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Project title
The Effect of CRM on Customer Satisfaction Medium Project
(COMPANY A-SAUDIA ARABIA)

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1. Introduction:

Customer Relationship Management (CRM) is described as an approach to managing a company's engagement with current and potential customers through creating a trustworthy partnership. It focuses on data analysis and an evaluation of its history to build better relationships with customers, focusing specifically on customer retention and ultimately increasing revenue. The CRM program, which compiles information from various communication channels such as the client's web, the phone, email, the live chat, and resources and social media, is a primary aspect of the CRM strategy. By the CRM

methodology and the tools utilized, businesses better understand how to meet their needs and target audiences. CRM systems allow businesses to communicate independently and at a relatively low cost with large customer groups. Businesses may gather individual customer experience and then formulate custom solutions and develop mutually beneficial relationships . Such approaches enhance the operational excellence of companies' headquarters and provide the ability to develop customer relations. .The CRM approach aims to provide consumers with better benefits and to build good consumer connections. Throughout fact, it allows monitoring the engagement of the business with potential customers (Cavaliere,et al.,2021.p,1).

Today's customers are on average more educated and feel significantly more empowered compared to the customers of old times. For that, companies at different levels invest their resource to satisfy their customers through a long relationship. The value of the business relationship with customers involves managing the process that spans from different locations and directs its interaction with the customers (ElFarmawi, 2020,p).

Throughout fact, it allows monitoring the engagement of the business with potential customers. Nonetheless, several businesses do not have a primary concern in customer relationship management . CRM is concerned primarily with only those customer-focused companies and engaged in building long-term mutually beneficial relationships. Some businesses would like to personalize the client. The client is the most important reason for the company's success and is used to develop the objectives and business model of the enterprise.CRM is mostly needed in the services industry since it depends heavily on the individual client to pursue an intimacy strategy .

CRM systems are based on IT software to make this partnership simpler.We help manage consumers effectively across various contact points, evolve in creative systems, learn individual customers, and provide them with tailor-made solutions (Cavaliere,et al.,2021.pp.1-2).

Currently, A basic business problem lies in the absence of data concerning the benefits of utilizing CRM in improving businesses relationship with customers .

declared that there is a need to study the relationship between the use of the CRM system and customer satisfaction in terms of beneficial interaction between them. The specific business problem that some

small- to medium size companies in the US face is the lack of literature on links between CRM system and customer satisfaction and hence retention. Some businesses are not very convinced that the CRM system could affect customer satisfaction or increase their profitability This research sought to remedy this aspect by using a quantitative method and a correlation research design to explore how the CRM system affected customer satisfaction and profitability(ElFarmawi,2020,p1).

CRM is mostly needed in the services industry since it depends heavily on the individual client to pursue an intimacy strategy [32-36]. CRM systems are based on IT software to make this partnership simpler (Cavaliere,et al.,2021.p1)

The implementation of a CRM program can impact customer satisfaction and customer information for various reasons [62]. Likewise, the use of the customer satisfaction and customer experience strategy is prone to effects [63-71].CRM guarantees that its customers come home happy and strengthen their interaction with their consumers, and such activities reinforce the relation between sales representatives and clients.Customer satisfaction has important consequences for the economic performance of banking companies as customer loyalty and userbehaviour can be improved, and customer complaints and client defection risks are minimized. Customers are more effectively supported by customer relationship management systems and more reliable data in day-to-day operations. When different problems require fewer meetings with the client, customer satisfaction improves .This research aims to examine the effects of CRM in ... and how it helps the company pursue its dream of reaching global customer satisfaction excellence (Cavaliere,et al.,2021.p2).

The research determined if the correlation between the two variables (CRM system as predictor and customer satisfaction as a criterion) contributes to the development of the small-to-medium-sized companies in the US. The result was collated and tabulated within SPSS statistical program to compute the findings. The result showed the perfect linear relation between two variables, which meant that the participants agreed that the utilize of the CRM system has impacted customer satisfaction. The CRM system aimed at improving the linkage with existing customers, finding new prospective customers, and winning back former customers. It could carry into influence with software, which assists in collecting and managing customer data. The research exposed that the CRM system

can create profitability to firms once they permit its full operation. The CRM system applications can also offer the firms with the framework for performing the greatest business practices in every customer-facing interchange. The participants agreed that the CRM system provides a common platform for customer interaction and communication. They are responsiveness to customers and provided them with a comprehensive outlook of the entire customer life cycle. The following table reflects the statistics of these dimensions (ElFarmawi,2020,pp.3-4).

