

## Customer Relationship Management in Telecom Industry: A study on Nawroz Telecom

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### Abstract

### Original Research Article

The aim of this study is to figure out the impact of CRM in telecom industry. A case study of Nawroz Telecom Company in Erbil was done based on combination of literature review and questionnaire survey. This paper explores that how Nawroz Telecom Company to succeed the increase of market performance by CRM of the company through the strategy taken for the undertaking. For this research, the quantitative method was used by distributing 60 questionnaires that filled fully by the employees who work for Nawroz Telecom Company. The results show that according to the answers of the respondents CRM has positive effects to build a good relationship with their customers and to raise the service quality, it also has positive effects on the business performance by understanding their customers as well as it has an effect on the business improvement by taking care of the data and the ideas. The information which is provided by the customers to design or provide a good service which lead to better business improvement

**Key words:** CRM, market performance, Nawroz Telecom Company, relationship with customers, business performance.

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## INTRODUCTION

Customer Relationship Management (CRM) has become one of the most dynamic technology issues of the millennium. Customer Relationship Management (CRM) is a defined customer data management activity that stores all information about customers in a database and coordinates these sales, marketing, and customer service departments to seamlessly work together to meet customers' needs. CRM keeps track of customer interactions with the firm and allows employees to get instant information about past sales, service registrations, extraordinary records and unresolved problem calls [1]. The concept of Customer relationship management (CRM) it goes back to the 60-connections where retention and attraction of customer loyalty so that was a key to drive factor of business success. CRM as a philosophy got ground in the 80- connections [2]. Though a little an old concept, scientists and managers took a good interest in this in the recent decades [3]. The practice of marketing was controlled by the marketing mix management model [4] where companies rely on a strategy that enabled them just sell more of their goods and services through strategic pricing, place and quality products ,promotion. Kent [5] considers it as "the holy quadruple of the marketing faith written on tablets of stone". This model however,

is imperceptibly fading out with the globalization of business and the growing of recognition of the importance of customer retention and market economies and of customer relationship [6]. Customer relationship management (CRM) is a widely implemented model for managing a company's interactions with the customers, clients, and sales forecast. It includes using technology to organize, automate, and synchronize business operations basically sales activities, but also the business area has seen competitive pressure in the 21st century and possibly generations to come. According to [7] and [8] this competition is a must for the future as consumers taste and preferences keep changing at an alarming rate. Companies have become more innovative in their products and services to differentiate them from other brands or their competitors [9]. As competition becomes tough companies try to think of something else than functional features.

According to [10], Customer Relationship Management (CRM) is premised on the belief that developing a relationship with customers is the best way to get them to become loyal and that loyal customers are more profitable than non-loyal customers. The overall aims are to find, win, and attract new clients, promote and maintain those. If the company attracts former clients to return, it will

decrease the costs of marketing and client service. Customer relationship management describes a company-wide business strategy including customer interface departments as other departments. The motive behind (CRM) is to gain new customers and keep the current ones and establish a positive relationship with the existing ones [3]. In the words of paper, customer relationship management is a case that every large or small company should tackle in some way treated well a CRM strategy can achieve significant benefits for companies and customers alike. Early works on this topic indicate that customers are the life line of every business and the growth of every business rely on the relationship the company has with its customers [11]. It is completely interesting to know that this subject is receiving the much attention in literature currently. However there is much contextual and level of CRM analysis gap [12, 13]. Thus extant literature has been focused on tourism and hotel industries. In their report [14] considered that a lot of the findings so far have equally neglected the effect of CRM strategy implementation on organizational performance. Besides, much studies of this kind have not been carried out in the African context, specifically, West Africa with respect to the banking sector. The originality of this work stems from the fact that, these contextual and method gaps would be dealing with it, at least even if not completely filled.

