MEU جامعة الشرق الأوسط
MIDDLE EAST UNIVERSITY

The Effect of Strategic Customer Relationship Management Capability Practice on Customer Satisfaction: A Case Study in Abu Khader Auto Car Company in Amman

Prepared by

Fadi Faris Al - Madani

Supervised by

Dr. Mohammad Al - Shoura

THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF Master **E-Business**

Faculty of Business

Middle East University

2013

Authorization

I am *Fadi Faris Al - Madani;* authorize Middle East University to make copies of my dissertation to libraries, institutions, or people when asked

Name	:	Fadi Faris Al - Madani
Signature	:	
Date	:	3 / 2 / 2013

DISCUSSION COMMITTEE DECISION

This dissertation was discussed under title:

The Effect of Strategic Customer Relationship Management Capability Practice on Customer Satisfaction: A Case Study in Abu Khader Auto Car Company in Amman

It was approved on January 2013

Date: 20 / 1 / 2013

Discussion Committee		University	Signature
Dr. Mohammad Al - Shoura	Supervisor	MEU	
Dr. Hamza Salim Khuraim	Internal Member	MEU	
Dr. Azam Abou Moghli	External Member	ASU	
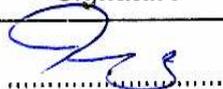
Acknowledgements

This thesis is the product of an educational experience at MEU, various people have contributed towards its completion at different stages, either directly or indirectly, and any attempt to thank all of them is bound to fall short.

To begin, I would like to express my whole hearted and sincere gratitude to Dr. Mohammad Al - Shoura for his guidance, time, and patience, for supporting me and this thesis during every stage of its development.

I would like to extend my special thanks to my family, without whose encouragement and support I wouldn't have been here completing my degree's final requirements.

Fadi Faris Al - Madani

Dedication

I would like to thank my parents for believing in me; for their patience and encouragement.

Thank you for giving me a chance to prove and improve myself through all my walks of life. I am honored to have you as my parents.

I would also like to thank my institution and my faculty member for their unconditional support with my studies.

It wouldn't have been complete with you all.

And to all my family members

Fadi Faris Al – Madani

Table of Contents

Table of Contents

List of Tables

List of Tables

List of Tables

List of Figure

No.	Subject	Page
	Study Model	

Appendices

No.	Subject	Page
1	Names of arbitrators	107
2	Employers' staff working in Abu Khader Auto Car Company	108
3	Customer Satisfaction Dealing with Abu Khader Auto Car Company	112

Abstract

The Effect of Strategic Customer Relationship Management Capability Practice on Customer Satisfaction: A Case Study in Abu Khader Auto Car Company in Amman

Prepared by

Fadi Faris Al - Madani

Supervised by

Dr. Mohammad Al - Shoura

The main objective of this study is to investigate the effect of Strategic Customer Relationship Management Capability on Customer Satisfaction a Case study in Abu Khader Auto Car Company in Amman and the different views between employees and customer regarding Strategic Customer Relationship Management Capability. The study was applied in Abu Khader Auto Car Company in Amman. In order to achieve the objectives of the study, the researcher designed two questionnaires, the first questionnaire was given to employees' staff working in Abu Khader Auto Car Company, it consisted of (27) items to gather the information from the study sample. The second questionnaire was given to Customers it consisted of (8) items to gather the information from the study sample. The Statistical Package for Social Sciences (SPSS) program was used to analyze and examine the hypothesis. The researcher came up with following results:

1. Abu Khader Auto car company was applying strategic Customer Relationship Management Capability (Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customer responsiveness) at level ($\alpha \leq 0.05$).

2. Abu Khader Auto car company's customers were satisfied the application of the practicing strategic Customer Relationship Management Capability (Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customer responsiveness) at level ($\alpha \leq 0.05$).

3. There is a positive Effect of strategic Customer Relationship Management Capability (Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customer responsiveness) on customer satisfaction in Abu Khader Auto Car Company at level ($\alpha \leq 0.05$).

4. There is a significant difference between Employees and Customers regarding strategic Customer Relationship Management Capability in Abu Khader Auto Car Company at level ($\alpha \leq 0.05$).

Finally, the study made the following recommendations:

1. Configured customer relationship management team at Abu Khader Auto Car Company's should take action towards identifying the strengths and weaknesses regarding the relationship with their customers, and then propose solutions for overcoming the weaknesses and strengths.

2. Abu Khader Auto Car Company should identify the framework and key success factors that describes successful practices that help Abu Khader Auto Car Company that improve operations or apply Customer Relationship Management initiatives

الملخص

أثر القدرات الاستراتيجية لإدارة علاقة العملاء على رضا العملاء

دراسة حالة في شركة أبو خضر للسيارات في عمان

أعداد

فادي فارس المدني

إشراف

الدكتور محمد سليم الشورة

هدفت الدراسة إلى بيان أثر القدرات الاستراتيجية لإدارة علاقة العملاء على رضا العملاء في شركة أبو خضر للسيارات في عمان، بالإضافة إلى معرفة الفروق بين وجهة نظر العاملين والعملاء لممارسة القدرات الاستراتيجية في شركة أبو خضر للسيارات. ولتحقيق أهداف الدراسة قام الباحث بتطوير استبانتين الاولى ترتبط بالعاملين في شركة أبو خضر للسيارات متضمنة (27) فقرة لقياس القدرات الاستراتيجية لإدارة علاقة العملاء، فيما خصصت الاستبانة الثانية لعملاء شركة أبو خضر للسيارات متضمنة (8) فقرات لقياس، وتم استخدام الرزمة الإحصائية للعلوم الإجتماعية لتحليل وإختبار فرضيات الدراسة. وقد توصلت الدراسة إلى

1. تلتزم شركة أبو خضر للسيارات بممارسة القدرات الاستراتيجية لإدارة علاقة العملاء من حيث (ذكاء العملاء، تحليل ربحية العملاء، مشاركة معرفة العملاء والإستجابة للعملاء) عند مستوى دلالة (0.05) فأَقل.

2. وجود رضـا لدى عملاء شركة أبو خضر للسيارات عن ممارسـة القدرات الاستراتيجية لإدارة علاقة العملاء من حيث (ذكاء العملاء، تحليل ربحية العملاء، مشاركة معرفة العملاء والإستجابة للعملاء) عند مستوى دلالة (0.05) فأَقل.

3. وجود أثر إيجابي للقدرات الاستراتيجية لإدارة علاقة العملاء مـن حيث (ذكاء العملاء، تحليل ربحية العملاء، مشاركة معرفة العملاء والإستجابة للعملاء) على رضـا العملاء عند مستوى دلالة (0.05) فأَقل.

4. وجود فروق دالة إحصائياً بين موظفي شركة أبو خضر للسيارات والعملاء مـن حيث القدرات الاستراتيجية لإدارة علاقة العملاء عند مستوى دلالة (0.05) فأَقل.

وقد أوصت الدراسة بما يلي:

1. تكوين فريق إدارة علاقة الزبائن في شركة أبو خضر للسيارات يتولى مهام تحديد نقاط القوة والضعف المتعلقة بالعملاء، واقتراح متطلبات التغلب على نقاط الضعف وتعزيز نقاط القوة.

2. تحديد إطار وعوامل النجاح الرئيسة لتصف الممارسات الناجحة لمساعدة شركة أبو خضر للسيارات لتحسين العمليات أو لتطبيق مبادرات إدارة علاقة الزبائن.

CHAPTER One
General Framework

(1-1): Introduction

(1-2): Study Problem and Questions

(1-3): Significance of the Study

(1-4): Objectives of the Study

(1-5): Study Model and Hypotheses

(1-6): Study Limitations

(1-7): Study Delimitations

(1-8): Terminologies

(1-1): Introduction

Customer satisfaction has significant implications for the economic performance of firms (Bolton, et..al, 2004). For example, customer satisfaction has been found to have a negative impact on customer complaints and a positive impact on customer loyalty and usage behavior (Bolton, 1998). Increased customer loyalty may increase usage levels (Bolton, et..al, 2000), secure future revenues (Rust, et..al, 2002), and minimize the likelihood of customer defection (Jones & Mitchell, 2002). Customer satisfaction may also reduce costs related to warranties, complaints, defective goods, and field service costs (Fornell, 1992). Finally, in a recent study,

Anderson, Fornell and Mazvancheryl (2004) find a strong relationship between customer satisfaction and Tobin's q (as a measure of shareholder value) after controlling for fixed, random, and unobservable factors. Customer relationship management applications are likely to have an effect on customer satisfaction for at least three reasons. First, CRM applications enable firms to customize their offerings for each customer. By accumulating information across customer interactions and processing this information to discover hidden patterns, CRM applications help firms customize their offerings to suit the individual tastes of their customers. Customized offerings enhance the perceived quality of products and services from a customer's viewpoint. Because perceived quality is a determinant of customer satisfaction, it follows that CRM applications indirectly affect customer satisfaction through their effect on perceived quality. Second, CRM applications

also enable firms to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the ongoing management of customer accounts. For example, Piccoli & Applegate (2003) discuss how Wyndham uses IT tools to deliver a consistent service experience across its various properties to a customer. Both an improved ability to customize and a reduced variability of the consumption experience enhance perceived quality, which in turn positively affects customer satisfaction. Third, CRM applications also help firms manage customer relationships more effectively across the stages of relationship initiation, maintenance, and termination (Reinartz, et..al, 2004). In turn, effective management of the customer relationship is the key to managing customer satisfaction and customer loyalty.

This research focuses on the effect of Strategic Customer Relationship Management Capability on Customer satisfaction, applied on a sample of customers, The research will focus on the following points: In the theoretical framework will define Customer Relationship management, Customer Relationship management Capability, Customer Intelligence, Customization responsiveness, Customer Profitability and Customer knowledge Sharing showing the most important foundations that are focused on. The last part will consist of the application of the instrument and data collection for analysis.

(1-2): Study Problem and Questions

It is important to identify the major practice in customer relationship Management in organizations. Many researchers suggest that the strategic orientation from many organizations enable them to attain customer satisfaction. To prove this idea Abu Khader Auto car company, like many organization's aimed to attain customer satisfaction and increase profit. Most previous research does not constraint on the relationship mechanism, which means that Strategic customer Relationship management Capability affects Customer satisfaction. Depending on these ideas, the researcher can present the study problem through question as follows:

Question One: To what extent dose Abu Khader Auto Car Company practice the Strategic Customer Relationship management Capability (Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness)?

Q1-1: To what extent dose Abu Khader Auto Car Company practice Customer Intelligence?

Q1-2: To what extent dose Abu Khader Auto car company practice Customer profitability analysis?

Q1-3: To what extent dose Abu Khader Auto car company practice Customer knowledge sharing?

Q1-4: To what extent dose Abu Khader Auto car company practice Customization

responsiveness?

Question Two: To what extent are customers satisfied with Abu Khader's Auto car company Strategic Customer Relationship management Capability practice?

Q2-1: To what extent are customers satisfied with Abu Khader's Auto car company Customer Intelligence?.

Q2-2: To what extent are customers satisfied with Abu Khader's Auto car company Customer profitability analysis?.

Q2-3: To what extent are customers satisfied with Abu Khader's Auto car company Customer knowledge sharing?.

Q2-4: To what extent are customers satisfied with Abu Khader's Auto car company Customer responsiveness?.

Question Three: Is there a positive effect of Strategic Customer Relationship management Capability (Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, and Customization responsiveness) on customer satisfaction?

Q3-1: Is there a positive effect of Customer Intelligence on customer satisfaction?.

Q3-2: Is there a positive effect of Customer profitability analysis on customer satisfaction?.

Q3-3: Is there a positive effect of Customer knowledge sharing on customer satisfaction?.

Q3-4: Is there a positive effect of Customization responsiveness on customer satisfaction?.

Question Four: is there a difference in point of view between Abu Khader employees and their customers regarding Strategic Customer Relationship management Capability practice?

(1-3): Significance of the Study

The study shows the importance of the following:

- Identifying how to use Strategic Customer Relationship Management Capability in automotive sector in Jordan and the exploitation of knowledge for all applications to gain satisfied customers to the company.

- Focusing on the factors which are affecting the Strategic Customer Relationship Management Capability to gain customer satisfaction, that could allow other automotive sector to get benefit from the results of this study in order to develop the use of customer relationship management effectively.

- Early and modern studies in Jordan and looking at the key factors that affect the Strategic Customer Relationship Management Capability to gain customer satisfaction in the automotive cars sector of Jordan.

(1-4): Objectives of the Study

This study aims to identify the effect of Strategic Customer Relationship Management Capability Practice on Customer Satisfaction at Abu Khader Auto Car Company in Amman through the following objectives:

- To show the practice level of Strategic Customer Relationship management Capability at Abu Khader Auto car company.

- To show the customer satisfaction level about Abu Khader Auto car company Strategic Customer Relationship Management Capability Practicing.

- Determine the effect of Strategic Customer Relationship Management Capability on customer satisfaction.

- Determine the difference in point of view between Abu Khader employees and customers regarding Strategic Customer Relationship Management Capability Practicing. .

(1-5): Study Model and Hypotheses

In measuring Strategic Customer Relationship Management Capability and Customer Satisfaction the researcher depends on (Oliver & Schoegel, 2009: 162-163; Sansook & Ussahawanitchakit, 2010: 67-89).
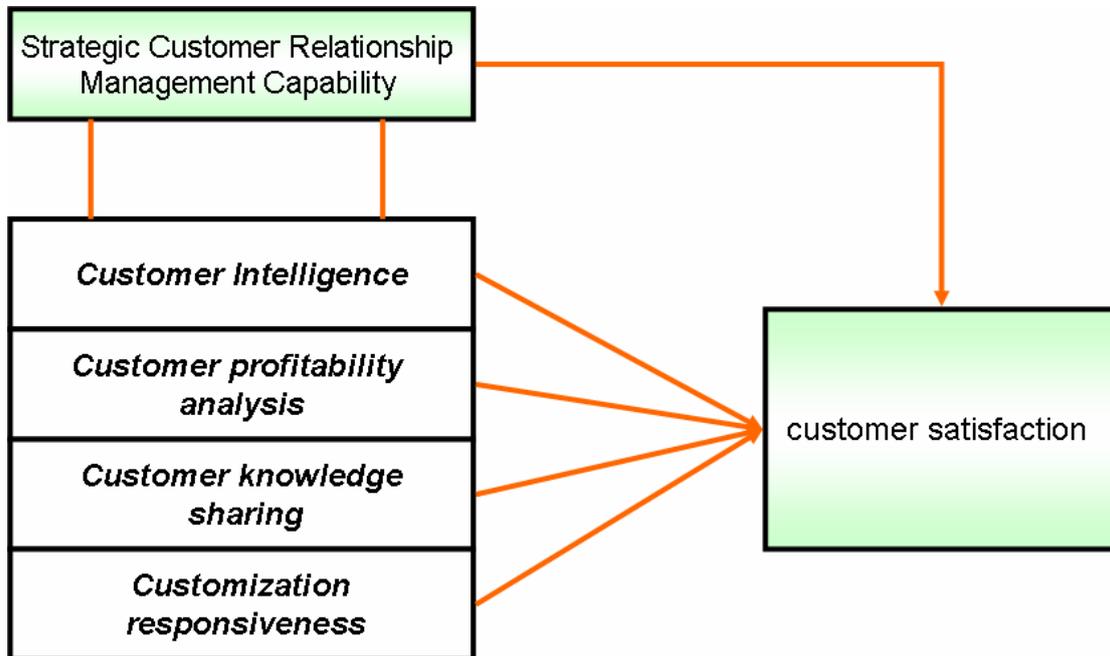
Figure (1 – 1)

Study Model

Prepared by researcher

Based on the study problem and the literature review, the following research hypotheses were formulated:

Ha₁: the Company is committed to practicing Strategic Customer Relationship Management Capability (*Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness*) at level ($\alpha \leq 0.05$).