2. Research Problem:

Customer relationship management is important because it is the strongest and the most efficient approach in maintaining and creating relationships with the customers. Customer relationship management is not only pure business but also is the building of strong personal bonding within people. However, in this case, after making intensive research researchers found out there are companies that are unable to use it CRM effectively (Al-Suraihi,2020.p2).

3. Theoretical Gaps:

As the survey was conducted from their due to slow and weak CRM also they need to understand how important it is to maintain their customer's loyalty and make them satisfy so that they know what they can achieve through its proper implementation. Besides, managing existing clients and flourishing business strive to get more clients; however, it is still several issues and challenges in reality (Al-Suraihi,2020.p2).

4. Practical Gaps:

Learning about CRM can enhance the circumstance and help in testing better approaches for advertising and business proficiently. Hence in the era of business, every organization should be recommended to have full fledged knowledge of CRM to cope up with all the business needs and influence consumer behavior.

This study is conducted to help those companies reach and accomplish those needs.

Following previous researches and documented problems, this study attempts to fill the gaps by examining the variables identified, sales, technology, customer service and customer satisfaction and their effect on the consumer behavior (Al-Suraihi,2020.p2).

This study addresses the following main research question:

"How the CRM system affected customer satisfaction ?"

5. Research Significant:

companies will survive by exploiting knowledge resources to maintain customer relationships more efficiently and effectively, as well as enhance their service quality. CRM is one of the successful management and marketing strategies that help companies increase their customer satisfaction, loyalty, and retention to build and manage long-term relationships (Al-Suraihi,2020.p2).

6. The theoretical importance:

The research highlights the importance of understanding customer needs and priorities through CRM systems to enhance business performance, contributing to the theoretical understanding of customer-centric strategies.

The findings suggest that the use of CRM systems in business can improve customer satisfaction, indicating a theoretical link between CRM systems and positive customer outcomes.
(ElFarmawi,2020,p1).

7. The practical importance:

The research fills the gap in the literature regarding the relationship between CRM systems and customer satisfaction in small-to-medium-sized companies in the US

The study develops a new survey instrument to assess the value-added of CRM systems in these companies, adding to the theoretical knowledge about the impact of CRM systems on customer satisfaction(ElFarmawi,2020,pp. 3-4).

8. Research Questions:

- What is the effect of CRM on customer satisfaction?
- How CRM build customer relationships "COMPANY A-SAUDIA ARABIA"?
- How CRM can help "COMPANY A-SAUDIA ARABIA" understand their customers?
- How does CRM help service quality "COMPANY A-SAUDIA ARABIA"?
- How does CRM enhance customer communication to help "COMPANY A-SAUDIA ARABIA"?

9. Research Objectives:

- To examine the effect of CRM on customer satisfaction.
- To investigate the relationship between understanding customers and customer satisfaction " COMPANY A-SAUDIA ARABIA".
- To explore the service quality in customer satisfaction" COMPANY A-SAUDIA ARABIA".
- To assess the effectiveness of enhancing customer communication in improving in customer

satisfaction "COMPANY A-SAUDIA ARABIA".

10. Research Hypotheses:

10.1 Main hypothesis H1:

There is a statistically significant positive relationship between CRM and customer satisfaction.

10.2 The first sub-hypothesis Ha:

There is a statistically significant positive relationship between understanding customers and customer satisfaction.

10.3 The second sub-hypothesis Hb:

There is a statistically significant positive relationship between service quality and customer satisfaction.

10.4 The third sub-hypothesis Hc:

There is a statistically significant positive relationship between enhancing customer communication and customer satisfaction.