Organizational learning has become a primary resource for improving organizational performance [15], as companies with the ability to learn faster are probably respond to market challenges better than the competitors. According to Chang [16] business-firm performance is inclusive of both market performance and organizational performance where market performance is a measurement system that is expected to cover all aspects of organizational performance in the market place while organizational performance is an internal or employee focused performance. Associations need to build up the ability to tap and gain from market-based data that lives in partners who incorporate clients, contenders, channel individuals and providers so that

### Literature Review

Bringing quality again into the marketing context by introducing the perceived service quality concept after its introduction and development in the works of early scholars [21]. He introduced the concept of the interactive marketing function which explains the marketing impact on the customer through the process of consumption [22]. In this discussion relationship marketing defined as a process of marketing which involves establishing, strengthening relationships and retention with customers and other partners at a profit so that the objectives of the interested parties are met by [23]. This is achieved by a mutual exchange and fulfillment of promises [24].

fitting reactions are not set aside a few minutes [17]. For this situation, an association needs to ceaselessly adjust to the market condition which requires a market introduction approach. Showcase orientation is clarified with regards to executing the promoting idea that spotlights on fulfilling client needs superior to contenders [1]. The significance of authoritative learning in impacting market execution regarding: budgetary execution since the money related segment of an association is much an aftereffect of client purchasing, showcase development which is required to be accomplished if positive learning has occurred in the association and consumer loyalty suggesting that the association has fruitful learnt to oversee and actualize the promoting idea. For this situation the principal contention is that for authoritative figuring out how to be a wellspring of benefit, aggressiveness and survival for an association it must be converted into market-based results that measure showcase performance. This implies representatives are conferred and open to learning [18], which at last enhances the organizations aggressiveness and execution in the commercial center. As an intelligent consequence of the presence of the idea "Relationship Marketing" since the 1920s, the idea "Client Relationship Management" (CRM) has been acquired to consideration late nineties, particularly among the scholastics and specialists,. The new idea has coordinated the consideration towards different fundamental angles, including the need of direct relationship amongst clients and advertisers, the significance of keeping current clients, and in addition the certainty of building long-term associations with clients rather than the client situated exchange technique so as to enlarge the benefit of the establishments, particularly in today's undeniable aggressive economy [19]. Therefore, the associations have guided their thoughtfulness regarding CRM and plentiful putting resources into the important foundation, with unique worry to the considerable progress in Information Technology Some considered, thusly, that enhancing the execution could be accomplished through guiding more thoughtfulness regarding CRM [20].

In this relationship, the consumer of a service network interacts with staff and systems, physical resources of the service provider. During the last few years there has been a growing interest in studying the economics of long lasting customer relationships [25]. Relationship marketing is suggested to be one new marketing sample which it aims to create a customer relationship which begins with customer attraction and retention and satisfaction of existing customers, while transactional marketing attempt to make the sale and find new customers, thus there has been a shift from product to people. It equally involves the fulfillment of mutual promises to achieve a long lasting relationship with a positive impact on the organization's bottom line[26]. From this approach the concept of customer relationship management developed. In order to get and

maintaining the competitive advantage in this disturbance business era, it has become more importance for service organizations to build or to develop a god long term relationships with their consumers or customers. In the 1990s relationship marketing becomes one of the universally accepted [27], which covers a number of marketing activities," and thus it is described as a new-old concept". One of the topical areas is Customer relationship management in marketing research because of the long term effects it has on firms [28]. Has been found The practice to produce a greater loyalty and resulting profits for firms, implementing a Marketing strategies is to maintain customers such as "CRM saves a company a five times cost of attracting new ones [29]".

Writing recommends that there is no widespread meaning of CRM [30]. Be that as it may, once in a while, individuals characterize it in view of the setting inside which it is being viewed as[31]. It envelops individuals, innovation, technique and process. Propose that the idea of CRM is a multidimensional build comprising of four wide behavioral parts. These behavioral parts are key client center, CRM association, learning administration and innovation based CRM. Writing distinguished that this backings the idea that an effective CRM is for the most part actualized in view of the support from individuals, innovation, procedure and procedures, and that the measurements (client center, CRM association, learning administration and innovation based CRM) must be all around coordinated to enhance an association's execution. In the interim, different reviews like those discover client introduction as a major aspect of these segments [8]. Contemplates propose that a decent CRM execution procedure ought to be penetrated by a client driven structure, authoritative culture, approach and in addition compensate [28]. Customer introduction alludes to the worker's inclination to address the clients' issues. It positively affects workers' execution and clients' fulfillment. In addition, client arranged, practices can keep up a decent relationship between the specialist co-op and the clients, prompting to change in the association's execution the substance of client introduction is to increment long haul fulfillment and to make client dependability [32]. Frequently, the business compel or deals supervisors are the ones that arrangement straightforwardly with these esteemed clients henceforth for them to comprehend and bolster this technique towards accomplishing client devotion, they should be inspired and compensated in other to empower them fabricate a neighborly and durable association with these clients by giving them the best treatment in the buyer seller relationship. Products and enterprises are modified to make this client feel loved. Late reviews on CRM, recommend that client information has been considered as a significant authoritative asset to such an extent that any system which is adapted towards transmitting learning in regards to clients are center assets that serves a practical