Ha₁₋₁: the Company Is committed to practicing Customer Intelligence at level ($\alpha \leq 0.05$).

Ha₁₋₂ the Company Is committed to practicing Customer profitability analysis at level ($\alpha \leq 0.05$).

Ha₁₋₃: the Company Is committed to practicing Customer knowledge sharing at level (α ≤ 0.05).

Ha₁₋₄: the Company Is committed to practicing Customization responsiveness at level (α ≤ 0.05).

Ha₂: The Company's customers are satisfied with the practice of Strategic Customer Relationship Management Capability (*Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness*) at level (α ≤ 0.05).

Ha₂₋₁: The Company's customers are satisfied with the practice of Customer Intelligence at level (α ≤ 0.05).

Ha₂₋₂: The Company's customers are satisfied with the practice of Customer profitability analysis at level (α ≤ 0.05).

Ha₂₋₃: The Company's customers are satisfied with the practice of Customer knowledge sharing at level (α ≤ 0.05).

Ha₂₋₄: The Company's customers are satisfied with the practice of Customization responsiveness at level (α ≤ 0.05).

Ha₃: there is a positive effect of Strategic Customer Relationship Management Capability (*Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness*) on customer satisfaction at level (α ≤ 0.05).

Ha₃-₁: there is a positive effect of Customer Intelligence on customer satisfaction at level (α ≤ 0.05).

Ha₃-₂: there is a positive effect of Customer profitability analysis on customer satisfaction at level (α ≤ 0.05).

Ha₃-₃: there is a positive effect of Customer knowledge sharing on customer satisfaction at level (α ≤ 0.05).

Ha₃-₄: there is a positive effect of Customization responsiveness on customer satisfaction at level (α ≤ 0.05).

Ha₄: there is no significant difference between Employees and customers about Strategic Customer Relationship Management Capability at level (α ≤ 0.05).

(1-6): Study Limitations

The Scope of the study deals with the following dimensions:-

Human Limitations: The scope of study will deal with CRM personnel at Abu Khader auto Car Company in Amman, Jordan.

Place limitations: Abu Khader auto Car company in Amman – Jordan.

Time Limitations: The time absorbed to study accomplishment from the summer semester 2012 up to the end of first semester 2013.

Scientific Limitations: In measuring Customer Relationship Management Capability and Customer Satisfaction the researcher depends on (Oliver & Schoegel, 2009: 162-163; Sansook & Ussahawanitchakit, 2010: 67-89).

(1-7): Study Delimitations

1. Implementing the study on the Jordanian cars in Amman only.

2. The sample of this study will not include all car companies in the Hashemite Kingdom of Jordan.

3. Can't generalize the result.

(1-8): Terminologies

Customer Relationship management: an organizational culture, focused on Creating Quality (profitable) relationships with customers (Romano & Fjermestad, 2003).

Capability: is an ability of firm to use their resources to generate competitive advantage (Barney, 2001).

CRM capability: provides a firm with a better understanding of customers' current and potential needs, which subsequently increases the possibility of innovation generation. And it has been measured through:

Customer intelligence: performs deep drive analysis, and predictive model that enable firms To understand past, current and future customer (Goldman, 2004).

Customer profitability: analysis: is an organization's relative ability to generate a profit from their Customers after taking into account the costs invested to acquire, develop and retain customer (Kennedy, 2004).

Customer knowledge sharing: potential capability of company to exchange information with its Customers from contacting with them in order to take the information to improve product and service Quality.

Customer responsiveness: is appropriate offering product and service with the needs of each customer (Chen, 2004).

Customization Satisfaction; is pursuing long-term relationships with customers; and providing positive customer experiences when dealing with the firm (Kaufman, & Raman, 2005).

CHAPTER Two

Theoretical Framework and Previous Studies

(2-1): Introduction

(2-2): Customer Relationship Management

(2-3): Customer Relationship Management Capability

(2-4): Customer Satisfaction

(2-5): The Relationship between CRM and Customer Satisfaction

(2-6): Previous Studies

(2-7): Study Contribution to Knowledge

(2-1): Introduction

The idea behind Customer Relationship Management is not new; even the earliest merchants knew it was a good idea to build relationships with customers to keep them coming back (Jobber, 2004). In the early stages of commerce this was a much easier thing to do, the old mom-and-pop stores are a good example of this, staff knew exactly who each customer were, and sales people knew what customers preferred and also who could pay and who usually paid on time. However, when firms grew, information about individual customers became lost among the masses. To deal with the ever expanding customer bases, customer groups or segmented marketing was created, where customers are put in slots that best fit their desires.

Using these slots or groups of customers most requirements and expectations could be met, but there is compromise on many desires as the services are tailored to groups, not individuals. To deal with this problem the term Relationship Management started surfacing around 1980. The idea was to work more with direct customer relationships. Firms realized that this let them learn more about and better tailor to their customers as well as create additional value for both their customers and themselves (Bose, 2002). Relationship Management is a group of methodologies and terms that describes how corporations should strive for: long term relations, work with quality goods strive for good customer service (Onut, et..al, 2006). Grönroos (2004) puts the main arguments behind relationship building as:

1. Offer more security.

2. Feeling of control

3. Sense of trust

4. Minimized risks

5. Reduced costs of being a customer

After the introduction by Levitt in 1983 Relationship Management was rapidly accepted among marketers. The popularity however soon fell as it was found that the information needed to work with Relationship Management. Was mostly missing as corporations were still much aimed at product and segmented marketing (Peelen, 2005).

Interest was however rekindled during the 1990"s when organizations realized that customer relations were something that had to be given a more holistic view. It was found that customers do not solely interact with the marketing department, but instead all parts of the organization. In both B2C and B2B the entire organization needed to be aimed at pleasing customers, not just marketing. Many organizations that had previously been built around factories tried refocusing their attention on customers, aiming more on finding the "right" customers and creating relations in which both parties profited.

However, the excitement about relationship marketing soon disappeared once again as it was proving difficult to achieve good short term results with it. The strategies and systems used to try to keep these customer databases also proved very expensive and tedious to maintain (Xu, et..al, 2002).

In several companies this might have been the end of Relationship Management, but with the introduction of more advanced Information Technologies it has come back with a new name, Customer Relationship Management (Peelen, 2005).

Some studies of CRM systems projects conclude that organizations are struggling to achieve improvements in customer performance. However, others highlight a more positive scenario. As the organizational adoption and utilization of CRM systems evolves, a clearer appreciation and understanding of how CRM systems can affect customer performance should emerge (Bull & McLean, 2004).

(2-2): Customer Relationship Management

A number of factors have contributed to the emergence of customer relationship management including technology, total quality management, growth in the service industry, and heightened customer expectations. Technology is at the heart of CRM development and is essential on multiple levels of the process. Some believe that technology can be credited with the wide acceptance of relationship marketing (Hennig-Thurau & Hansen 2000).

The customer database and software technology enable firms to track consumer purchase behavior, product preference, and personal contact information (Formant, 2000).

Technological advancements in database programs have allowed marketers to improve direct marketing tactics through individualization (Parvatiyar & Sheth 1995). Once

customer patterns are recorded in the database, the software can cater direct marketing efforts, such as emails or mailers with coupons and special offers, to each individual customer. This customer value can only be delivered by highly sophisticated databases that combine information from several external and internal sources regarding demographics, psychographics, survey results and purchase patterns (Formant, 2000). Technology is also imperative in creating customer-friendly and easily accessible websites where customers can enter information, provide feedback, and explore product offerings.

The practice of total quality management has also contributed to the development of customer relationship management. Total quality management is the strategic management of cost and quality control. It integrates all divisions and levels of a firm with the goal of emphasizing employee teamwork, constant improvement, quality measurement, and efficient problem solving (Powell, 1995). Total quality management results in closer relationships between firms, suppliers and customers in order to add value and ensure quality control all along the production chain (Parvatiyar & Sheth 2001). The practice of maintaining and strengthening those relationships result in firms adopting customer relationship management.

In addition to the practice of total quality management and the advent of new technology, the growth of the service industry has drastically impacted the emergence of customer relationship management. Unlike products, services are intangible and consumption is tied closely with production. Therefore, services are delivered directly from the service provider (or the firm) to the consumer without the use of middlemen in the

distribution channel (Parvatiyar & Sheth 2001).

As middlemen disappear from the equation, it is more common to see customers as the "co-producers" when they customize products and interact with employees and websites on a more intimate level (Vargo & Lusch 2004). The necessity of this direct contact fosters an environment in which relationships naturally form, but the service quality of the provider is essential in developing a long term, satisfactory relationship (Crosby, et..al, 1990). In order to capitalize on profitable consumers and to maintain and strengthen the producer-consumer relationship, firms are turning to customer relationship management.

With every customer interaction that takes place within a firm, there is a possibility that customer expectations will not be met. The ending outcome can meet, exceed, or fall short of customer expectations. As competition increases among firms, however, there is a greater emphasis on customer satisfaction and in turn, customer expectations are increasing. Although some customers value price over all other characteristics, many customers are not willing to compromise when it comes to products and services; therefore, firms are adopting the practices of customer relationship management to ensure those expectations are met (Parvatiyar & Sheth 2001).

(2-2-1): *Customer Relationship Management Concept*

Today many definitions of CRM exist. According to the Gartner Group, one of the biggest consultant firms in the CRM market, the definition of CRM is:

"CRM is an IT enabled business strategy, the outcomes of which optimize

profitability, revenue and customer satisfaction by organizing around customer segments, fostering customer-satisfying behavior and implementing a customer-centric process" (Gartner group, 2008: 2).

Bose (2002: 1) gives another definition of CRM according to his findings: "CRM is an integration of technologies and business processes used to satisfy the needs of a customer during any given interaction. More specifically, CRM involves acquisitions analysis and use of knowledge about customers in order to sell more goods or services and to do it more efficiently".

Walton & Xu (2005) explain that CRM is widely regarded as method of retaining and developing customers, through increased loyalty and satisfaction.

Another definition according to Lancaster & Jobber (2006: 357) is: "Customer Relationship Management is a term for the methodologies, technologies and ecommerce capabilities used by firms to manage customer relationships. In particular, CRM software packages aid the interaction between the customer and the company, enabling the company to co-ordinate all of the communication efforts so that the customer is presented with a unified message and image".

For strategic CRM, Sin, et..al (2005) refers to CRM as utilizing extensive strategies and engineering to find, obtain and cultivate advantaged customers, and hence maintain long-term partnerships. Likewise, CRM is defined as a process/application that permits organizations to gather and analyze customer data rapidly while seeking to improve customer loyalty via targeted products and services (Rigby, et..al, 2002). Similarly, Swift

(2001) defines it as a process designed to collect data related to customers, to grasp features of customers and to apply those features in particular marketing activities.

Winer (2001) considers CRM a set of strategies and tools aimed at retaining customers over time instead of attracting new ones. It needs some basic components, from a database to basic analyses to be developed on it, from decisions about customers. However, Bose (2002) refers to CRM as to involve acquisition, analysis and use of knowledge about customers in order to sell more goods or services and to do it more effectively. Richards and Jones (2008: 125) mentioned strategic CRM "as the process that identifies customers, creates customer knowledge, builds customer relationships, and shapes customers' perceptions of the firm and its products/solutions".

(2-2-1): *Customer Relationship Management Objectives & Benefits*

Customer relationship management applications help firms gather and use customer knowledge through two mechanisms, First, CRM applications enable customer contact employees to record relevant information about each customer transaction. After this information is captured, it can be processed and converted into customer knowledge on the basis of information-processing rules and organizational policies. Customer knowledge captured across service encounters can then be made available for all future transactions, enabling employees to respond to any customer need in a contextual manner. Firms can also use customer knowledge to profile customers and identify their latent needs on the basis of similarities between their purchase behaviors and those of other customers.

Second, firms can share their accumulated customer knowledge with customers to enable those customers to serve themselves by defining the service and its delivery to suit their needs (Mithas, et..al, 2005).

Furthermore, many believe that CRM is simply about the use of technology to interface with the customer. However, other analysts agree with Goldberg (2001: 12) who argues that it "is not simply about technology. Rather, it's about the integration of people, process and technology - and technology is the smallest piece of that pie".

In recent years, many companies intend to develop and manage stronger interaction with their customers with the aim to maximize customer equity. This involves building and managing successful customer relationships to raise customer satisfaction. After 1990s, the number of banking consolidation and cross-sector business increased rapidly (Adalikwu, 2012).

Implementing customer relationship management offers a number of advantages and disadvantages to both the companies that initiate the programs and the customers that partake in them. From a customer perspective, the advantages are directly attached to experiences and can mostly be attributed to the perceived benefits of the CRM programs (Holbrook 1996). Customers obtain perceived value from the utilitarian benefits, hedonic benefits, and symbolic benefits offered by the CRM programs. Utilitarian benefits derive from completing a task or obtaining a tangible object, and they often are connected with a product's physical characteristics. Customers who seek utilitarian benefits from CRM programs are often most concerned with the financial rewards, such as monetary savings

from coupons or special offerings. Convenience benefits also provide utilitarian value by saving a customer's time (Mimouni-Chaabane & Volle 2009).