10. Research Model:

The following figure shows the relationship between the research variables and the research hypotheses as follows:

Customer Relationship Management (CRM)

Understanding customers
Service quality
Enhancing customer communication

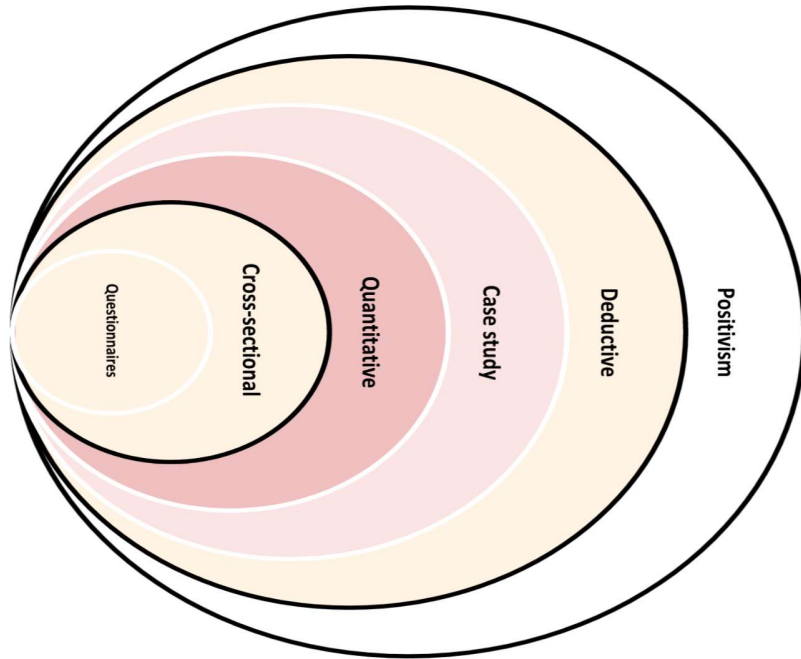


H1, Ha, Hb, Hc

Customer satisfaction

Designed by researcher.

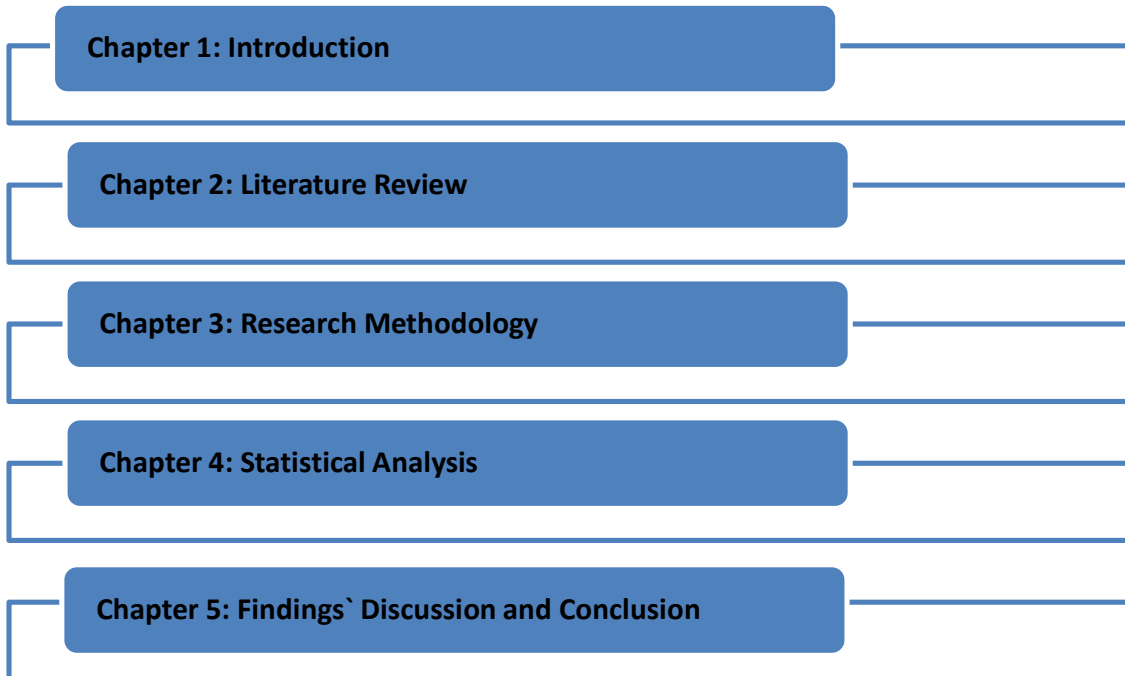
11. Research Methodology:



