braakmann, D., & Benetka, G. . (2008). Quantitative and qualitative research: Beyond the debate. . *Integrative psychological and behavioral science*, 266-290.
- Hair, J. F. (2007). *Research methods for business*.
- Hassan, A., & Parvez, M. . (2013). A Comparative Case Study Investigating the Adoption of Customer Relationship Management (CRM) The Case of Tesco and Sainsbury's. *IJMVSC*, 1-10.
- Kotler, P. (2002). *Marketing places*. Simon and Schuster.
- Mechinda, P., & Patterson, P. G. (2011). The impact of service climate and service provider personality on employees' customer-oriented behavior in a high-contact setting. *Journal of Services Marketing*, 101-113.
- Mendoza, L. E., Marius, A., Pérez, M., & Grimán, A. C. (2007). Critical success factors for a customer relationship management strategy. . *Information and Software Technology*,, 913-945.
- Rasanthika, A., & Gunawardana, T. (2013). Fast food consumption: Identifying working women's attitudes towards consumption of fast food. *International Conference on Management and Economics 2013*.
- Saunders, M., Lewis, P., & Thornhill, A. (2003). *Research Methods for Business Students*. Singapore: Pearson Education.
- Sheth, J. N., & Parvatiyar, A. (2002). Evolving relationship marketing into a discipline. *Journal of Relationship Marketing*, 3-16.

Thanasegaran, G. (2009). Reliability and validity issues in research. . *Integration & Dissemination*, 35-40.

Vallabh, D., & Radder, L. (2014). Development of customer relationship management in small and medium tourism enterprises: A literature review. In *Service Systems and Service Management (ICSSSM). 11th International Conference on IEEE.*, (pp. 1-6).

Vazifehdust, H., Shahnavazi, A., Jourshari, M. R. T., & Fataneh, S. S. (2012). Investigation critical success factors of customer relationship management implementation. *World Applied Sciences Journal*, 1052-1064.

World Bank. (2015). *World Bank*. Retrieved 04 02, 2016, from World Bank.