Hedonic value originates from emotionally gratifying or sensory fulfilling benefits that are not connected with tangible product characteristics. For example, customers receive hedonic benefits from CRM programs when they are encouraged to try new products and enjoy new experiences after collecting a predetermined set of loyalty program points or after obtaining a certain customer status (Arnold & Reynolds, 2003).

Customers may also receive symbolic benefits through self expression, recognition, and approval. These benefits are not related to tangible characteristics or to products; they pertain specifically to an individual's self-esteem and how they feel they are perceived by the world (Mimouni-Chaabane & Volle 2009).

 CRM programs provide its customers with symbolic benefits by recognizing individuals and their own unique product preferences and shopping behaviors. When these individuals are considered a part of an elite group of customers or a brand community, they feel socially accepted and satisfied; therefore, CRM programs should focus on giving these customers the experiences they desire (Muniz & O'Guinn 2001).

The advantages of successful CRM implementation from a company perspective involve increasing customer retention, repeat purchases, and customer relationships in order to gain the ultimate objective of raising profits. In a world inundated with marketing tactics and advertising campaigns, companies must redefine themselves in the eyes of the customers, and CRM allows them to do just that. CRM provides companies with a customer

knowledge advantage through effective and efficient internal and external information flow and communication (Minocha, 2000).

The technology created for the CRM process and the focus on customer relationships discover customer leads, encourages loyalty, and generates sales. Once companies create and strengthen those customer relationships, they gain a competitive advantage through customer commitment and trust (Morgan & Hunt 1994); thereby, the companies psychologically connect with customers and capitalize on their purchase behaviors.

CRM is the tool that contributes to profit. If companies are transforming the customer data into knowledge and then uses that knowledge to build relationships it will create loyalty, followed by profits (Newell, 2000)

1. Lower cost of recruiting customer: Customer recruitment cost will decrease and there will be savings in marketing, mailing, contact, follow-up, fulfillment, services, and so.

2. No need to recruit so many customers to preserve a steady volume of business: Increase in loge –term customers' relationship will ultimately minimize the need for new customer recruitment.

3. Reduced costs of sales: Long-term customers are more responsive than the newer ones that will decrease the selling cost .as well as marketing campaign cost will also decrease due to familiarity with the distribution channels.

4. Higher customer profitability: Customer profitability will increase by higher customer wallet-share, up-selling, cross- selling and follow –up sales and satisfied customer refers more customers.

5. Increased customer retention and loyalty: The retained or long –staying customer buys big quantities frequently. The customers initiatives increases bounding relationship and as a result-loyalty.

6. Evaluation of customer profitability: The Company evaluates which customers are profitable, going to profitable in future and never profitable and future. The key to success in business is to discover economically beneficial customers. Acquire them and never let them go.

Walton & Xu (2005) the main points of CRM are:

1. **Collect Information:** One of the primary usages of CRM is to collect information. Every contact with the customer should be logged.

2. **Efficiency:** The main concern of CRM is to make use of the great amount of collected data. Sales representatives should easily see what has been bought in the past and what previous calls and/or complaints have been about.

3. **Automation:** CRM, specifically "Operational CRM", is aimed at improving the efficiency of the marketing process through automation of the sales process.

The general objectives of CRM systems are to collect data about customer interactions with the firm (Nguyen, et..al, 2007). They also state these points as more specific objectives:

1. **Increased Customer Loyalty:** Collecting all important information about a customer and having all the relevant data about a customer's history readily available at all access points in the organization.

2. **Superior information gathering and knowledge sharing:** The CRM system updates the history of each customer as soon as an interaction occurs, no matter how the interaction took place, whether it is through, Sales, Support or the web site.

3. **Understanding customers:** Analytical CRM can further be used to build predictions of trends and try to forecast demand, as well as to better understand each individual customer and thus providing a better offer to the customer.

4. **Superior Service:** Using information about customer's habits and interactions with the firm to offer relevant products and services customized to each customer.

(2-3): Customer Relationship Management Capability

Meanwhile, capability is an ability of firm to use their resources to generate competitive advantage (Barney, 2001). The capability perspective on CRM highlights that firms should develop and mix resources that enable them to adjust their behavior to individual customers and effectively manage customer relationship on a continual basis (Peppers, et..al., 1999: 158).

While exploring the CRM literature, we found a lack of research dealing with CRM research, because of that the researcher suggested the following elements to reflect them:

- ***Knowledge Sharing:*** Knowledge sharing is the behavior of disseminating one's acquired knowledge with other members within one's organization or to leverage opportunities, to share knowledge across organizations that have sufficient visionary foresight to understand the value of co-operation across traditional organizational boundaries. The focus of knowledge management is how to share knowledge to create value-added benefits to the organization or partnership. The process of identifying, sharing, and using knowledge and practices inside one's own organization is one of the tangible manifestations of knowledge management. Knowledge sharing is a people-to-people process, and one of the knowledge management processes. In the knowledge management process, how to make individual knowledge into organizational knowledge is a major management issue (Madden-Hallett, 2011: 127-129).

Further more Customer knowledge sharing is more important for CRM strategy because CRM appears to be a win-win strategy which company learns from their customers who receive customized solutions and superior service (Maklan, 2005: 402). Customer knowledge sharing in this research focuses on knowledge that exchange between customers and the organizations. Thus, customer knowledge sharing refers to the potential capability of company to exchange information with its customers from contacting with them in order to take the information to improve product and service quality. The business poured the knowledge which obtained from the contact with customers into maximum products and services (Liyun, et..al, 2008: 33). Creating a customer database from information sharing

with customer concerns in design, development and delivery of services is an essential step in the direction of CRM effectiveness (Jain, et..al, 2003). Besides, customer knowledge sharing is obtained from two-way communication and multichannel for information exchange between organizations and their customers in aspects of product design and service is critical for establishing and maintaining strong relationships (Sin, et..al, 2005: 338).

- *Customer Profitability Analysis:* refers to the allocation of revenues and costs to customer segments or individual customers, such that the profitability of those segments and/or individual customers can be calculated. The benefits of Customer Profitability Analysis lie in the insight it provides in the uneven distribution of costs and revenues over customers. The information on the spread of costs among customers will be valuable in particular, as the distribution of revenues will generally be known to the firm (Raaij, et..al, 2003: 579).

Further more Customer profitability is an organization's relative ability to generate a profit from their customers after taking into account the costs invested to acquire, develop and retain customer (Kennedy, 2004: 39). Organization should analyze profitability of individual customer in order to identify customer which is a critical beginning point for CRM. The goal of customer profitability analysis to separate customers will provide the most long-term profits from those that are currently hurting profits (Winner, 2001: 90).

Businesses are able to focus investment on the highest value customers that more profitable. The customer profitability analysis depends on (1) database of enhanced customer information quality consist: integrity, usefulness, currency, output timeliness,

reliability, completeness, conciseness, format, and relevance and (2) data analysis that firm collects and stores amounts of customer data (Winner, 2001: 92).

- *Customer Intelligence:* CI provides firms with market sensing and analytics capabilities to better understand customers, facilitating their involvement. Moreover, CI complements CRM in predicting customer involvement, suggesting that CI provides analytics capabilities to leverage customer information gained from CRM and provide actionable customer insights. In other words, the extent of customer involvement, the more likely are firms to derive benefit from customer-management systems in the form of new or improved products and services resulting from customer feedback (Saldanha & Krishnan, 2011).

However, Customer intelligence gains an understanding customer and their behavior and helps companies treat their customers differently. Customer intelligence depends on (1) technological resource that provides customer database and disseminates customer information and (2) human resource that employee possesses substantial amounts of knowledge about needs and preferences of individual customers (Abbott, 2001).

Therefore, this research defines customer intelligence as the ability of firm to use human resource and technology resource in order to generate deeply understand customer needs, and accurately predict customer behavior. Customer intelligence performs deep drive analysis, and predictive model that enable firms to understand past, current and future customer (Goldman, 2004: 12).

- ***Customization Responsiveness:*** The first key finding is that customization is, both theoretically and empirically, a multilevel concept, which manifests itself in various customization gestalts. Custom assembly, for instance, is a mixture of non-customized mass production and fully customized production, as suggested in the mass customization literature (Wong & Eyers, 2010).

The aim of customization is appropriate offering product and service with the needs of each customer (Chen, 2004). If business uses the customer understanding to improve match particular needs and buying requirements closely lead to achievement (Dibb, 2001). Customization is organization that must use the insights collected from meeting individual customer's need and develops processes for creating customize product or service according to tastes and needs of individual customers to respond for difference of customers (Chen, 2004).Thus, this research defines customization responsiveness as an ability of firm to offers product and service and various activities to a specific needs and preferences of individual customer and also over a choice of products and service from competitor companies.

Customization responsiveness in service and product industry includes: (1) customer service must receive a high priority within the company because there are many choices for customer and (2) Loyalty programs are rewards providing to customers for repeat purchasing (Winner, 2001: 95), such as, the reward for customers in an important day or reward for vital customers.

(2-4): Customer Satisfaction

Customer satisfaction refers to the degree to which customers perceive that they received products and services that are worth more than the price they paid (Tracey, 1996).

Customer satisfaction enables business to measure from behavior of customer after they contact with organization, such as decreasing of customer complain, repurchasing (Yoo & Park, 2007), positive word of mouth, and increase the volume of purchases (Afthnios, et..al., 2005). Stefanou and Sarmaniotis (2003: 623) indicated that customer feedback data (customer knowledge sharing) leading to customer satisfaction. Including properly offering of products and services to individual customer needs (customer responsiveness) has an effect on customer satisfaction (Piccoli & O'Connor 2003).

Other researchers suggest that Customer satisfaction refers to the customer's perception that his / her expectations have been met. If the customer's expectations are met, then he is satisfied, if the expectations are surpassed, then he is delighted, but in the event that they are not met, the customer is dissatisfied (Kotler, 2001).

From the above definition, one can say that the concept of customer satisfaction fine tunes the marketing concept on customer needs and wants. The concern for the customer and his experience with the company should pervade way and integral art of its philosophy and usher the concept of customer satisfaction. Customer satisfaction has become a business word for organizations that seek distinction and excellence from others.

Customer satisfaction has been gaining increasing attention from the researchers and practitioners as a recognized field of scholarly study and is a fundamental tool used by financial institutions for enhancing customer loyalty and ultimately organizational performance and profitability. The importance of customer satisfaction cannot be dismissed because happy customers are like free advertising. Many of us have heard of the current trend for businesses to become highly customer-centric, that is to put the customer at the centre of our business in terms of our strategies, actions and processes. For most of us, old truths still hold well, such as it is easier and more profitable to sell to existing customers than to find new ones. In practice, organizations are increasingly setting themselves strategies to measure and ensure customer retention, and charging their staff to be more customer focused and service-oriented (Mohsan, et al, 2011).

There is general agreement that: Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations (Kotler, 2003: 36). Based on this review, customer satisfaction is defined as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance. If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectations, customers will be satisfied. Otherwise, if the perceived expectations are met with performance, customers are in an indifferent or neutral stage. Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date. This overall satisfaction has a strong positive effect on

customer loyalty intentions across a wide range of product and service categories (Gustafsson, 2005).

The satisfaction judgment is related to all the experiences made with a certain business concerning its given products, the sales process, and the after- sale service. Whether the customer is satisfied after purchase also depends on the offer's performance in relation to the customer's expectation. Customers form their expectation from past buying experience, friends' and associates' advice, and marketers' and competitors' information and promises (Kotler, 2000).

Customer satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service. Customer satisfaction, a term frequently used in marketing,(American Marketing Association) is a measure of how products and services supplied by a company meet or surpass customer expectation, Customer satisfaction is defined as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals" (Farris,2010: 178).

Market research techniques to measure customer satisfaction which are (Ingrid FecÏikovaÂ, 2004):

1. Customer satisfaction survey methodologies.

2. Focus groups to study customer satisfaction issues.

3. Standardized packages for monitoring customer satisfaction.

4. Various computer software.

(2-5): The Relationship between CRM and Customer Satisfaction

In this area (Burkwood, 2004) has pointed out that customer satisfaction reflects the extent of the customer's pleasure due to his purchasing and using the products and services of the organization. And because it is natural to retain what makes us happy in our minds, and because customer satisfaction makes him happy, then by exceeding customer satisfaction, the organization can build customer loyalty, customer loyalty as a term used to describe the behavior of repeat customers, as well as those that offer good ratings, reviews, or testimonials, some customers do a particular organization a great service by offering favorable word of mouth (WOM) publicity regarding a product, telling friends, family and neighbors, thus adding them to the number of loyal customers (Holetzky, 2008). And because the customer is the final judge of product quality, an organization can achieve customer loyalty and retention by understanding the current and future needs of current and potential customers (AL-Damen, 2006: 23).

The successful management of CRM can improve customers' satisfaction and loyalty (Liyun, et..al., 2008: 36). Similarly, the literature reviews also indicated that the four dimensions of strategic CRM capabilities effect customer satisfaction. For example, Chen and Chen (2004) confirmed managers to agree that a CRM application which contains knowledge about customer (customer intelligence) increased customer satisfaction. Likewise, Harvey (2009) suggested that customer profitability analysis is a tool to improve

overall corporate profitability, if a customer is unhappy, the customer can expand negative word-of-mouth quickly (Winer, 2001: 99).

Customer relationship management applications are likely to have an effect on customer satisfaction for at least three reasons. First, CRM applications enable firms to customize their offerings for each customer. By accumulating information across customer interactions and processing this information to discover hidden patterns, CRM applications help firms customize their offerings to suit the individual tastes of their customers. Customized offerings enhance the perceived quality of products and services from a customer's viewpoint. Because perceived quality is a determinant of customer satisfaction, it follows that CRM applications indirectly affect customer satisfaction through their effect on perceived quality. Second, in addition to enhancing the perceived quality of the offering, CRM applications also enable firms to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the ongoing management of customer accounts (Mithas, et..al, 2005). Third, CRM applications also help firms manage customer relationships more effectively across the stages of relationship initiation, maintenance, and termination (Reinartz, et..al, 2004). In turn, effective management of the customer relationship is the key to managing customer satisfaction and customer loyalty.

The satisfaction of customers is the cornerstone of a CRM policy since returning customers indicate their satisfaction and contribute to improved financial margins of the

product-sellers and service providers. Relevant discussions in the literature review revealed the following relevant aspects (Hadzagas, 2011: 62-70):

- **Performing Logistics:** logistical service operations for industrial firms are the cause of customer satisfaction, when mingled with excellent performance standards, such as follows sequential steps before purchasing: i.e., problem recognition, description of needs, product specification, search for suppliers, solicit proposals, supplier selection, identification of the order routine, and review supplier performance.

