The Impact of Relationship Quality and Franchisee Credibility on e-CRM Implementation and Brand Adoption Relationship: An Empirical Study in Franchising Industry

SoadA. Al-Meshal, Mohammad A. Al-Motairi

King Saud University
College of Business Administration
Marketing Department

Abstract: *This research investigates the effect of of Relationship Quality and Franchisee Credibility on e-CRM Implementation and Brand Adoption relationship within the context of Saudi franchising system. This study aims to examine in a quantitative method the impact of two mediating constructs namely; relationship quality and franchisee credibility on e-CRM implementation / brand adoption relationship. A Survey research method has been chosen to apply in this paper. The study found that that there is no relationship between relationship quality and brand adoption which reflects that the relationship between the employees and the franchisee do not affect the brand adoption at the study time. Second, the relationship between franchisee credibility and brand adoption is weak and not significant.*

Keywords: *E-CRM, Brand adoption, Relationship Quality, Franchisee Credibility, Franchise.*

1. INTRODUCTION

As franchising is becoming one of the benefits businesses, most countries use franchising to improve their economy. Accordingly, businesses are a kind of relationships between two or more partners. This relationship mostly affected by its quality, which can be seen clearly in franchising contracts (Kavaliausk & Vaiginiené, 2011).Franchising system depends heavily on franchisee credibility to gain more consumersand maximize their profit.

Accordingly, most studies focused on the selection of qualified franchisees by the franchisor and the perception of the latter through the selection process. But only few studies investigated the impact of the relationship quality and franchisee credibility on the new e-CRM implementation and brand adoption relation. Therefore, this study investigates the mediating effect of these two constructs on brand adoption and e-CRM implementation in franchising system.

1.1. Problem Statement

This his study aims to investigate the impact of two major constructs namely; relationship quality and franchisee credibility on the e-CRM implementation and brand adoption relationship in franchising system among Saudi context.This study aims to examine in a quantitative method the impact of two mediating constructs namely; relationship quality and franchisee credibility on e-CRM implementation / brand adoption relationship. Survey research method has been chosen to apply in this paper. Participants were 200 male and female franchising consumers from different positions, social classes and ages.

1.2. Importance of the Study

As the rapid growth in technology and business emphasizes on franchising business is increasing as well. Furthermore, the relationship quality is a major requirement in any business. How the relationship affects the quality and what is the franchisee credibility role in franchising system. No previous study has investigated the impact of these two constructs on the e-CRM implementation and brand adoption relationship. This study makes valuable contributions to the theory and practice of franchisee selection. This study contributes to the academic literature on franchise relationships by investigating the impact of relationship quality on e-CRM implementation and brand adoption relationship. This paper will provide some empirical evidence

of e-CRM implementation and brand adoption. Finally, a knowledge contribution to the literature will be provided.

1.3. Research Questions

- Is there any relationship between e-CRM implementation and brand adoption?

- Does relationship quality as a mediating variable affect the relationship between e-CRM implementation and brand adoption?

- Does franchisee credibility as a mediating variable affect the relationship between e-CRM implementation and brand adoption?

1.4. Research Objectives

The main objectives of this paper are:

- To what extent does e-CRM implementation affect brand adoption?

- Investigate the impact of relationship quality as a mediating variable on the e-CRM implementation and brand adoption relationship?

- Investigate the impact of franchisee credibility as a mediating variable on the e-CRM implementation and brand adoption relationship?

2. LITERATURE REVIEW

2.1. Customer Relationship Management

Customer relationship management CRM was formed in the late 1990s, as a popular business term. CRM has become a buzzword used to reflect different perspectives such as strategic, tactical, and theoretical concepts (Nevin, 1995). The concept of CRM can be defined in different ways depending on the environment that it will be used in (Abdullatif et al., 2010). Thus, there is no unified definition of CRM. Zablah et al. (2004) identify five different areas of CRM; strategy, process, capability, philosophy and technology. Mohammed and Bin Rashid (2012, p.221) defined CRM as "a strategic approach that enables organizations to use internal resources (i.e. Technology, people, and process) to manage the relationship with customers for the whole of their lives cycles, in order to create a competitive advantage and improve an organization's performance". Almotairi (2009, p.2) defined CRM from strategic perspective as "strategic approach that integrates Process, People, and Technology cross functionally to understand organization's customers, improve stakeholder value, and deliver profitable and long term relationships with the customers"

Accordingly, the purpose of CRM is to improve marketing productivity (Morgan et al., 2002; Sheth and Sisodia 2002). In order to achieve marketing productivity through CRM, cooperative and collaborative processes are essential in reducing transaction costs and overall costs for the company.

2.2. E-Customers Relationship Management

With the rapid growth of Internet technology CRM has transformed into electronic CRM (e-CRM). Technology is important for companies to capture new customers, retain old customers, and track their preferences and online behaviors (Chen & Chen, 2004). Furthermore, the change in market power and the shift to understand customer needs and wants, has enhance the e-CRM adoption to balance between sellers and consumers (Kukkonen, 2000).

2.2.1. E-CRM Definitions

As a matter of fact, e-CRM is one of the most challenging approaches, thus there is no agreed upon and general definition for it, most companies view e-CRM a technologic perspective (O'Reilly and Paper, 2009). E-CRM was defined from different aspects, such as Ab Hamid (2005) who pointed out e-CRM as a managerial tool using the Internet to maintain customer relations. According to Khaligh et al. (2012) stated that e-CRM reduces the organization communication cost and enhances customer personalization and interaction. Therefore, most of scholars agreed that the main goal of e-CRM is to develop and maintain long-term relationships between

organizations and their customers (Kheyri et al., 2012; Sundar et al., 2012). In fact e-CRM seeks to create loyal and profitable customers (Romano and Fjermestad, 2003).