upper hand for firms and permits an organization to reinforce its connection with the clients. Consequently, clients' information assumes an essential part in CRM. Associations can utilize it to manufacture and build up their association with clients, and it empowers associations to pick up an upper hand in the market [8]. In the expressions of data on client learning should be shared and spread all through the association in light of the fact that the capability of information happens when it is shared inside different elements of the association with a specific end goal to meet current clients and their foreseen needs. Learning administration helps an association to prevail by building better client connections and it positively affects an association's execution [33].

With advances in information communication technology (ICT), a present day framework can be utilized to enhance the force of associations to decrease interior costs, better interface with the earth, and increment monetary benefit in the long haul. CRM includes assembling a considerable measure of information about the client the information is then used to encourage client administration and exchanges keeping in mind the end goal to address clients' issues, this outcome in more fulfilled clients, a more beneficial business and more assets accessible to the care staff. Client Relationship Management frameworks are an awesome help to the administration in choosing the future course of the organization, that is, to know whether the execution of the association is above or beneath standard [14], client relationship administration helps organizations to give incredible ongoing and client benefit by building up an association with each esteemed client through the viable utilization of individual record data in light of what they think about every client. It leads to data joining and sharing that impact smooth and proficient firm client communications, fitting examination of client information and customization of reaction [32]. For a superior CRM execution and aggregate quality affirmation of those methodologies there is a need to utilize add up to investment from all levels of the association. The authoritative structure should be overhauled to incorporate appropriate and powerful lines of correspondence, as [34] expressed that for administration representatives to show client situated conduct, associations must build up an atmosphere for administration in the work which incorporates giving staff current instruments and innovation, consumer loyalty following and objection administration frameworks, moving administration authority, and a proper reward framework. In light of these arrangements an association can accomplish alluring worker customer orientation practices. Along these lines in as much as associations go for accomplishing extraordinary client dependability which one way or the other could convert into business development, its similarly vital not to look down on the welfare of the association's stay (its human asset). As firms adjust

their structure and administration forms with their market objectives they turn out to be more effective in reacting to their clients. This measurement of CRM has been noted to have a considerable measure of effect on the association [35]. Methodology usage costs a great deal to the operations of associations regarding time fund and human asset and so forth. Therefore, inquire about recommend that understanding the impact of CRM execution on the association's primary concern is of most extreme significance the execution of an association has been measured by numerous academicians from differing points of view. Markers extend from both money related and non-monetary edges. In connection to this academicians and experts have utilized advertising pointers, for example, piece of the pie, benefit and deals volume, these results be that as it may from the show casing outlook comes from a few methodologies, CRM techniques empower associations to distinguish principle needs of clients and portion these clients regarding their needs with a specific end goal to accomplish their fulfillment prompting to their dependability and 'lifetime buy'[8].

## RESEARCH METHODOLOGY

The purpose of the present study is to analysis the impact of customer relationship management on the market performance; however the quantitative method is used for conducting questionnaires. Quantitative is defined as statistical or numerical method of identifying observations of materials or qualifications [36], This study is regulated in the capital of Kurdistan, in Erbil. In Nawroz Telecom Company and questionnaires filled by employees in the company. The data was collected from employees of Nawroz Telecom Company in Erbil the capital of Kurdistan. The purpose for this study is to measure the ideas of employees about CRM. I delivered 65 questionnaires among the Nawroz Company

employees and I received 60 of questionnaires which filled completely. I used secondary and primary data for my research .secondary data was collected through journal articles and research paper, books. The primary data has been collected through questionnaires. I conducted the questionnaires in English language, since Nawroz Company is a private company and know English so only English language have used in my questionnaires, the responds were asked about their Age, Gender, Marital status, Academic qualification, Bachelor degree , Year of experience and the quantitative question were 15 question. Ethical refer to the suitability of your behavior in relative to the right of those who become the subject of your work, or are affected by it [11]. Therefore I have considered and followed all the ethical considerations in undertaking my research and considered all the recommendations for questionnaire, conducting questionnaire. Likewise, as a researcher I did not force any respondent to fill the questionnaire, the questionnaire was totally optional for every employee respondent whether to answer the questionnaire or to deny [37].