- **Efficient Purchasing:** it's important to identify the areas of marketing management activity that were seen by practitioners as presenting them with their most pressing problems. Moreover, to priorities these areas so that the best return of the sources applied were attained.

- **Frequent and Early Contacts:** system of friendliness refers to practices that make it easy and convenient for customers to conduct business with the company. This invokes making company representatives accessible, removing contact barriers, ensuring that customer interfaces with technology are not overwhelming, and not making customers wait for service unnecessarily or perform tasks they would rather avoid.

- **Innovations, Guarantees, and Links Innovations** can play important roles in establishing and building relationships with customers.

- **Customer Needs: through understanding the** know customers' requirements, especially those quality attributes considered being important by customers, fulfill customers' requirements on quality attributes as much as possible, investigate where the

service performed is satisfactory to customers and where it is not and take appropriate action to correct or improve service in cases where quality is poor.

- **Information Technology**: CRM has its roots also in relationship marketing which is aimed at improving long run profitability by shifting from transaction-based marketing, with its emphasis on winning new customers, to customer retention through effective management of customer relationships.

(2-6): Previous Studies

Van Raaij, et..al (2003) under title "*The implementation of customer profitability analysis: A case study*", aimed to determines the profit contribution of customer segments and/or individual customers. This article presents an approach for the implementation of CPA. The implementation process is illustrated using a case study of a firm producing and selling professional cleaning products. The case study highlights specific issues related to CPA in an industrial setting, and the results provide examples of the possible benefits of implementing a process of regular CPA. CPA brings a wealth of new information to the firm that uses it for the first time. As such, CPA is highly valuable by itself. At this point, there is little evidence of its widespread use and actual implementation in industrial firms. In an era of increased attention for CRM and customer loyalty, CPA may well be the much-needed backbone for such efforts.

Mithas, et..al (2005) under title "*Why Do Customer Relationship Management Applications Affect Customer Satisfaction?*", aimed to evaluating the effect of customer relationship management (CRM) on customer knowledge and customer satisfaction, an analysis of archival data for a cross-section of U.S. The study found that CRM applications are likely to affect customer knowledge when they are well integrated into the supply chain. The findings provide empirical support for the conjectures that CRM applications help firms gain customer knowledge and that this knowledge helps firms improve their customer satisfaction. The results suggest that firms that make investments in CRM applications reap significant intangible benefits, such as improved customer knowledge and customer satisfaction. Achieving such customer focused business objectives is a critical ingredient for success in increasingly competitive markets.

Sarlak & Fard (2009) under title "*The Impact of CRM on the Customer Satisfaction in Agricultural Bank* ", aimed to examining the impact of CRM on the Customer Satisfaction, the sample of the study consisted of (384) of the customers of Qom province's Agricultural Bank. The study showed considering the table results, highest rank was related to services access with a mean rank of 2.96 while lowest rank with the mean value of 2.18, is for the office of customer complaints. Considering the results of the table above it can be found that for the bank referrers,

"to behave respectfully" and "not be tiresome the queue" were considered as the most and the least important indexes, respectively, finally let to confirm all hypotheses. As per research result, there was positive relationship between customer relationship management and customer satisfaction in Agricultural Bank, Qom providence. Since the suggestions will be proposed based on the results obtained from hypothesis testing, recommendation had been mentioned for boosting the customer satisfaction.

Mylonakis (2009) under title "*Customer Relationship Management Functions: A Survey of Greek Bank Customer Satisfaction Perception* ", aimed to present Customer Relationship Management (CRM) functions, as applied in the banking sector, examined from a bank marketing point of view. The study was carried out in 2007 on a convenience sample of 300 respondents through the distribution of structured questionnaires to bank customers within the area of Athens, Greece. The main finding of the study reveals that a majority of customers are satisfied with their bank. Most bank customers believe that the use of new technologies helps their communication with banks. They trust the bank employees for obtaining information on the existing banking products and services, while for new programs, they prefer to choose alternative channels, such as the Internet, phone services, brochures and press releases. The Greek banking market has adopted

CRM solutions in recent years, as banks have realized the need to maintain their customer base and to better use their resources in order to promote their products and services. In general, there is a positive attitude towards CRM.

Battor & Battor (2010) under title "*The impact of customer relationship management capability on innovation and performance advantages: testing a mediated model* ", aimed to investigates the mediating role of innovation between CRM and performance. The authors examine the direct impact of both CRM and innovation on firm performance. Moreover, they investigate the role of innovation as a mediating mechanism to explain the effect of CRM on performance. The researchers used the FAME database of UK companies as our sampling frame. FAME provides detailed financial and accounting information for 1.8 million firms registered in the UK. The researchers used a systematic random sampling method to draw a sample of 1000 companies with more than 50 employees from this database. The results support the direct impact of CRM and innovation on performance. Also, the findings indicate that the indirect effect of CRM on firm performance through innovation is significant.

Saldanha & Krishnan (2011) under title "*Business Intelligence and CRM for Customer Involvement in Product and Service Development*", aimed to examine two enterprise technologies which improve knowledge available to decision makers:

Business Intelligence (BI) and Customer Relationship Management (CRM). While CRM provides transactional information and knowledge about customers, BI provides analytics capabilities to leverage customer knowledge. Drawing on this theory, we posit that BI and CRM, individually and in combination, facilitate CIPS. Our large-sample empirical analysis of U.S. firms broadly supports our propositions. In supplementary analysis, the study find that CIPS is associated with higher likelihood of benefits from customer management systems in terms of development of new or improved products/services resulting from customer feedback. The study suggests that customers can be effective contributors to innovation-related value from IT. Our study contributes by showing the role of BI and CRM in CIPS.

Hadzagas (2011) under title "*Applying Customer Relationship Management Systems for Customer Satisfaction: An Empirical Approach for Small- and- Medium-Sized Companies*", aimed to examines the extent to which Customer Relationship Management (CRM) systems contribute to the increase of: (i) customer satisfaction, and (ii) growth of Small and Medium-Sized (SMS) companies, according to an empirical research conducted in Greece. The four hypotheses formulated from literature review refer to the influence of CRM systems to customers' satisfaction, customers' loyalty, attraction of new customers, performance of personnel, and the operating and financial growth of SMS companies. The four hypotheses were

matched against the views of 43 business managers of SMS companies; all hypotheses, except one, were not rejected. CRM systems improve customers' satisfaction, personnel performance, and the growth of SMS companies. On the other hand, CRM systems do not seem to influence significantly customers' loyalty and the attraction of new customers.

Yao & Khong (2011) under title "*Effectiveness of Customer Relationship Management on Customer Satisfaction in the Commercial Banks of Taiwan* ", aimed to conceptualize and operationalize the CRM implementation in commercial banks in Taiwan; to determine whether the CRM implementation is positively associated with customer satisfaction; and to determine key moderators between CRM implementation and customer satisfaction. Data was collected from 31 general managers of 42 commercial banks of Taiwan via a questionnaire. Findings revealed that CRM implementation is associated with customer satisfaction; and there are significant interactions amongst *IT capability*, *contact rate management* and *recovery management* with customer satisfaction. A regression model was churned to evaluate the criteria to measure the level of CRM implementation on customer satisfaction.

Talet, et..al (2011) under title "*Perception of Customer Relationship Management Adoption: Case of Mobile Companies in Saudi Arabia*", aimed to ascertain customer satisfaction perception of Customer Relationship Management (CRM) adoption by mobile telecom companies in Saudi Arabia. This study surveys more than 440 mobile telecom customers to investigate their opinion about the quality of offered customer services by mobile telecom companies and its impact on customer satisfaction and hence customer. The study concentrates on the main three channels used by mobile companies to provide customer services (customer service offices, phone operator and web site services). Empirical findings present evidence that the quality of customer service significantly affect customer satisfaction and thus customer loyalty. It is found that the majority of customers preferred to use phone operator than office customer services.

Zamil (2011) under title "*Customer Relationship Management: A Strategy to Sustain the Organization's Name and Products in the Customers' Minds*", aimed to identifying the factors that play a significant role in the forming of customer behavior toward the brand or the organization. After previewing the literature of marketing, the researcher found that the human resources management activities are the main contributors in retaining the brand's name and the organization's name stuck in the customer's mind. The study showed consider when starting a CRM implementation

system one of the basic conditions is that organizational climate as defined customer satisfaction and loyalty has to understand the business process inadequate information in the system regarding self-renewing, innovative, agile and aligned with customer needs and expectations.

Haghtalab, et..al (2011) under title "*Survey Relationship between customer relationship management and service quality, satisfaction and loyalty: Case study Mellat bank*", aimed to survey the relationship between customer relationship management and service quality, satisfaction and loyalty in Mellat bank. This study in view of the survey method is correlation, in view of the type is descriptive and in view of the purpose is applied. Statistical society of this study includes customers of Mellat bank in the Tehran city, the method of the sampling is categoriesation. And a data collection tool is questionnaire. Results showed all of the research hypotheses at 95% confidence level were confirmed. Results of hypothesis test showed a significant and linear relationship have been between customer relationship management and the variables listed. Also among the study variables, respectively, loyalty had the highest correlation with CRM; and satisfaction and quality of service variables were next in rank. Besides, after comparing the customer attitudes towards Mellat bank about the four variables (customer relationship management, service quality, satisfaction and loyalty) and customer expectations in this field, observed

that there is a difference (gap) between the two conditions is approximately 20%. And it can be concluded to increase satisfaction, loyalty and service quality; it needs to upgrade level of customer relationship management.

Soeini, et..al (2012) under title "***CRM Performance Measurement Process***", aimed to make a clear image of nature of CRM performance measurement process. The study followed an analytical method, the study introduced different steps of making a CRM performance measurement framework. These steps are as follows: "introducing CRM performance factors", "mechanism of measuring effective factors on CRM" and "presenting a proposal to improve weak points of the system". A CRM performance measurement framework is as a sensor of performance measurement that guides the decision makers to make right decisions through identifying weak and strength points of the system. The main function of a CRM performance measurement mechanism is to decrease the failure probability of CRM projects by identifying weak and strength points of the system.

Nataraj & Nagaraja (2012) under title "***customer satisfaction in automobile industry: an Indian online buyers' perspective of car manufacturers' websites***", aimed to analyses consumer attitudes towards Internet-based car manufacturers' websites. Our aim was to obtain a theoretically and empirically grounded initial reference position, against which later research can examine and interpret the role

played by changes in the variables representing consumer preferences and shifts in these preferences, and thus helps the car manufacturers learn in depth the ways to enhance customer satisfaction. Regression analysis shows that the two independent variables significantly affect the satisfaction of Indian car buyers on the Internet. Moreover, through appropriate interpretation of parametric change in the regression analysis, we can explore the consequences of possible (future) changes in Manufacturer's website over Internet, especially with respect to maximizing the quality and easy navigation of website in order to retain a loyal customer. The study suggest that Internet based car manufacturers can effectively maximize level of satisfaction of the existing and prospective customers by adopting the suggested model.

Shang & Lu (2012) under title "*Customer Relationship Management and Firm Performance: an Empirical Study of Freight Forwarder Services*", aimed to identifies customer relationship management (CRM) and examines its impacts on firm performance in the context of freight forwarder services. Using data collected from a survey of 144 freight forwarding firms in Taiwan, a structural equation modeling exercise was conducted to identify crucial CRM dimensions and their influences on the perceived financial performance. Results indicated that CRM dimensions such as customer response and profit interaction are found to have

significantly positive effects on the perceived financial performance aspects of profit and growth rate. The understanding of relationships between customer response, information technology, knowledge management application, profit interaction, and organizational performance may provide a clue as to how freight forwarding companies can adjust customer relationship creation processes to sustain their performance. Results indicated that CRM was related to customer satisfaction with a retail site but not to sales and profit.

Esfahani, et..al (2012) under title "*Studying Relationship between Customer Values and Customer Relationship Management Functions: Case Study Iranian Bank of Eghtesad Novin Branches*", aimed to examining factors which are related to customer relationship management. Based on Wang these factors including: functional value, social value, emotional value and customer's perceived sacrifices. The research methodology is field study. Statistical population of this study is Iranian bank of Eghtesad Novin branches at city of Kerman and sample consists 121 of these branch's customers and the sample members has been selected based on available sampling method. In order to collecting data a questionnaire including 30 items (20 items for independent variables and 10 items for dependent variable) has been used. In order to collecting data, a standard questionnaire has been used. Then to analyzing hypothesis and resulting, T-test

and Pearson Correlation has been used. Results of this study indicate that the first three hypotheses that studying relationship between functional value, social value, emotional value and customer relationship management functions has been accepted but relationship between customer's perceived sacrifices has not been accepted.

Wang & Feng (2012) under title "*Customer relationship management capabilities: Measurement, antecedents and consequences*", aimed to extend the resource-based view to the context of customer relationship management. It is intended to develop a measurement model of customer relationship management (CRM) capabilities, and to explore the key antecedents and performance consequences of CRM capabilities. Questionnaire survey was used to collect data. In order to develop a reliable and valid measurement model of CRM capabilities, several rounds of questionnaire survey were conducted, and hypotheses were tested by utilizing the technique of structural equation modeling. A three-factor (customer interaction management capability, customer relationship upgrading capability and customer win-back capability) measurement model of CRM capabilities is developed and tested. Furthermore, results support the hypothesized influences of customer orientation, customer-centric organizational system and CRM technology on CRM

capabilities, as well as the influence of CRM capabilities on organizational performance.

(2-7): Study Contribution to Knowledge

To clarify what distinguishes the current study from previous studies, some comparisons have been made, which are presented as follows:

1. Concerning the environment, all studies have been mainly conducted in American, European and Asian countries. In contrast, the current study was carried in an Arab country, namely Abu Khader Auto Car Company in Amman.

2. Most of the previous studies have been mainly focusing on service industry areas, while this one is all about a Abu Khader Auto Car Company environment.

3. In terms of objectives, previous studies have aimed to investigate customer relationship management while this study is on strategic capability of customer relationship management.

CHAPTER THREE
Method and Procedures

(3-1): Introduction

(3-2): Study Methodology

(3-3): Study Population and Sample

(3-4): Demographic Variables to Study Sample

(3-5): Study Tools and Data Collection

(3-6): Statistical Treatment

(3-7): Validity and Reliability

(3-1): Introduction

In this chapter, the researcher will describe in detail the methodology used in this study, the study population, and its sample.