12. Empirical Study:

13. Project Structure:

Structure Project Suggested



Chapter 2: Literature Review

2.Chapter 2

2.1 Literature Review:

2.2 overview

Today, four major changes shape the business environment. The first change is the gradual strengthening of the global economy. The second change is the transformation of industrial economies into knowledge and information-based service economies. The third change is the differentiation of business structures. Businesses are now based on flat, flexible teamwork. The fourth change is the emergence of a digital firm. Digital relationships are established between customers, suppliers, and staff. Business processes are shaped through digital networks. Corporate assets are managed in a digital environment sensitively to environmental changes. Information systems provide companies with the necessary communication and analytical power to manage commercial relationships and organizations on a global scale. Understanding and meeting individual customer requirements have been an important dimension for companies that want to gain a competitive advantage.

Satisfying the target audience and understanding the unique challenges facing customers is seen as an important issue (Demirel, D.2022.p2).

In today's dynamic world, building long-term client relationships through customer relationship management (CRM) methods is the key to maintaining stability. To achieve an advantage, a firm must differentiate itself via exceptional service and provide a consistent, convenient consumer experience. They may discard the belief that clients are only interested in making quick cash.

Customer Relationship Management strategies are the most effective and efficient way to retain and build connections with customers, not just for commercial purposes, but also to foster strong personal bonds among individuals. Once a personal and emotional connection has been established, it is simple for a company to recognize a customer's true requirements and assist them in better serving them. CRM methods may assist ensure that everyone in the company understands what consumers want, and then follow up with actions, solutions, and resolutions based on that knowledge. where clients transfer from one firm to another in a short period of time. The researcher seeks to investigate the influence of CRM on customer satisfaction , the purpose of this study was to investigate the impact of CRM on customer satisfaction (Alhakimi, W., & Ghaleb, A.2019.p2).

2.3 Customer Relationship Management (CRM)

2.3.1 CRM Definition

Customer Relationship Management (CRM) is a customer-oriented business strategy, with the ultimate goal of maximizing company profits and customer satisfaction. CRM is defined as the integration of coordinated sales, marketing and service strategies. CRM stores customer information and records all contacts that occur between the customer and the company, and creates customer profiles for company staff who need information about the customer. Experts have different definitions of CRM. Generally, it can be concluded that CRM is a strategy and effort to establish relationships with customers and provide satisfying services for customers (M Rozahi, 2010). Another definition says that Customer Relationship Management is an integrated information system that is used to plan, schedule, and control pre-sale and post-sale activities in an organization. CRM covers all aspects related to potential customers and current customers, including call centers, sales forces, marketing, technical support and field services(Adnan,et al.,2021.p3).

2.3.2 Defining The Scope Of CRM

Defining CRM is required for developing a clear understanding of what CRM means to an organisation especially when lacking of such clear understanding is considered as a barrier to successfully implement CRM (Nguyen et al, 2007). Such a fact is significantly important when considering the wide range of CRM definitions in which CRM is understood differently by different people (Richard et al, 2007; Sathish et al, 2002; Winer, 2001). Although the view of possible convergence toward a common definition for CRM (Peelen et al, 2006; Boulding et al. 2005), different approaches are carried out to define CRM ranging from narrow definitions