### Research Question

- Does CRM have an effect on the customer understanding?
- Does CRM have an effect on the business performance?
- Does CRM have an effect on the business improvement?

### Research Objectives

- To figure out the effect of CRM on the customer understanding.
- To learn the effect of CRM on the business performance.
- To understand the effect of CRM on the business improvement.

### Finding and Discussions

The following tables are the analyses of the data by using SPSS version 23 by using Descriptive and Frequencies analyzes.

**Table-1: Descriptive Statistics**

Parameters		Frequency	Percentage
Gender	Male	37	61.7
	Female	23	38.3
Age	16 Years – 19 Years	14	23.3
	20 Years – 25 Years	18	30.0
	26 Years – 30 Years	13	21.7
	31 Years – 35 Years	9	15.0
	36 Years and Above	6	10.0
Marital Status	Married	27	45.0
	Single	33	55.0
Academic Qualification	High School	14	23.3
	University	17	28.3
	Bachelor Degree	14	23.3
	Master Degree	9	15.0
	Ph.D	6	10.0
Year of experience	less than one year	11	18.3
	1-2 years	10	16.7
	3-5 years	16	26.7
	6-10 years	14	23.3
	years 10+	9	15.0

How well did CRM applications help you in understanding your customers?	Extremely Well	8	13.3
	Quite Well	17	28.3
	Moderately Well	15	25.0
	Slightly Well	13	21.7
	Not at All Well	7	11.7
How well did CRM systems help you in understanding your customers?	Extremely Well	16	26.7
	Quite Well	12	20.0
	Moderately Well	14	23.3
	Slightly Well	10	16.7
	Not at All Well	8	13.3
Would you say that the CRM systems solved your business problems?	Extremely Yes	9	15.0
	Quite Yes	12	20.0
	Somewhat Yes	17	28.3
	Somewhat No	8	13.3
	Quite No	8	13.3
	Extremely No	6	10.0
Would you say that the CRM systems make you understand your customers?	Extremely Yes	10	16.7
	Quite Yes	18	30.0
	Somewhat Yes	10	16.7
	Somewhat No	9	15.0
	Quite No	6	10.0
	Extremely No	7	11.7
Would you say that the CRM systems improve your overall business performance?	Extremely Yes	3	5.0
	Quite Yes	18	30.0
	Somewhat Yes	21	35.0
	Somewhat No	8	13.3
	Quite No	4	6.7
	Extremely No	6	10.0
How useful is CRM from business performance perspective?	Extremely Useful	15	25.0
	Very Useful	22	36.7
	Moderately Useful	12	20.0
	Slightly Useful	6	10.0
	Not At All Useful	5	8.3
How important is CRM to your business?	Extremely Important	10	16.7
	Very Important	9	15.0
	Moderately Important	18	30.0
	Slightly Important	14	23.3
	Not at All Important	9	15.0
How often do you use the data collected by the CRM applications?	Extremely Often	11	18.3
	Very Often	14	23.3
	Moderately Often	18	30.0
	Slightly Often	10	16.7
	Not at All Often	7	11.7
Do you use the data collected by the CRM applications to design new products or set a new business strategy?	Yes I Use the Data	25	41.7
	No I Never Used the Data	15	25.0
	Sometimes	20	33.3
Do you think the data that is collected by the CRM applications around your customers' preferences is outdated?	Yes	20	33.3
	No	40	66.7
How likely would you be to use CRM system in your business?	Extremely Likely	10	16.7
	Very Likely	21	35.0
	Moderately Likely	16	26.7
	Slightly Likely	8	13.3
	Not At All Likely	5	8.3
Overall, are you satisfied with the results of the CRM system, neither satisfied nor	Extremely Satisfied	16	26.7
	Moderately Satisfied	21	35.0