Next, the researcher will design the study model; explains the study tools and the methods of data collection. After that, he will discuss the statistical treatment that has been used in analysis of the collected data.

In the final section, the validation of the questionnaire and the reliability analysis that has been applied will be clearly stated.

(3-2): Study Methodology

Descriptive research involves collecting data in order to test hypotheses or to answer questions concerned with the current status of the subject of the study. Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. The research design chosen for the study is the survey research. The survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables .The survey research of knowledge at its best can provide very valuable data. It involves a careful design and execution of each of the components of the research process.

The researcher designed a survey instrument that could be administrated to selected subjects. The purpose of the survey instrument was to collect data about the respondents

on Customer Relationship Management Capability and Customer Satisfaction in Abu Khader Auto Car Company.

(3-3): Study Population and Sample

To increase credibility, it is important to choose a sample represents the population under investigation. The population of the study consisted of the employers' staff working at Abu Khader Auto Car Company in 2012 and Customer. To achieve the study objectives the researcher choose a random sample of employees' staff working in Abu Khader Auto Car Company the sample consisted of (100) from (360) , it also consisted of another random sample consisting (100) of the customers of Abu Khader Auto Car Company from (230). After distributing (100) questionnaires for customers, a total of (100) answered questionnaires were retrieved and were valid, whereas, with the researcher distributing (100) questionnaires for employees' staff working at Abu Khader Auto Car Company, a total of (100) answered questionnaires were retrieved and were valid.

(3-4): Demographic Variables of the Study Sample

Table (3-1) and (3-2) shows the demographic variables of the study sample.

Table (3-1)

Descriptive sample of the demographic variables of the study from employees' staff working in Abu Khader Auto Car Company

No.	Variables	Categorization	Frequency	Percent
1	Gender	Male	65	65
		Female	35	35
2	Age	30 years or less	48	48
		From 31 – 34 Years	25	25
		From 35 – 39 years	17	17
		40 Years More	10	10
3	Qualification	Diploma	15	15
		Bachelor	80	80
		High Diploma	1	1
		Master	1	1
		PhD	3	3
4	Specialist	Administrative	26	26
		Financial & Accounting	18	18
		Computer Science	7	7
		Computer Eng.	4	4
		Other	45	45
5	Work Experience	Less than 5 Years	42	42
		6-10 Years	42	42
		11-15 Years	10	10
		More than 16	6	6
6	Managerial Level	High management	15	15
		Middle Management	64	64
		Low Management	20	20
		Other	1	1

Table (3-1) displays the results of descriptive analysis of the demographic variables of respondent members of the study sample. The table shows that the (65%) of the study sample are males and (35%) are Females. The table also show sample's (73%) of the sample age ranged (34) years or less. Qualifications; all members of the study sample have a scientific qualification, which is a good sign when adopting the high educational qualifications to accomplish the work. Descriptive analysis for the Specialization is as flows: (26%) are Specialist in administration; (18%) are Specialists in Finance & Accounting; (7%) are Specialists in Computer Science; (4%) are Specialists in Computer Engineering and (45%) have other specializations.

As for years of Work Experience, (42%) were 5 or less (42%), and experience from 6 - 10 years (42%), from 11-15 years (10%), finally above 16 more (6%). Finally, the analysis of the Managerial Level reveals that (64%) of the study sample are levels at Middle Management levels and (20%) are at Low Management of levels, (15%) are at High Management and (1%) from the sample of the study are other levels.

Table (3-2) displays the results of the descriptive analysis of the demographic variables of the respondent members of the study sample. The table shows that the (59%) of the study sample are males and (41%) are Females. On the other side the (19%) of the sample ranged (34) years or less. Qualifications; all members of the study sample have a scientific qualification which is a good sign in adopting the high educational qualifications to accomplish the work.

Descriptive analysis for the specialization reveals that (41%) are Specialists in administration; (8%) are Specialists in Finance & Accounting; (3%) are Specialists in Computer Science; (21%) are Specialists in Computer Engineering and (27%) have other specialization.

From Work Experience of 5 years or less (3%), and experience from 6 -10 years (22%), from 11-15 years (24%), finally above 16 more (51%). Finally, the analysis of the Managerial Level reveals that the (1%) of the study sample is at Middle Management level and (55%) are at High Management levels and (44%) from the sample of the study are other levels.

Table (3-2)

Descriptive sample of the demographic variables of the study from Abu Khader Auto Car Company customers

No.	Variables	Categorization	Frequency	Percent
1	Gender	Male	59	59
		Female	41	41
1	Age	30 years or less	2	2
		From 31 – 34 Years	17	17
		From 35 – 39 years	31	31
		40 Years More	50	50
3	Qualification	Diploma	3	3
		Bachelor	59	59
		High Diploma	9	9
		Master	24	24
		PhD	5	5
4	Specialist	Administrative	41	41
		Financial & Accounting	8	8
		Computer Science	3	3
		Computer Eng.	21	21
		Other	27	27
5	Work Experience	5 Years or Less	3	3
		From 6 – 10 Years	22	22
		From 11 – 15 years	24	24
		16 Years More	51	51
6	Managerial Level	High management	55	55
		Middle Management	1	1
		Low Management	-	-
		Other	44	44

(3-5): Study Tools and Data Collection

The current study is two fold, theoretical and practical. In the theoretical part, the researcher relied on the scientific studies that are related to the current study. Whereas in the practical side, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses.

The data collection, manners of analysis and programs used in the current study are based on two sources:

1. Secondary sources: books, journals, theses to write the theoretical framework of the study.

2. Primary source: questionnaires that were designed to reflect the study objectives and questions.

In this study, both primary and secondary data were used. The data collected for the model was gathered through questionnaires. After conducting a thorough review of the literature pertaining to Strategic Customer Relationship Management Capability and Customer Satisfaction, the researcher formulated the questionnaire for this study.

The *first questionnaire* (employees' staff working in Abu Khader Auto Car Company) and the instrumental sections are as follows:

Section One: *Demographic variables*. The demographic information was collected with closed-ended questions, through (6) factors (Gender; Age; Qualification; Specialization; Work Experience, and Managerial Level).

Section Two: *CRM Capability*. This section measured the Strategic Customer Relationship Management Capability through (4) dimensions (Customer Intelligence; Customer Knowledge Sharing; Customer Profitability Analysis and Customization Responsiveness); (27) items (7) for each three first dimensions, (6) for Customer Responsiveness on a Likert-type scale as follows:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

The **Second questionnaire** (Customer Satisfaction); instrumental sections are as follows:

Section One: **Demographic variables**. The demographic information was collected with closed-ended questions, through (6) factors (Gender; Age; Qualification; Specialization; Work Experience and Managerial Level).

Section Two: **Abu Khader Auto Car Company Customer satisfaction**. This section measured the Abu Khader Auto Car Company Customers' satisfaction through (4) dimensions (Customer Intelligence; Customer Knowledge Sharing; Customer Profitability Analysis and Customization Responsiveness) and (8) items (2) each dimension on a Likert-type scale as follows:

Very Good	Good	Fair	Poor	Very Poor
5	4	3	2	1

(3-6): Statistical Treatment

The data collected from the responses of the study questionnaire was treated through *Statistical Package for Social Sciences* (*SPSS*) for analysis and conclusions. Finally, the researcher used the suitable statistical methods that consist of:

- *Percentage and Frequency*.

- *Cronbach Alpha reliability* (α) to measure strength of the correlation and coherence between questionnaire items.

- *Arithmetic Mean* to identify the level of response of the study sample individuals to the study variables.

- *Standard Deviation* to Measure the responses spacing degree about Arithmetic Mean.

- *One sample t-test.*

- Multiple & Simple Regression analysis to Measure the impact of study variables.

- Chi^2 to test the difference between Employees and Customer about Abu Khader Auto Car Company's Strategic CRM Capability.

- Relative commitment and satisfaction, assigning due to:

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

$$\text{Class Interval} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

The Low degree from 1- less than 2.33

The Medium degree from 2.33 – 3.66

The High degree from 3.67 and above.

(3-7): Validity and Reliability

(3-7-1): Validation

To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research elements was accurately performed by academic reviewers from Middle East University and Jordan University specialized in Business Administration and Marketing. Some items were added, based on their valuable recommendations. Some others were reformulated to become more accurate, and that is expected for the purpose of enhancing the research instrument. The academic reviewers were (5) and the overall percentage of respond was (100%), (see appendix "2").

(β-7-2): Study Tool Reliability

The reliability analysis applied to the level of Cronbach Alpha (α) is the criteria for internal consistency, which was at a minimum acceptable level (Alpha $\geq$ 0.60) suggested by (Sekaran, 2003).

These results are the acceptable levels as suggested by (Sekaran, 2003). The results were shown in Table (3-3)

Table (3-3)

Reliability of Questionnaire Dimensions

No.	Dimensions	No. of Items	Alpha Value (α)
1	*Strategic CRM Capability*	27	0.899
1 - 1	Customer Intelligence	7	0.877
1 - 2	Customer Knowledge Sharing	7	0.820
1 - 3	Customer Profitability Analysis	7	0.819
1 - 4	Customization Responsiveness	6	0.861
2	*Customer Satisfaction*	8	0.842

CHAPTER FOUR
Analysis Results & Hypotheses Test

(4-1): Introduction

(4-2): Descriptive analysis of study variables

(4-3): Study Hypotheses Test

(4-1): Introduction

According to the purpose of the research and the research framework presented in the previous chapter, this chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. The data analysis includes a description of the Means and Standard Deviations for the questions of the study; one sample t-test, Multi, Simple Linear Regression analysis used and Chi^2 to test the different between Employees and Customer about Abu Khader Auto Car Company CRM Capability.

(4-2): Descriptive analysis of study variables

(4-2-1): *Strategic Customer Relationship Management Capability (Customer Intelligence)*

The researcher used the arithmetic mean, standard deviation, item importance and application level as shown in Table (4-1).

Table (4-1) clarifies the practice level of Customer Intelligence, where the arithmetic means range between (4.02 - 4.73) compared with General Arithmetic mean amount of (4.30). We observe that the highest mean for the item "**Abu Khader Auto Car Company interests in gathering information regarding customers**" with arithmetic mean (4.73), Standard deviation (0.45). The lowest arithmetic mean was for the item "**Customer Intelligence provides a detailed understanding of the experience customers have in**

interacting with Auto Cars Company" With Average (4.02) and Standard deviation (0.74). In general, it appears that the practice level of Customer Intelligence in Abu Khader Auto Car Company under study from the employee study sample viewpoint was high.

Table (4-1)

Arithmetic mean, SD, item importance and practice level of Customer Intelligence

No.	Customer Intelligence	Mean	St.D	t- value Calculate	Sig	Item importance	Practice level
1	Abu Khader Auto Car Company interests in gathering information regarding customers.	4.73	0.45	38.77	0.000	1	High
2	Abu Khader Auto Car Company focuses in analyzing information regarding customers.	4.45	0.64	22.60	0.000	2	High
3	Customer Intelligence begins with gathering reference data (basic key facts about the customer).	4.30	0.61	21.26	0.000	3	High
4	Abu Khader Auto Car Companyuse competitor insight to get a better view of service benchmarks in the market.	4.26	0.72	17.51	0.000	4	High
5	Customer Intelligence provides a detailed understanding of the experience customers have in interacting with Auto Cars Company	4.02	0.74	13.82	0.000	7	High
6	Customer Intelligence allows predictions to be made regarding reasons behind customer behaviors.	4.15	0.74	15.46	0.000	6	High
7	Customer Intelligence support more effective and strategic decision making	4.16	0.83	14.05	0.000	5	High
General Arithmetic mean and standard deviation		4.30	0.40				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.660)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-2): *Strategic Customer Relationship Management Capability (Customer Knowledge Sharing)*

The researcher used the arithmetic mean, standard deviation, item importance and application level as shown in Table (4-2).

Table (4-2) clarifies the practice level of Customer Knowledge Sharing, where the arithmetic means range between (4.13 - 4.55) compared with General Arithmetic mean amount of (4.20). We observe that the highest mean for the item "*Abu Khader Auto Car Company has staff responsible on talking and listening to the customer every day*" with arithmetic mean (4.55), Standard deviation (0.59). The lowest arithmetic mean was for the item "*Abu Khader Auto Car Company focuses on sharing the knowledge which to encourage market orientation*" With Average (4.13) and Standard deviation (0.76). In general, it appears that the practice level of Customer Knowledge Sharing in Abu Khader Auto Car Company under study from the employee study sample viewpoint was high.

Table (4-2)

Arithmetic mean, SD, item importance and practice level of Customer Knowledge Sharing

No.	Customer Knowledge Sharing	Mean	St.D	t- value Calculate	Sig	Item importance	Practice level
1	Abu Khader Auto Car Company has staff responsible on talking and listening to the customer every day.	4.55	0.59	26.16	0.000	1	High
2	Abu Khader Auto Car Company use technology to make it possible for every one of the customer-facing team to share their expertise.	4.40	0.65	21.49	0.000	2	High
3	Abu Khader Auto Car Company considers sharing of ideas is necessary for knowledge management initiatives to succeed.	4.35	0.76	17.83	0.000	3	High
4	Knowledge sharing helps in disseminating customer acquired knowledge with other members within Auto Cars Company.	4.14	0.78	14.64	0.000	6	High
5	sharing knowledge across Abu Khader Auto Car Company helps to understand the value of co-operation across traditional organizational boundaries	4.21	0.74	16.29	0.000	5	High
6	Abu Khader Auto Car Company focuses on how to share knowledge to create value-added benefits to the organization	4.23	0.53	23.25	0.000	4	High
7	Abu Khader Auto Car Company focuses on sharing the knowledge which to encourage market orientation.	4.13	0.76	14.85	0.000	7	High
General Arithmetic mean and standard deviation		4.29	0.40				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.660)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-3): *Strategic Customer Relationship Management Capability (Customer Profitability Analysis)*

The researcher used the arithmetic mean, standard deviation, item importance and application level as shown in Table (4-3).

Table (4-3) clarifies the practice level of Customer Profitability Analysis, where the arithmetic means range between (3.72 - 4.15) compared with General Arithmetic mean amount of (3.93). We observe that the highest mean for the item "*CPA provides a basis for well-informed pricing decisions, bonus plans, and discounts to customers*" with arithmetic mean (4.15), Standard deviation (0.73). The lowest arithmetic mean was for the item "*CPA can be used to reward teams and individuals on the basis of profits and profitable growth*" With Average (3.72) and Standard deviation (0.88). In general, it appears that the practice level of Customer Profitability Analysis in Abu Khader Auto Car Company under study from the employee study sample viewpoint was high.