(technical) to broad definitions (strategic) (Payne and Frow, 2006). However, this broadness in defining CRM could be a result of the new emergence of the concept into two fields of study, Marketing and Information Technology (Da Silva and Rahimi, 2007). From a technical point of view CRM, Chen and Chin (2004) defined as CRM as a methodology that heavily employs certain information technologies such as database and Internet to leverage the effectiveness of relationship marketing process. On the other hand, the wider definition of CRM concentrates on strategic orientation of CRM. For instance, Gray and Byun (2001) have defined CRM as a primarily strategic business process issue rather than technology which consists of the following components: Customer, Relationship, and Management. For the scope of this research, CRM definition should cover major aspects of CRM and should focus on its objectives as the capability of CRM to achieve its objectives is highly dependent on its clear definition. Based on Payne (2004), Payne and Frow (2005) and Shang and Lin (2005), CRM definition for this research is: a strategic approach that integrates Process, People, and Technology cross functionally to understands organisation's customers, improve stakeholder value, and deliver profitable and long term relationships with the customers. Therefore, success factors for CRM lie in the scope of managing, integrating, and controlling CRM components (Almotairi, M..2009.p2).

2.3.3 CRM Components :

Although researchers have developed different detentions for CRM, these definitions are closely related. There is a general acceptance among researchers of the categorization of CRM components. CRM consists of three major components: Technology, people, business culture and relationship, and Process (Ali and Alshawhi, 2003). The contribution to each component varies according to the level of CRM implementation. (Almotairi, M..2009.p2).

2.3.4 EXPLORING CRM IMPLEMENTATIONS' FAILURES

The challenge of researching the causes of the problem of CRM failure has motivated many researchers and practitioners to contribute to the literature on CRM failure and its causes Different reasons cause the failure of CRM to meet its objectives. While some of these reasons are inevitable, many can be avoided In general, CRM failure is caused by the complexity of technical and organisational issues that are associated with CRM implementation The field of CRM failure studies have provided a wide range for possible causes for CRM failure leading to identify some roots for the problem that prevent high number of implementations to realise their objectives. According to the lack of factors such as top management support, aligning internal processes, linking CRM project to organisation's higher-level strategies, focus on ROI (Return on Investment), achieving success early in the project. has supported some of the previous failure causes as he pointed out the following factors as causes for CRM failure: 1. Thinking of CRM as a pure technology; 2.r Lack of management support; 3. Lack of customer-centric culture; 4. Lack of readiness process; 5. Poor quality data; 6. Lack of change management; 7. Lack of vision and

strategy; 8. Lack of involving the final user in designing CRM solutions. Other evidences supporting previous factors is found in the work of Kale (2004) where the author has named seven reasons (sins) for CRM failure as the following: 1. Viewing CRM as a technology; 2. Lack of customer-centric vision; 3. Insufficient appreciation for customer life time value; 4. Inadequate support by top management; 5. Underestimating the importance of change management; 6. Failing in re-engineering business processes; 7. Underestimating difficulties related to data mining and data integration. Other studies have focused on more general factors as possible causes for the CRM failure. For example, in a study that involved 700 companies, Forsyth (2001) has argued that the causes of the CRM failure are: Organizational change (29%), Company policies/inertia (22%), little understanding of CRM (20%), and Poor CRM skills (6%). In addition, lacking of creating proper CRM strategy was mentioned as main reason by Rigby (2002). The researcher has highlighted four perils for CRM implementation that are to be overcome: implementing CRM before customer strategy, rolling out CRM before changing an organisation to match, assuming that more CRM technology is better, and stalking, not wooing customers. However, other factors such as lack of focus on human/social factor (employee and customers) were the main problem behind the failure of CRM implementations and Nevertheless, misconceptions such as assuming that CRM is equal to customer acquisition and customer satisfaction is equal to customer loyalty or focusing only on profitable customers could contribute significantly to increasing CRM implementation failure (Almotairi, M..2009.p4).

2.3.5 CRM SUCCESS FACTORS

Success factors have received increasing attention within the literature of CRM. Many publications of researchers and practitioners have addressed the area of CRM success factors (Pan et al. 2007). Table (1) and (2) are a summary for the previous studies on the CRM success factors. (Almotairi, M..2009.p4).