dissatisfied with, or dissatisfied with?	Neither Satisfied Nor Dissatisfied	15	25.0
	Moderately Dissatisfied	5	8.3
	Extremely Dissatisfied	3	5.0
The technology used by the company supports the input of and access to all relevant customer information across the entire company.	Strongly Agree	8	13.3
	Agree	20	33.3
	Neutral	16	26.7
	Disagree	9	15.0
	Strongly Disagree	7	11.7
As a result of the open communication and sharing of customer information Customer relationships are managed more efficiently.	Strongly Agree	10	16.7
	Agree	24	40.0
	Neutral	20	33.3
	Disagree	4	6.7
	Strongly Disagree	2	3.3
Performance is measured on how well customer needs are identified and met rather than purely on achieving sales targets.	Strongly Agree	19	31.7
	Agree	15	25.0
	Neutral	12	20.0
	Disagree	10	16.7
	Strongly Disagree	4	6.7
Total		60	100.0

The results shows that in table 1 above 23.3% of the respondents they were below 25 years and 30% of the respondents they were between 26-30 years and 21.7% of the respondents they were between 31-35 years and 15% of the respondents they were between 36-40 years and just 10% of the respondents they were above 40 years as it's shown in the figure 1 above so most of the respondents they were young which is between 26-30 years. The results shows that in table 2 above 61.7% of the respondents they were a male and 38.3% of the respondents they were female so most of the respondents they were male as it's shown in the figure 2 above. The results shows that in the table 3 above that 45% of the respondents they were married and 55% of the respondents they single so most of the respondents they were single as it's shown in the figure 3 above. The results shows in the table 4 above that 23.3% of the respondents were a high school educated and 28.3% of the respondents were a university educated and 23.3% of the respondents were a bachelor degree educated and 15% of the respondents were a master degree educated and 10% of the respondents were a PHD educated as it is shown in the figure 4 above. The results shows that in the table 5 above that 18.3% of the respondents they had less than one year of experience and 16.7% of the respondents they had 1-2 years of experience and 26.7% of the respondents they had 3-5 years of experience and 23.3% of the respondents they had 6-10 years of experience and 15% of the respondents they had more than 10 years of experience as it is shown in the figure 5 above. The results shows in the table 6 above that 13.3% of the respondents they answered extremely well and 28.3% of the respondents they answered quite well and 25% of the respondents they answered moderately well and 21.7% of the respondents they answered slightly well and just 11.7 of the respondents they answered not at all well so most of the respondents they answered quite

well that CRM application helped them in understanding their customer so the CRM has a positive effect in understanding the customer as it is shown in the figure 6 above. The results shows in table 7 above that 26.7% of the respondents answered extremely well and 20% of the respondents they answered quite well and 23.3% of the respondents they answered moderately well and 16.7% of the respondents answered slightly well and 13.3% of the respondents they answered not at all so most of the respondents answered extremely well that CRM systems has helped them in understanding their customer so CRM system has a positive effect in understanding the customer as it is shown in the figure 7 above. The results shows in the table 8 above that 15% of the respondents answered extremely yes and 20% of the respondents answered quite yes and 28.3% of the respondents answered somewhat yes and 13.3% of the respondents they answered somewhat no and 13.3% of the respondents answered quite no and just 10% of the respondents answered extremely no so most of the respondent answered somewhat yes that CRM systems has solved their business problems so the CRM systems has a positive effect in solving business problem especially with their customers as it is shown in the figure 8 above.

The results shows in the table 9 above that 16.7% of the respondents answered extremely yes and 30% of the respondents answered quite yes and 16.7% of the respondents answered somewhat yes and 15% of the respondents answered somewhat no and 10% of the respondents answered quite no and 11.7% of the respondents answered extremely no so the most of the respondents answered quite yes that CRM system made them understand their customer so CRM system also has a good positive effect in understanding the react from the customer and understand what do they need as