Table (4-3)

Arithmetic mean, SD, item importance and practice level of Customer Profitability Analysis

No.	Customer Profitability Analysis	Mean	St.D	t- value Calculate	Sig	Item importance	Practice level
1	Customer Profitability Analysis provides in the uneven distribution of costs and revenues over customers.	3.90	0.95	9.49	0.000	4	High
2	CPA uncovers opportunities for targeted cost management and profit improvement programs	3.93	0.89	10.44	0.000	3	High
3	CPA provides a basis for well-informed pricing decisions, bonus plans, and discounts to customers	4.15	0.73	15.75	0.000	1	High
4	CPA opens up possibilities for segmentation and targeting strategies based on cost and profitability profiles	4.10	0.73	15.03	0.000	2	High
5	CPA can be used to reward teams and individuals on the basis of profits and profitable growth.	3.72	0.88	8.21	0.000	7	High
6	CPA focuses on assigning costs and revenues to segments of the customer base,	3.84	0.73	11.43	0.000	6	High
7	CPA deals with each segment of the process of creating services to customers.	3.85	0.88	9.50	0.000	5	High
General Arithmetic mean and standard deviation		3.93	0.43				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.660)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-4): *Strategic Customer Relationship Management Capability (Customization Responsiveness)*

The researcher used the arithmetic mean, standard deviation, item importance and application level as shown in Table (4-4).

Table (4-4) clarifies the practice level of Customization Responsiveness, where the arithmetic means range between (3.96 - 4.67) compared with General Arithmetic mean amount of (4.35). We observe that the highest mean for the item "***Good customer service is part of customer responsiveness***" with arithmetic mean (4.67), Standard deviation (0.62). The lowest arithmetic mean was for the item "***Evaluate procedures done for customer requests or orders continuously***" With Average (3.96) and Standard deviation (0.93). In general, it appears that the practice level of Customer Responsiveness in Abu Khader Auto Car Company under study from the employee study sample viewpoint was high.

Table (4-4)

Arithmetic mean, SD, item importance and practice level of Customization Responsiveness

No.	Customization Responsiveness	Mean	St.D	t- value Calculate	Sig	Item importance	Practice level
1	Good customer service is part of customer responsiveness	4.67	0.62	26.92	0.000	1	High
2	Responsiveness takes customer service a step further.	4.41	0.75	18.72	0.000	2	High
3	customer responsiveness is accurately and insightfully giving customers what they need	4.34	0.76	17.75	0.000	4	High
4	Using technology enable customers to quickly get the information they need as one aspect of customer responsiveness.	4.40	0.64	22.02	0.000	3	High
5	Providing sufficient training to the staff help in improving customer responsiveness.	4.29	0.73	17.70	0.000	5	High
6	Evaluate procedures done for customer requests or orders continuously	3.96	0.93	10.31	0.000	6	High
General Arithmetic mean and standard deviation		4.35	0.45				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.660)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-5): *Customer Satisfaction*

The researcher used the arithmetic mean, standard deviation, item importance and application level as shown in Table (4-5).

Table (4-5)

Arithmetic mean, SD, item importance level of Customer Satisfaction

No.	Customer Satisfaction	Mean	St.D	t- value Calculate	Sig	Item importance	Practice level
1	Abu Khader Auto Car Company interests in fulfills your needs	4.64	0.52	31.38	0.000	1	High
2	Abu Khader Auto Car Company focuses in analyzing your requirements and fulfill it.	4.19	0.61	19.36	0.000	2	High
3	Abu Khader Auto Car Company has staff responsible to your needs and requirements	3.97	0.70	13.80	0.000	5	High
4	Abu Khader Auto Car Company interests your ideas and manage it	4.03	0.70	14.65	0.000	4	High
5	Abu Khader Auto Car Company interests to make discounts for you and all customers	4.07	0.71	14.98	0.000	3	High
6	Abu Khader Auto Car Company deals with each needs and requirements for each customer	3.73	0.75	9.73	0.000	8	High
7	Abu Khader Auto Car Company responsive quickly to your needs and requirements	3.86	0.74	11.64	0.000	6	High
8	Abu Khader Auto Car Company evaluates procedures done for each customer	3.85	0.87	9.78	0.000	7	High
General Arithmetic mean and standard deviation		4.04	0.70				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.660)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-5) clarifies the practice level of Customer Satisfaction, where the arithmetic means range between (3.73 - 4.64) compared with General Arithmetic mean amount of (4.04). We observe that the highest mean for the item "**Abu Khader Auto Car Company interests in fulfill your needs**" with arithmetic mean (4.64), Standard deviation (0.52). The lowest arithmetic mean was for the item "**Abu Khader Auto Car Company deals with each needs and requirements for each customer**" With Average (3.73) and Standard deviation (0.75). In general, it appears that the importance level of Customer Satisfaction from the Customer study sample viewpoint was high.

(4-3): Study Hypotheses Test

The researcher in this part tested the main hypotheses, through one sample t-test, multi, and simple linear Regression analysis with (F) test using ANOVA table and Chi Square as follows:

Ha₁: The Company committed to practicing Strategic Customer Relationship Management Capability (**Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness**) at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher uses the one sample t-test to ensure the company committed to practicing Strategic Customer Relationship Management Capability. As shown in Table (4-6).

Table (4-6)

One sample t-test to ensure the Abu Khader Auto car company committed to practicing

Strategic Customer Relationship Management Capability

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company committed the practicing CRMC	4.208	0.316	38.243	99	0.000

From table (4-6) the researcher observes that Abu Khader Auto Car Company committed to practicing Strategic Customer Relationship Management Capability. The T was (38.243) at level ($\alpha \leq 0.05$). And that confirms valid first hypotheses, and accepted hypothesis:

The company committed to practicing Strategic Customer Relationship Management Capability at level ($\alpha \leq 0.05$).

To ensure the Abu Khader Auto car company are committed to practicing each Strategic Customer Relationship Management Capability. The researcher divides this hypothesis into four sub-hypotheses, and uses the one sample t-test to test each sub-hypothesis, as a follows:

Ha 1-1: The company committed to practicing Customer Intelligence at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto Car Company committed to practicing Customer Intelligence. As shown in Table (4-7).

Table (4-7)

One sample t-test to ensure the Abu Khader Auto car company committed to practicing Customer Intelligence

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company committed to Customer Intelligence	4.295	0.395	32.768	99	0.000

From table (4-7) the researcher observes that Abu Khader Auto Car Company committed to practicing Customer Intelligence. The T was (32.768) at level ($\alpha \leq 0.05$). and that confirms valid first sub-hypotheses, and accepted hypothesis:

Ha 1-2: The company committed to practicing Customer Knowledge Sharing at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto Car Company committed to practicing Customer Knowledge Sharing. As shown in Table (4-8).

Table (4-8)

One sample t-test to ensure the Abu Khader Auto car company committed to practicing

Customer Knowledge Sharing

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company committed to Customer Knowledge Sharing	4.287	0.400	32.161	99	0.000

From table (4-8) the researcher observes that Abu Khader Auto Car Company committed to practicing Customer Knowledge Sharing. The T was (32.161) at level ($\alpha \leq$ 0.05). and that confirms valid second sub-hypotheses, and accepted hypothesis:

The company committed to practicing Customer Knowledge Sharing at level

($\alpha \leq 0.05$).

Ha 1-3: The company committed to practicing Customer Profitability Analysis at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto Car Company committed to practicing Customer Profitability Analysis. As shown in Table (4-9).

Table (4-9)

One sample t-test to ensure the Abu Khader Auto car company committed to practicing

Customer Profitability Analysis

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company committed to Customer Profitability Analysis	3.925	0.425	21.747	99	0.000

From table (4-9) the researcher observes that Abu Khader Auto car company committed to practicing Customer Profitability Analysis. The T was (21.747) at level ($\alpha \leq$ 0.05). and that confirms valid third sub-hypotheses, and accepted hypothesis:

The company committed to practicing Customer Profitability Analysis at level ($\alpha \leq 0.05$).

Ha$_{1-4:}$ The company committed to practicing Customer Responsiveness at level ($\alpha \leq$ 0.05).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto Car Company committed to practicing Customer Responsiveness. As shown in Table (4-10).

Table (4-10)

One sample t-test to ensure the Abu Khader Auto car company committed to practicing

Customization responsiveness

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company committed to Customer Responsiveness	4.345	0.445	30.166	99	0.000

From table (4-10) the researcher observes that Abu Khader Auto car company committed to practicing Customization responsiveness. The T was (30.166) at level ($\alpha \leq$ 0.05). and that confirms valid fourth sub-hypotheses, and accepted hypothesis:

The company committed to practicing *Customization responsiveness Analysis at level* ($\alpha \leq 0.05$).

Ha₂: The company's customers are satisfied with the practice of Strategic Customer Relationship Management Capability (**Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness**) at level (α ≤ 0.05).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of Strategic Customer Relationship Management Capability. As shown in Table (4-11).

Table (4-11)

One sample t-test to ensure the Abu Khader Auto cars company's customers are satisfied with the practice of Strategic Customer Relationship Management Capability

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company's customers satisfy the practicing SCRMC	4.042	0.398	26.157	99	0.000

From table (4-11) the researcher observes that Abu Khader Auto car company's customers are satisfied with the practice of Strategic Customer Relationship Management Capability. The T was (26.157) at level ($\alpha \leq 0.05$). and that confirms valid Second hypotheses, and accepted hypothesis:

The company's customers are satisfied with the practice of *Strategic Customer Relationship Management Capability at level* ($\alpha \leq 0.05$).

To ensure the Abu Khader Auto car company's customers satisfy to each practicing Strategic Customer Relationship Management Capability. The researcher divides this

hypothesis into four sub-hypotheses, and uses the one sample t-test to test each sub-hypothesis, as a follows:

Ha 2-1: The company's customers are satisfied with the practice of the Customer Intelligence at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of the Customer Intelligence. As shown in Table (4-12).

Table (4-12)

One sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of the Customer Intelligence

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company's customers satisfy the Customer Intelligence	4.415	0.502	28.143	99	0.000

From table (4-12) the researcher observes that Abu Khader Auto car company's customers are satisfied with the practice of the Customer Intelligence. The T was (28.143) at level ($\alpha \leq 0.05$). and that confirms valid first sub-hypotheses, and accepted hypothesis:

The *company's customers* are satisfied with the practice of *the Customer Intelligence at level* ($\alpha \leq 0.05$).

Ha 2-2: The company's customers are satisfied with the practice of the Customer Knowledge Sharing at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of the Customer Knowledge Sharing. As shown in Table (4-13).

Table (4-13)

One sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of the Customer Knowledge Sharing

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company's customers satisfy the Customer Knowledge Sharing	4.000	0.550	18.166	99	0.000

From table (4-13) the researcher observes that Abu Khader Auto car company's customers are satisfied with the practice of the Customer Knowledge Sharing. The T was (18.166) at level ($\alpha \leq 0.05$). and that confirms valid second sub-hypotheses, and accepted hypothesis:

The company's customers Tare satisfied with the practice of the Customer Knowledge Sharing at level ($\alpha \leq 0.05$).

Ha *2-3:* The company's customers are satisfied with the practice of the Customer Profitability Analysis at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of the Customer Profitability Analysis. As shown in Table (4-14).

Table (4-14)

One sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of the Customer Profitability Analysis

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company's customers satisfy the Customer Profitability Analysis	3.900	0.564	15.955	99	0.000

From table (4-14) the researcher observes that Abu Khader Auto car company's customers are satisfied with the practice of the Customer Profitability Analysis. The T was (15.955) at level ($\alpha \leq 0.05$). and that confirms valid third sub-hypotheses, and accepted hypothesis:

The ***company's customers are satisfied with the practice of the Customer Profitability Analysis at level*** ($\alpha \leq 0.05$).

Ha 2-4: The company's customers are satisfied with the practice of the Customization Responsiveness at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher uses the one sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of the Customization Responsiveness. As shown in Table (4-15).

Table (4-15)

One sample t-test to ensure the Abu Khader Auto car company's customers are satisfied with the practice of the Customization Responsiveness

	Mean	S.D	T	DF	Sig*
Abu Khader Auto car company's customers satisfy the Customization Responsiveness	3.855	0.663	12.877	99	0.000

From table (4-15) the researcher observes that Abu Khader Auto car company's customers are satisfied with the practice of the Customer Responsiveness. The T was (12.877) at level ($\alpha \leq 0.05$). and that confirms valid fourth sub-hypotheses, and accepted hypothesis:

The *company's customers are satisfied with the practice of the Customization Responsiveness at level* ($\alpha \leq 0.05$).

Ha₃*:* there is a positive effect of Strategic Customer Relationship Management Capability

(***Customer Intelligence, Customer profitability analysis, Customer knowledge***

sharing, Customization responsiveness) on customer satisfaction at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the multiple regression analysis to

ensure the effect of Strategic Customer Relationship Management Capability on

Customer Satisfaction in Abu Khader Auto Car Company's, as shown in Table (4-16).

Table (4-16)

Multiple regression analysis test results of the effect of Strategic Customer Relationship

Management Capability on Customer Satisfaction in Abu Khader Auto Car Company's

	(R)	(R²)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Customer Satisfaction	0.573	0.328	25.738	4	0.000	Customer Intelligence	0.342	6.357	0.000
				95		Customer profitability analysis	0.305	5.452	0.000
						Customer knowledge sharing	0.141	3.575	0.001
				99		Customization responsiveness	0.145	3.930	0.000

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-16) we observe that there is a significant effect of Strategic Customer

Relationship Management Capability on Customer Satisfaction in Abu Khader Auto Car

Company's. The ***R*** was (0.573) at level ($\alpha \leq 0.05$). Whereas the ***R²*** was (0.328). This

means the (0.328) of Customer Satisfaction in Abu Khader Auto Car Company

changeability's results from the changeability in Strategic Customer Relationship

Management Capability. As ***β*** was (Customer Intelligence = 0.342; Customer profitability

analysis = 0.305; Customer knowledge sharing = 0.141; Customization responsiveness = 0.145) this means the increase of one unit in Customer Satisfaction in Abu Khader Auto Cars Company's concerned will increase Strategic Customer Relationship Management Capability value (Customer Intelligence = 0.342; Customer profitability analysis = 0.305; Customer knowledge sharing = 0.141; Customization responsiveness = 0.145). Confirms significant impact F calculate was (25.738) and its significance at level ($\alpha \leq 0.05$), and that confirms valid third main hypothesis, accepted hypothesis:

***There is a positive effect of Customer Relationship Management Capability (*Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customer responsiveness*) on *customer satisfaction in Abu Khader Auto Car Company at level* ($\alpha \leq 0.05$).**

To ensure the effect of each Strategic Customer Relationship Management Capability on customer satisfaction in Abu Khader Auto Car Company's. The researcher divides this hypothesis into four sub hypotheses, and uses the simple regression analysis to test each sub-hypothesis, as a follows:

Ha _{3-1:} There is a positive effect of Customer Intelligence on customer satisfaction in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the effect of Customer Intelligence on customer satisfaction in Abu Khader Auto Car Company's. As shown in Table (4-17).