King and Burgess (2007)	Chalmeta (2005)	Da Silva and Rahimi (2007)	Pan and et al. (2007)	Alt and Puschmann (2007)	Saloman et al (2005)	Mendoza et al (2006)
Top management support	Awareness among management	CRM philosophy	Evolution path	Evolution Path	Top management commitment	Senior management commitment
Communication of CRM strategy	Defining vision and objectives	Project mission	Timeframe	Timeframe	Change in corporate culture	Creating of multi disciplinary team
KM capabilities	Creation of committee	Top management commitment	Reorganization	Organizational redesign	Significant customer data	Objective definition
Willingness to share data	Official appointment of coordinates	Project schedule and plan	Minimize customization	System architecture	Clearly defined CRM processes	Inter-departmental integration
Willingness to change process	Development and approval of the project plan	Clint consultation	Time and budget management	Change management	Sufficient resources	Communication the CRM strategy to the staff
Technological readiness	Monitoring to control time slippage	Connectivity	Customer involvement	Top management support	Understanding of customer behaviour	Staff commitment
Cultural change / customer orientation	Prevent resistance to change	Skilful personnel	No culture conflict		Extensive IT support	Customer information management
Process change capabilities	Motivate staff	Technical tasks	Use of the CRM system managers			Customer service
System integration capabilities	Measure the degree of participation/Asses the results	Client acceptance	Measurement			Sales automation
		Monitoring and feedback	Management involvement			Marketing automation
		Communication				Support for operational management
		Troubleshooting				Customer contact management
		BPS and software configuration				Information systems integration

Table 1: CRM success factors(Almotairi, M..2009.p4).

Mankoff (2001)	Eid (2007)	Wilson et al (2002)	Goodhue et al. (2002)	Croteau and Li (2003)	Siebel (2004)	Chen and Chen (2004)	Roh et al. (2005)
Establish measurable business goals	Top management support	Gain champion/ sponsor	Top Management Support	Top Management Support	Clear communication of Strategy	Champion leadership and internal marketing	Process fit
Align business and IT operations	Organizational culture	Ensure market orientation	Vision	Technological Readiness	Back-office integration	Business-IT alignment	Customer information quality
Get executive support up front	Developing a clear CRM strategy	Define approval procedures which allow for uncertainty	Willingness to change process	KM capabilities	Software customization	System integration	System support
Let business goals drive functionality	Clear project vision/scope	Gain board awareness of strategic potential of IT	Willingness to share data			KM	Efficiency
Minimize customization by leveraging out-of-the-box functionality	Benchmarking	Identify need for business system convergence				Culture/structure change	Customer satisfaction
Use trained, experienced consultants	Employees acceptance	Organise around customer					Profitability
Actively involve end users in solution design	CRM software selection	Address culture change					
Invest in training to empower end users	Integration with other systems	Involve users in system design					
Use a phased rollout schedule	Training	Manage IT infrastructure					
Measure, monitor, and track	Realistic CRM implementation schedule	Leverage models of best practice					
	Enterprise performance metrics for CRM	Rapid strategy/action loop to experiment					
	Personalization	Prototype new processes					
	Customer orientation	Manage for delivery of benefits					
	Data mining	Design for flexibility					

Table 2: CRM success factors(Almotairi, M..2009.p4).

2.4 Customer satisfaction

2.4.1 What Is It?

Recent interpretations in the consumer domain now couch satisfaction as a fulfillment response. Fulfillment implies that a consumption goal is known, as in basic motives of hunger, thirst, and safety. However, observers of human behavior understand that these and other goals can be and frequently are modified and updated in various ways. Thus, consumer researchers have moved away from the literal meaning of satisfaction and now pursue this concept as the consumer experiences and describes it. In Oliver (1997, p. 13), the following definition has been proposed as being consistent with the conceptual and empirical evidence to date: Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment. Here, pleasurable implies that fulfillment gives pleasure or reduces pain, as when a problem in life is solved. Thus, individuals can be satisfied just to get back to normalcy, as in the removal of an aversive state (e.g., pain relief). Moreover, fulfillment is not necessarily limited to the case of met needs. Over-fulfillment can be satisfying if it provides additional unexpected pleasure; and under-fulfillment can be satisfying if it gives greater pleasure than one anticipates in a given situation. Note that it has not been necessary to provide a separate discussion of dissatisfaction. If the word displeasure is substituted for pleasure in the satisfaction definition, dissatisfaction results. Thus, the displeasure of under-fulfillment typically is dissatisfying and, interestingly, over-fulfillment may be dissatisfying if it is unpleasant – the case of “too much of a good thing.”