it is shown in the figure 9 above. The results shows in the table 10 above that 5% of the respondents answered extremely yes and 30% of the respondents answered quite yes and 35% of the respondents answered somewhat yes and 13.3% of the respondents answered somewhat no and 6.7% of the respondents answered quite no and 10% of the respondents answered extremely no so most of the respondents answered somewhat yes that CRM system improve their overall business performance so the CRM system has a positive effect on the employees also by satisfy the customer needs so that improving the business performance as it is shown in the figure 10 above. The results shows that in table 11 above that 25% of the respondents answered extremely useful and 36.7% of the respondents answered very useful and 20% of the respondents answered moderately useful and 10% of the respondents answered slightly useful and 8.3% of the respondents answered not at all useful so most of the respondents answered very useful that CRM is useful from business performance perspective as it is shown in the figure 11 above. The results shows in the table 12 above that 16.7% of the respondents extremely important and 15% of the respondents answered very important and 30% of the respondents answered moderately important 23.3% of the respondents answered slightly important and 15% of the respondents answered not at all important as it is shown in the figure 12 above. The results shows in the table 13 above that 18.3% of the respondents answered extremely often and 23.3% of the respondents answered very often and 30% of the respondents answered moderately often and 16.7% of the respondents answered slightly often and 11.7% of the respondents answered not at all often so the most of the respondents answered moderately often that they use the data collected by the CRM application as it is shown in the figure 13 above. The results shows in the table 14 above that 41.7% of the respondents answered yes and 25% of the respondents answered no and 33.3% of the respondents answered sometimes so the most of the respondents answered yes that they use the data collected by the CRM applications to design new products or set a new business strategy as it is shown in the figure 14 above. The results shows that in the table 15 above that 33.3% of the respondents answered yes and 66.7% of the respondents answered No so the most of the respondents answered No that their customers' preference is outdated as it is shown in the figure 15 above. The results shows in the table 16 above that 16.7% of the respondents answered extremely likely and 35% of the respondents answered very likely and 26.7% of the respondents answered moderately likely and 13.3% of the respondents answered slightly likely and 8.3% of the respondents not at all likely so most of the respondents answered very likely that they use CRM system in their business as it is shown in the figure 16 above. The results shows in the table 17 above that 26.7% of the respondents answered extremely satisfied and 35% of the respondents answered moderately satisfied and 25% of

the respondents answered neither satisfied nor dissatisfied and 8.3% of the respondents answered moderately dissatisfied and 5% of the respondents answered extremely dissatisfied so most of the respondents were moderately satisfied with the results of the CRM system as it is shown in the figure 17 above. The results shows in the table 18 above that 13.3% of the respondents answered strongly agree and 33.3% of the respondents answered agree and 26.7% of the respondents answered neither agree nor disagree and 15% of the respondents answered disagree and 11.7% of the respondents answered strongly disagree so most of the respondents answered agree as it is shown in the figure 18 above. The results shows in the table 19 above that 16.7% of the respondents answered strongly agree and 40% of the respondents answered agree and 33.3% of the respondents answered neither agree nor disagree and 6.7% of the respondents answered disagree and 3.3% of the respondents answered strongly disagree as it is shown in the figure 19 above. The results in the table 20 shows that 31.7% of the respondents answered strongly agree and 25% of the respondents answered agree and 20% of the respondents answered neither agree nor disagree and 16.7% of the respondents answered disagree and 6.7% of the respondents answered strongly disagree so most of the respondents answered strongly agree to performance is measured on how well customer needs are identified and met rather than purely on achieving sales targets.

## CONCLUSION

According to the results most of the respondents answered quite well that CRM applications helped them in understanding their customers so throw CRM application the company can build a good relationship with the customer throw CRM application to positively and profitably maintaining a relationship with a prospect or customer and also throw the contact and the feedback that the customer provide it the company can realize the customer needs so CRM applications helped the company to get most of the customer react so by this reaction the company could understand their customer and drive customer maintaining and brand loyalty and by knowing the services lack the company could understand their customer better and most of the respondents answered extremely well that CRM system helped them in understanding their customers so the CRM system allowed them to storing all customer interactions and by document everything the company could understand their customer better by determining the needs and preferences of their customers. According to the results most of the respondents answered somewhat yes that CRM systems solved their business problems so this can effect business performance positivity and most of the respondents answered somewhat yes that CRM systems improve their overall business performance so it's also a positive effect to make the business performance better in general and most of the respondents answered very useful that CRM is useful

from business performance perspective so by understanding the customers and their needs the company can build a good and better business performance and also CRM is important to their business so that also a positive effect to the business performance. According to the results most of the respondents answered moderately often that they use the data collected by the CRM applications so by using the data which is provided by the customers and by analyzing this data can help the company to improve their business and most of the respondents answered yes to use the data which is collected from the customer to design new product or to set new business strategy so this is also a positive step to improve the business and also most of the respondents were moderately satisfied to the results of CRM systems so that can encourage them to improve the business.

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