Table (4-17)

Simple Regression Analysis test results of the effect of Customer Intelligence on customer satisfaction in Abu Khader Auto Car Company

	(R)	(R²)	F Calculate	DF	Sig*	β	T Calculate	Sig*
Customer Satisfaction in Abu Khader Auto Car Company	0.687	0.473	54.654	1 98 99	0.000	0.468	7.393	0.000

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-17) the researcher observes that there is a significant effect of Customer Intelligence on customer satisfaction in Abu Khader Auto Car Company. The **R** was (0.687) at level ($\alpha \leq 0.05$), whereas the **R²** was (0.473). This means the (0.473) of customer satisfaction in Abu Khader Auto Car Company changeability's results from the changeability in Customer Intelligence. As **β** was (0.468) this means the increase of one unit in Customer Intelligence will increase customer satisfaction in Abu Khader Auto Cars Company's value (0.468). Confirms significant effect F Calculate was (54.654) and it's significance at level ($\alpha \leq 0.05$), and that confirms valid sub-first hypotheses, and accepted hypothesis:

There is a positive effect of Customer Intelligence on customer satisfaction in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

Ha 3-2: There is a positive effect of Customer Knowledge Sharing on customer satisfaction in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the effect of Customer Knowledge Sharing on customer satisfaction in Abu Khader Auto Car Company's. As shown in Table (4-18).

Table (4-18)

Simple Regression Analysis test results of the effect of Customer Knowledge Sharing on customer satisfaction in Abu Khader Auto Car Company's

	(R)	(R²)	F Calculate	DF	Sig*	β	T Calculate	Sig*
Customer Satisfaction in Abu Khader Auto Car Company's	0.526	0.277	23.328	1 98 99	0.000	0.553	4.830	0.000

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-18) the researcher observes that there is a significant effect of Customer Knowledge Sharing on customer satisfaction in Abu Khader Auto Car Company's. The **R** was (0.526) at level ($\alpha \leq 0.05$), whereas the **R²** was (0.277). This means the (0.277) of customer satisfaction in Abu Khader Auto Car Company's changeability's results from the changeability in Customer Knowledge Sharing. As **β** was (0.533) this means the increase of one unit in Customer Knowledge Sharing will increase

customer satisfaction in Abu Khader Auto Car Company's value (0.468). Confirms

significant effect F Calculate was (23.328) and it's significance at level ($\alpha \leq 0.05$), and that

confirms valid sub-second hypotheses, and accepted hypothesis:

There is a positive effect of Customer Knowledge Sharing on customer

satisfaction in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

Ha 3-3: There is a positive effect of Customer Profitability Analysis on customer

satisfaction in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure

the effect of Customer Profitability Analysis on customer satisfaction in Abu Khader Auto

Car Company's. As shown in Table (4-19).

Table (4-19)

Simple Regression Analysis test results of the effect of Customer Profitability Analysis on

customer satisfaction in Abu Khader Auto Car Company's

	(R)	(R²)	F Calculate	DF	Sig*	β	T Calculate	Sig*
Customer Satisfaction in Abu Khader Auto Cars Company's	0.500	0.250	20.281	1 98 99	0.000	0.542	4.503	0.000

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-19) the researcher observes that there is a significant effect of Customer Profitability Analysis on customer satisfaction in Abu Khader Auto Car Company's. The **R** was (0.500) at level ($\alpha \leq 0.05$), whereas the **R²** was (0.250). This means the (0.250) of customer satisfaction in Abu Khader Auto Car Company's changeability's results from the changeability in Customer Profitability Analysis. As **β** was (0.542) this means the increase of one unit in Customer Profitability Analysis will increase customer satisfaction in Abu Khader Auto Car Company's value (0.542). Confirms significant effect F Calculate was (20.281) and it's significance at level ($\alpha \leq 0.05$), and that confirms valid sub-third hypotheses, and accepted hypothesis:

There is a positive effect of Customer Profitability Analysis on customer satisfaction in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

Ha$_{3-4}$: There is a positive effect of Customization Responsiveness on Customer satisfaction in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the effect of Customization Responsiveness on customer satisfaction in Abu Khader Auto Car Company's. As shown in Table (4-20).

Table (4-20)

Simple Regression Analysis test results of the effect of Customization Responsiveness on customer satisfaction in Abu Khader Auto Car Company's

	(R)	(R²)	F Calculate	DF	Sig*	β	T Calculate	Sig*
Customer Satisfaction in Abu Khader Auto Cars Company's	0.569	0.324	29.255	1 98 99	0.000	0.258	5.409	0.000

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-20) the researcher observes that there is a significant effect of Customization Responsiveness on customer satisfaction in Abu Khader Auto Car Company's. The **R** was (0.569) at level ($\alpha \leq 0.05$), whereas the **R²** was (0.324). This means the (0.324) of customer satisfaction in Abu Khader Auto Car Company's changeability's results from the changeability in Customization Responsiveness. As **β** was (0.258) this means the increase of one unit in Customization Responsiveness will increase customer satisfaction in Abu Khader Auto Car Company's value (0.258). Confirms significant effect F Calculate was (29.255) and it's significance at level ($\alpha \leq 0.05$), and that confirms valid sub-fourth hypotheses, and accepted hypothesis:

There is a positive effect of Customer Responsiveness on customer satisfaction in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

Ha₄: there is no significant difference between Employees and Customers about Strategic Customer Relationship Management Capability at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the Chi^2 to identify the difference between Employees and Customers about Strategic Customer Relationship Management Capability, as shown in Table (4-21).

Table (4-21)

Difference between Employees and Customers about Strategic Customer Relationship Management Capability

Variables	Employees		Customers		Chi^2 Calculate	Chi^2 Tabulated	Sig*
	Mean	S.D	Mean	S.D			
Customer Relationship Management Capability	4.208	0.316	4.042	0.398	592.025	124.342	0.000

Table (4-21) illustrates the differences between Employees and Customers about Strategic Customer Relationship Management Capability, the results showed that there is a significant statistical difference between Employees and Customers about Strategic Customer Relationship Management Capability in Abu Khader Auto Car Company's. The value of Chi^2 Calculate (592.025) compared with the values of Chi^2 Tabulated (124.342). As shown in the table (4-24). That confirms valid hypotheses, and accepted hypothesis:

There is a significant difference between Employees and Customers about Strategic Customer Relationship Management Capability in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

CHAPTER FIVE
Results, Conclusions and Recommendations

(5 -1): Results

(5-2): Conclusions

(5-3): Recommendations

(5 -1): Results

1. The level of customer intelligence practice in Abu Khader Auto Car Company under study from the employee study sample viewpoint was high.

2. The level of Customer Knowledge Sharing practice in Abu Khader Auto Car Company under study from the employee study sample viewpoint was high.

3. The practice level of Customer Profitability Analysis in Abu Khader Auto Car Company under study from the employee study sample viewpoint was high.

4. The practice level of Customization Responsiveness in Abu Khader Auto Car Company under study from the employee study sample viewpoint was high.

5. The importance level of Customer Satisfaction (Customer Intelligence) from the Customer study samples' viewpoint was high.

6. The importance level of Customer Satisfaction (Customer Knowledge Sharing) from the Customer study samples' viewpoint was high.

7. The importance level of Customer Satisfaction (Customer Profitability Analysis) from the Customer study samples' viewpoint was high.

8. The importance level of Customer Satisfaction (Customization Responsiveness) from the Customer study sample's viewpoint was high.

9. Abu Khader Auto car company were applying Strategic Customer Relationship Management Capability (Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness) at level ($\alpha \leq 0.05$).

10. Abu Khader Auto car company's customers were satisfied with the application of the practicing Strategic Customer Relationship Management Capability (Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness) at level ($\alpha \leq 0.05$).

11. There is a positive effect of Strategic Customer Relationship Management Capability (Customer Intelligence, Customer profitability analysis, Customer knowledge sharing, Customization responsiveness) on customer satisfaction in Abu Khader Auto Car Company at level ($\alpha \leq 0.05$).

12. There is a significant difference between Employee's and Customers about Strategic Customer Relationship Management Capability in Abu Khader Auto Car Company's at level ($\alpha \leq 0.05$).

(5-2): Conclusions

1. Many Organizations realize the importance of Customer Relationship Management and its potential benefits in helping them acquire new customers and retain existing ones and maximize their lifetime value.

2. Customer Relationship Management is an approach towards building and keeping long term relations with the customers.

3. The capability perspective on Customer Relationship Management indicates that firms should develop and mix resources that enable them to adjust their behavior to individual customers, and effectively manage customer relationship on a continual basis.

4. Customer knowledge sharing is more important for Customer Relationship Management strategy because Customer Relationship Management appears to be a win-win strategy in the sense that it helps companies gain a feedback from those customers who receive customized solutions and superior service.

5. Organization should analyze the profitability of individual customer in order to identify customers who are a critical beginning point for Customer Relationship Management.

6. Customer satisfaction refers to the degree to which customers perceive that they received products and services that are worth more than the price they paid.

7. Customer Relationship Management applications also enable firms to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests as well as the ongoing management of customer accounts.

8. Customer Relationship Management applications help firms customize their offerings to suit the individual tastes of their customers.

(5-3): Recommendations

1. Configured customer relationship management team in Abu Khader Auto Car Company's should take action towards the strengths and weaknesses regarding the relationship with their customers, and propose identifying to overcome the weaknesses and strengths.

2. Abu Khader Auto Car Company should collect, integrate, analyze, classify, and preserve data related to customer in several ways, such as: reports, formal and informal, internal and external research and, internal and external studies.

3. Abu Khader Auto Car Company should identifies the framework and key success factors that describe successful practices to help Abu Khader Auto Car Company improve operations ,or apply customer relationship management initiatives

4. Abu Khader Auto Car Company should Integration and coordination between Abu Khader Auto Car Company sources of database to fill the knowledge gaps about customers, and work on purification, organization and analysis.

References

1.   Abbott, J., (2001), "Data, data everywhere-And not a byte of use?", *Qualitative Market Research*, Vol.4, No.3: 182-192.

2.   Adalikwu, C. (2012), "Customer relationship management and customer satisfaction", *African Journal of Business Management*, Vol.6, No.22: 6682-6686.

3.   Afthinos, Y; Theodorakis, N. D. & Nassis, P, (2005), "Customers' expectations of service in Greek fitness centers: Gender, age, type of spot center, and motivation differences", *Managing Service Quality*, Vol.15, No.3: 245-258.

4.   AL-Damen, Rula, (2006), "*Developing an Excellence Assessment Model for Jordanian Businesses*", Jordan: Amman Arab University for Graduate Studies.

5.   Arnold, M. & Reynolds, K. (2003), "Hedonic Shopping Motivations", *Journal of Retailing*: 77-95.

6.   Battor, Moustafa & Battor, Mohamed, (2010), "The impact of customer relationship management capability on innovation and performance advantages: testing a mediated model", *Journal of Marketing Management*, Vol. 26, No. 9–10: 842–857

7.   Bose, R, (2002), "Customer Relationship Management: Key Components for IT Success", *Industrial Management & Data Systems*, Vol. 102, No.2: 89-97.

8.   Burkwood, Marian, (2004), "*Marketing Planning*", New Jersey: Prentice Hall.

9. Chen, Q., and Chen, H., (2004), "Exploring the success factors of eCRM strategies in practice", *Journal of Database Marketing & Customer Strategy Management*, Vol.11, No.4: 333-343.

10. Crosby, L., Evans, K., & Cowles, D. (1990), "Relationship Quality in Services Selling: An Interpersonal Influence Perspective", *Journal of Marketing*: 68-81.

11. Dibb, S, (2001), "Banks, customer relationship management and barriers to the segment of one", *Journal of Financial Services Marketing*, Vol.6, No.1: 10-23.

12. Esfahani, Ali Nasr; Jafarzadeh, Maryam & Nafari, Raziye, (2012), "Studying Relationship between Customer Values and Customer Relationship Management Functions: Case Study: Iranian Bank of Eghtesad Novin Branches", *Interdisciplinary Journal of Contemporary Research in Business*, Vol.3, No.9: 1160-1168.

13. Formant, C, (2000), "Customer Acquisition and CRM", *Customer Relationship Management*: 87-106.

14. Gartner Group, (2008), "Worldwide CRM Software Market to Grow 14 Percent in 2008", Available at: http://www.gartner.com/it/page.jsp?id=653307

15. Goldberg. B, (2001), "CRM according to Goldberg", *Selling Power*. 12-13.

16. Goldman, L., (2004), "The role of customer intelligence in successful CRM", *DM Review*, Vol.14, No.5: 12.

17. Grönroos C, (2002), "Service Management och Marknadsföring – En CRM ansats", *Kristianstad*: Kristianstads Boktryckeri AB.

18. Gustafsson Anders, Johnson Michael D., & Roos Inger, (2005), "The Effects of Customer Satisfaction, Relationship Commitment Dimensions, and Triggers on Customer Retention", *American Marketing Association*.

19. Hadzagas, C. (2011) "Applying Customer Relationship Management Systems for Customer Satisfaction: An Empirical Approach for Small-and- Medium-Sized Companies", *European Journal of Economics, Finance and Administrative Sciences*, Vol.40: 59- 73.

20. Haghtalab, Hamed; Ahrari, Maryam & Amirusefi, Rasool, (2011), "Survey Relationship between customer relationship management and service quality, satisfaction and loyalty: Case study Mellat bank", *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 3, No.6: 439-448.

21. Harvey, R. K., (2009), "Real customer profitability analysis – Isn't it about time you do It? Part 1: methods and measures", www.valueassociates.org/Web/20Articles2White4.htm

22. Hennig-Thurau, T. & Hansen, U. (2000), "Relationship Marketing- Some Reflections" *Relationship Marketing*: 3-27.

23. Holbrook, M. (1996), "Customer Value- A Framework for Analysis and Research", *Advances in Consumer Research*:138-142.