2.4.1 Measurement Issues: Satisfaction Scales

Having defined and delineated satisfaction and related concepts, discussion proceeds to measurement more generally. This section will be necessarily brief because many reference sources are available (e.g., Chakrapani, 1998; Myers, 1999) and because measurement in general has been studied for some time. This section will also serve the purpose of a recapitulation of past research and as a prelude to the final section where measures are suggested based on the conceptual framework used here. At this point, it will be helpful if the reader appreciates that, like attitude, satisfaction is a hybrid concept composed of both an affective component (pleasure) and a cognitive component (e.g., extent of need fulfillment) as in the previous definition – but after the purchase and use situation (i.e., after disconfirmation has been experienced). Thus, it is assumed that, when a consumer affirms that “I am satisfied (dissatisfied),” both of these components are inherent in the reply. This understanding is useful if one wishes to expand a satisfaction scale with the use of affect-related or cognition-related “cousins.” Discussion begins with simple verbal (qualitative) statements of the form elicited when respondents are interviewed about their satisfaction or dissatisfaction with a product or service episode. Using a phone interview as an example, the respondent would be read the five categories of: (1) very satisfied, (2) satisfied, (3) neither satisfied nor dissatisfied, (4) dissatisfied, and (5) very dissatisfied, and asked to select one. This question would usually be asked

once per attribute, product, etc. up to the point of respondent fatigue, a critical factor in phone surveys. For this reason, many prefer printed questionnaires which can be completed at the respondent's leisure. Whether measuring satisfaction with attributes or products, single item scales of this nature, while appearing to give discrete, unambiguous answers, have no inherent reliability unless they are readministered – an impracticality. Validity is also suspect if one were to test a single, five-point satisfaction response against many other factors thought to influence satisfaction. In the case of a negatively skewed distribution of satisfaction scores – the typical case with the bulk of data in the satisfied region – the variance in this variable would be very restrictive and validation would be compromised. At a level more reliable than that of one-item scales, multi-item scales can be formed that include a satisfied/dissatisfied “anchor” along with items tapping related concepts. For example, the researcher could include feelings (pleasant/unpleasant), stronger emotions (anger/delight), attitude-based (like/dislike), and cognitive (high/low performance) descriptors. (See the preceding discussion and Figure 27.1.) This method is frequently performed, but the scale produced (frequently through addition or weighted combination) is now one of a mixed nature. If carefully constructed, however, with the use of close relatives of satisfaction, the reliability will be very good. Validity is also considerably improved because each item in the multi-item scale adds to the available variance for testing. At a still higher level, the companion descriptors can be composed of items reflecting conceptually-based antecedents and consequences of satisfaction. This will require an understanding of the causal basis (i.e., expectancy disconfirmation in the present case) for making satisfaction judgments, the content of the remaining sections of this chapter. An example will be provided later after all concepts have been discussed. Measurement Issues: Scaling The Number of Scale Points.

2.5 the relation between crm and customer satisfaction

Management) is an ongoing process to assess strategy of CRM (efforts of knowing customers, customers needs and the organization towards their existing and future wants) which is independent variable and customer customers. By the use of CRM companies can focus to satisfaction which is dependent variable. The assess' customer's demands and expectations, level of independent variable (CRM) affects the dependent customer satisfaction which will lead towards variable (customer satisfaction), as CRM would higher the customer loyalty, a real asset of company. This satisfaction of customer would also higher. The information is extracted through different resources operational definition of these variables is discussed here: of customer feedback. Meeting customer's needs in The following model has been developed on the such a way gives a perception to customer as he is treated bases of research conducted by researchers [3]. as a special client. So CRM process plays role of CRM (customer relationship management) is essential connection between company and customer to provide function of customer leaning marketing is to gather and long term be

15. Conclusion:

16. Reference:

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