24. Holetzky, Sherry (2008), "What is customer Loyalty", Available at www.wisegeck.com.

25. Ingrid, FecÏikovaÂ, (2004), "An index method for measurement of customer satisfaction", *The TQM Magazine*; Vol.16, No. 1: 57-66.

26. Jain, R., Jain. S & Dhar, U., (2003), "Measuring customer relationship management", *Journal of Service Research*, Vol.2, No.2: 97-109.

27. Jobber, D, (2004), "*Principles and practices of marketing*", 4th Ed, Berkshire, England: McGraw-Hill International

28. Kennedy, M. E., (2004), "Using customer relationship management to increase profits", *Strategic Finance*: 37-42.

29. Kotler, Philip, (2003), "*Marketing Management*", 5th edition, Pearson Education, Inc.

30. Liyun, Q., Keyi, W., Xiaoshu, W & Fangfang, Z., (2008), "Research on the relationship among market orientation, customer relationship management, customer knowledge management and business performance", *Management science and Engineering*, Vol.2, No.1: 31-37.

31. Maklan, S., Knox, S., Ryals, L., (2005), "Using real options to help build the business case for CRM investment", *Long Rang Planning*, Vol.38: 393-410.

32. Mimouni-Chaabane, A. & Volle, P. (2009), "Perceived Benefits of Loyalty Programs: Scale Development and Implications for Relational Strategies", *Journal of Business Research*: 32-37.

33. Minocha, H. (2000) "Learning and Knowledge Management Programs in the Age of CRM", *Customer Relationship Management*: 307-320.

34. Mithas, S.; Krishnan, M. & Fornell, C. (2005), "Why Do Customer Relationship Management Applications Affect Customer Satisfaction?", *Journal of Marketing*, Vol.69: 201–209

35. Mohsan, F; Nawaz, M.; Khan, S.; Shaukat, Z. & Aslam, N. (2011), "Impact of Customer Satisfaction on Customer Loyalty and Intentions to Switch: Evidence from Banking Sector of Pakistan", *International Journal of Business and Social Science*, Vol.2, No.16: 236-271

36. Morgan, R. & Hunt, S. (1994), "The Commitment-Trust Theory of Relationship Marketing", *Journal of Marketing*: 20-38.

37. Muniz, A. & O'Guinn, T. (2001), "Brand Community", *Journal of Consumer Research*: 412-432.

38. Mylonakis, John, (2009), "Customer Relationship Management Functions: A Survey of Greek Bank Customer Satisfaction Perceptions", *The ICFAI University Journal of Bank Management*, Vol. VIII, No. 2: 7-310

39. Nataraj, S. & Nagaraja, N. (2012), "Customer satisfaction in automobile industry – an indian online buyers' perspective of car manufacturers' websites", *International Journal of Multidisciplinary Research*, Vol.2, No.6: 92- 107.

40. Newell, F. (2000), "*Loyalty. Com: Customer relationship management in the new era of internet marketing*", McGraw- Hill, New York, NK.

41. Nguyen, H. T; Sherif, J. S. and Newby, M, (2007), "Strategies for successful CRM implementation", *Information Management & Computer Security*, Vol.15, No.2: 102-115.

42. Oliver, H. Arndt & Schoegel, Marcus, (2009), "Customer relationship management capability: Antecedents and its impact on Customer relationship management Performance", *American Marketing Association*, winter: 162-163.

43. Onut,S.; Erdem, I & Hosver, B. (2006), "Management in Banking Sector and A Model Design for Banking Performance Enhancement", *Research paper.*

44. Parvatiyar, A. & Sheth, J. (1995), "The Evolution of Relationship Marketing", *International Business Review*: 397-418.

45. Parvatiyar, A. & Sheth, J. (2001), "Customer Relationship Management: Emerging Practice, Process, and Discipline", *Journal of Economic and Social Research*: 1-34.

46. Peelen, E, (2005), "*Customer Relationship Management",* Edinburgh Gate", England: Pearson Education Limited: xi-xii.

47. Peppers, K., Rogers, M. and Dorf, B, (1999), "Is your company ready for one-to one marketing", *Harvard Business Review*, Vol.77, No.1: 151-160.

48. Piccoli, G., P. and Connor. O., (2003), "Customer relationship management- a driver for change in the structure of the U.S. lodging industry", *Cornell Hotel and Restaurant Administration Quarterly*, Vol.44, No.4: 61-73.

49. Reinartz W, Krafft M, Hoyer WD (2004), "The CRM Process: Its Measurement and Impact on Performance", *Journal of Marketing Research*, Vol.41, No.3: 293-305.

50. Richards, K. A. and Jones, E., (2008), "Customer relationship management: Finding value drivers", *Industrial Marketing Management*, Vol.37: 120-130.

51. Rigby, D. K., Reichheld, F. F., & Schefter, P. (2002), "Avoid the four perils of CRM", *Harvard Business Review*, Vol.80, No.2:101-109.

52. Saldanha, T & Krishnan, M. (2011), "Business Intelligence and CRM for Customer Involvement in Product and Service Development", *paper presented on Submission to INFORMS CIST*.

53. Sansook, Jantana & Ussahawanitchakit, Phapruke, (2010), "Strategic Customer Relationship Management Capabilities and Market Performance: An Empirical Study of Health Service Industries in Thailand", *International Journal of Business Strategy*, Vol.10, No.2: 67-89.

54. Sarlak, M. & Fard, R. (2009). "The Impact of CRM on the Customer Satisfaction in Agricultural Bank", *American Journal of Economics and Business Administration*, Vol.1, No.2: 167-172.

55. Sekaran, Uma, (2003), "*Research Methods for Business*", John Wiley & Sons.

56. Shang, Chung & Lu, C. (2012), "Customer Relationship Management and Firm Performance: An Empirical Study of Freight Forwarder Services", *Journal of Marine Science and Technology*, Vol.20, No.1: 64-72.

57. Soeini, R.; Jafari, B. & Abdollahzadeh, M. (2012), "CRM Performance Measurement Process", *Int. J. Emerg. Sci*., Vol.2, No.1: 134-148.

58. Stefanou, C. J., and Sarmaniotis, C., (2003), "CRM and customer-centric knowledge management: an empirical research", *Business Process Management Journal*: 617-634.

59. Swift, R.S, (2001) "Accelerating customer relationships: using CRM and relationship Technologies".

60. Talet, A; Shawosh, M. & Al-Saeed, S. (2011), "Perception of Customer Relationship Management Adoption Case of Mobile Companies in Saudi Arabia", *Journal of Mobile Technologies, Knowledge & Society*: 1-13.

61. Tracey, M. A., (1996), "Logistics/purchasing effectiveness, manufacturing flexibility and firm performance: Instrument development and causal model analysis", *Unpublished Dissertation*. The University of Toledo, Toledo, OH.

62. Van Raaij, E. M., Vernooij, M. J. A and Triest, S., (2003), "The implementation of customer profitability analysis: A case study" *Industrial Marketing Management*, Vol.32: 573-583.

63. Vargo, S. & Lusch, R. (2004), "Evolving to a New Dominant Logic for Marketing", *Journal of Marketing*: 1-17.

64. Walton, J & Xu, M, (2005), "Gaining customer knowledge through analytical CRM", *Department of Strategy & Business Systems*, *Portsmouth Business School*. University of Portsmouth.

65. Wang, Y. & Feng, H. (2012), "Customer relationship management capabilities: Measurement, antecedents and consequences", *Management Decision*, Vol.50, No.1: 115 – 129.

66. Winer, R. S., (2001), "A framework for customer relationship management", *California Management Review*, Vol.43, No.4: 89-105.

67. Wong, H. & Eyers, D. (2010), "Enhancing Responsiveness for Mass Customization Strategies through the Use of Rapid Manufacturing Technologies", *Springer*: 205-226.

68. Xu, Y. Yen, D. Lin, B. Chou, D, (2002), "Adopting customer relationship management technology", *MCB UP Ltd:* 441-452.

69. Yao, Hui-I & Khong, Kok Wei, (2011), "Effectiveness of Customer Relationship Management on Customer Satisfaction in the Commercial Banks of Taiwan", *Contemporary Management Research*, Vol. 7, No. 2: 105-116,

70. Yoo, K. K. and Park J. A., (2007), "Perceived service quality analyzing relationships among employees, customers, and financial performance", *International Journal of Quality & Reliability Management*, Vol.24: 908-926.

71. Zamil, A. (2011), "Customer Relationship Management: A Strategy to Sustain the Organization's Name and Products in the Customers' Minds", *European Journal of Social Sciences*, Vol.22, No.3: 451-459.

Appendices

Appendix (1)

Names of arbitrators

No.	Name	Specialization	University
1	Prof. Mohammad AL- Nuiami	Business Administration	MEU
2	Prof. Musah AL-Lozi	Business Administration	Jordan
3	Dr. Firas Abu Qaoud	Marketing	MEU
4	Dr. Amjad Abu AL-Samen	Marketing	Jordan
5	Dr. Raed AL-Gourban	Marketing	Jordan

Appendix (2)

Employees' staff working in Abu Khader Auto Car Company

Mr/Mrs ………………….... Greeting

The researcher purposed to explore the "*The Effect of Strategic Customer Relationship Management Capability practice on Customer Satisfaction; A case study in Abu Khader Auto Car Company in Amman* "

This Questionnaire is designed to collect information about your Company. I would be very grateful if you could answer ALL questions as completely and accurately as possible.

Thanks for answer all the items in the Questionnaire

First Section: Demographics Information

(1) Gender:			
Male	☐	Female	☐

(2) Age:			
30 years or less	☐	From 31 – 34 Years	☐
From 35 – 39 years	☐	40 Years More	☐

(3) Qualification:			
Diploma	☐	Bachelor	☐
High Diploma	☐	Master	☐
PhD	☐		

(4) Specialist:			
Administrative	☐	Financial & Accounting	☐
Computer Science	☐	Computer Eng.	☐
Other	☐		

(5) Work Experience:			
Less than 5 Years	☐	6-10 Years	☐
11-15 Years	☐	More than 16	☐

(6) Managerial Level:			
High management	☐	Middle Management	☐
Low Management	☐	Other	☐

Second Section: *Strategic Customer Relationship Management Capability*

No	Dimension / Item	Answer alternatives				
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	Customer Intelligence					
1	Abu Khader Auto Car Company interests in gathering information regarding customers					
2	Abu Khader Auto Car Company focuses in analyzing information regarding customers					
3	Customer Intelligence begins with gathering reference data (basic key facts about the customer)					
4	Abu Khader Auto Car Companyuse competitor insight to get a better view of service benchmarks in the market					
5	Customer Intelligence provides a detailed understanding of the experience customers have in interacting with Auto Car Company					
6	Customer Intelligence allows predictions to be made regarding reasons behind customer behaviors					
7	Customer Intelligence support more effective and strategic decision making					
	Customer Knowledge Sharing					
8	Abu Khader Auto Car Company has staff responsible on talking and listening to the customer every day					
9	Abu Khader Auto Car Company use technology to make it possible for every one of the customer-facing team to share their expertise					
10	Abu Khader Auto Car Company considers sharing of ideas is necessary for knowledge management initiatives to succeed					
11	Knowledge sharing helps in disseminating customer acquired knowledge with other members within Auto Cars Company					
12	sharing knowledge across Abu Khader Auto Car Company helps to understand the value of co-operation across traditional organizational boundaries					
13	Abu Khader Auto Car Company focuses on how to share knowledge to create value-added benefits to the organization					
14	Abu Khader Auto Car Company focuses on sharing the knowledge which to encourage market orientation					

No	Dimension / Item	Answer alternatives				
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	Customer Profitability Analysis					
15	Customer Profitability Analysis provides in the uneven distribution of costs and revenues over customers					
16	CPA uncovers opportunities for targeted cost management and profit improvement programs					
17	CPA provides a basis for well-informed pricing decisions, bonus plans, and discounts to customers					
18	CPA opens up possibilities for segmentation and targeting strategies based on cost and profitability profiles					
19	CPA can be used to reward teams and individuals on the basis of profits and profitable growth					
20	CPA focuses on assigning costs and revenues to segments of the customer base					
21	CPA deals with each segment of the process of creating services to customers					
	Customization Responsiveness					
22	Good customer service is part of customer responsiveness					
23	Responsiveness takes customer service a step further.					
24	customer responsiveness is accurately and insightfully giving customers what they need					
25	Using technology enable customers to quickly get the information they need as one aspect of customer responsiveness.					
26	Providing sufficient training to the staff help in improving customer responsiveness.					
27	Evaluate procedures done for customer requests or orders continuously					

Appendix (3)
Customer Satisfaction Dealing with Abu Khader Auto Car Company

Mr/Mrs ………………….... Greeting

The researcher purposed to explore the "*The Effect of Strategic Customer Relationship Management Capability practice on Customer Satisfaction; A case study in Abu Khader Auto Car Company in Amman* "

This Questionnaire is designed to collect information about your satisfy to Khader Auto Car Company Customer Relationship Management Capability. I would be very grateful if you could answer ALL questions as completely and accurately as possible.

Thanks for answer all the items in the Questionnaire

First Section: Demographics Information

(1) Gender:			
Male	☐	Female	☐

(2) Age:			
30 years or less	☐	From 31 – 34 Years	☐
From 35 – 39 years	☐	40 Years More	☐

(3) Qualification:			
Diploma	☐	Bachelor	☐
High Diploma	☐	Master	☐
PhD	☐		

(4) Specialist:			
Administrative	☐	Financial & Accounting	☐
Computer Science	☐	Computer Eng.	☐
Other	☐		

(5) Work Experience:			
Less than 5 Years	☐	6-10 Years	☐
11-15 Years	☐	More than 16	☐

(6) Managerial Level:			
High management	☐	Middle Management	☐
Low Management	☐	Other	☐

Second Section: *Customer Satisfaction*

No	Dimension / Item	Answer alternatives				
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abu Khader Auto Car Company interests in fulfills your needs					
2	Abu Khader Auto Car Company focuses in analyzing your requirements and fulfill it.					
3	Abu Khader Auto Car Company has staff responsible to your needs and requirements					
4	Abu Khader Auto Car Company interests your ideas and manage it					
5	Abu Khader Auto Car Company interests to make discounts for you and all customers					
6	Abu Khader Auto Car Company deals with each needs and requirements for each customer					
7	Abu Khader Auto Car Company responsive quickly to your needs and requirements					
8	Abu Khader Auto Car Company evaluates procedures done for each customer					