2.2.2. E-CRM Implementation

The e-CRM implementation forms are depending on the organization's objectives. More than that some firms adopted CRM as a software application, but e-CRM is not about technology or software (Rigby, 2002). The core of e-CRM is aligning business processes with customer strategies which supported with software and technology. The implementation of e-CRM should lead to increase customer satisfaction, firm profitability and efficiency (Payne and Frow, 2006). As a matter of fact, good e-CRM implementation requires certain steps to be borne in mind before and during implementation. First, top management and employees should be open to the mind set shift to be customer- centric and highly committed to adopt e-CRM. Top management must be aware of both internal and external environment, the industry changes, the opportunities, and what exactly the organization wants to achieve. Second, top management have to identify the e-CRM components with highly proactive integration vision of the selected components. Third, the top managers should be ready with the organization's technical, human and financial resources. Fourth, the top management needs to identify the accountabilities and responsibilities for each task to ensure successful e-CRM implementation (Bohling et al., 2006; Ryals and Knox, 2001). Previous studies argued that organizations can not ensure successful implementation even with advanced technology unless there is high integration between CRM components (Akrouch et al., 2011; Payne and Frow, 2006; Sin et al., 2005; Yim et al., 2005). Bohling et al. (2006) argue that CRM the organizationstructure, process, capabilities, culture, and technology must be integrated and coordinated with customers. High levels of five areas were identified by (Körner and Zimmermann, 2000; Romano and Fjermestad, 2003). These areas are;the human factor, economic environment, strategic considerations, technology, and intellectual capital components of e-CRM.

In conclusion, the debate on e-CRM implementation has been investigated from different aspects. Nevertheless, successful e-CRM implementation requires specific determination for the suitable component of e-CRM.

2.3. Relationship Quality

Relationship quality is the key components that reflect and evaluate the overall nature of relationships (Hennig -Thurau et al., 2002). Relationship quality has many components such as; trust, loyalty, outcomes, satisfaction, credibility, dependency, risk, and commitment (Altinay and Brookes, 2012) .Thus, the three constructs that have been the most frequently identified when studying the quality of any relationship are trust, satisfaction, and commitment (Boulding et al., 2005; Frow and Payne, 2009).

Huong (2011) considered relationship quality as amediating construct. Nevertheless other researchers consider relationship quality and relationship outcome as separate entities (Kim et al., 2006).

Garg et al. (2005) describe the relationship quality as hired outlet supervisor that developed over time and reflect franchisee and employees satisfaction. Each part needs to ensure that the other end is credible and committed to business requirements (Lafontaine and Kaufmann, 1994).

However, e-CRM can reduce the uncertainty level between franchisor and franchisee. E-CRM provide database and interactive with current and potential consumers which in turn enhances the relationship between the customer and the franchisee (Crosby et al., 1990; Kumar et al., 1995). Garbarino and Johnson (1999) found that CRM can provide more positive and strong relationship between customers and the enterprise. CRM may enhance the positive views of relationship quality factors, such as; trust, satisfaction and commitment (Ing Wu and Chi Li, 2011).

2.4. Franchising System

Franchising started in USA at the 1850s when Isaac Singer established a franchising system to increase the distribution of his sewing machines. Early American franchising include soft-drink bottlers, automobile and gasoline service stations. Some of the well-known franchises include Kentucky Fried Chicken (1930), Dunkin Donuts (1950), Burger King (1954), and McDonald's

(1955) (Dant et al., 2011). Huong (2011`) define a franchise as a contractual license from the owner (franchisor) to another individual or company (franchisee) to market a product or service under that name in accordance with the franchisor's system. Therefore, Franchising is a method of doing business where one end called the franchisor (who owned the business or create the opportunity) permits other end called the franchisee (who buy the franchisor business/right) to use the franchisor' name and products with predetermined fees (Brookes and Altinay, 2011). Franchising is a contractually arrangement by which the franchisee is granted the right to engage in the business activities under prescribed system by a franchisor and which is substantially associated with the franchisor's trademark, name, logo or advertising (Baucus et al.,1996). Franchising system has five essential pillars; franchisor, franchisee, consumers, regulator and government (Lafontaine and Kaufmann, 1994).

2.4.1. *Franchising in Saudi Arabia*

As Saudi Arabia is the largest market in the Gulf region, franchising has grown over the last ten years. A number of franchises have expanded in Saudi Arabia in several business sectors. Therefore, most of the franchise concepts and forms are available under different ownerships. Accordingly, Franchise covers different sectors in Saudi market (retail, automotive services, beauty, medical, printing, postal services, logistics, hotels, furniture, food and beverage). Food industry is the most sector where franchise presence, it accounts for 35 to 40 per cent of the total franchise market share (Sadi and Henderson, 2011). KFC, Burger King, McDonald's, and Pizza Hut are the most examples of well known international brands includefast food franchise.In retailers franchising there are famous brands in Saudi Market, for instance, Harvey Nichols, Debenhams, H&M and Saks Fifth Avenue. More than that hotels franchising is also take place in Saudi market, such as Sheraton, Hilton, Marriott and Four Seasons. Local companies who adopting franchise is expanding and grown domestically and regionally especially food franchise. Al-Tazaj, Kudu, Herfy, ZahoorAlreef, Hot and Crispy and OthaimCorner (Saudi Commerce and Economic Review, 2010).

The increased of franchising in Saudi Arabia is due to several causes. First, lack of sufficient knowledge, some Saudi businessmen have shortage on how to establish new business and management skills especially the younger generation. Second, from financial angle franchisees could be lack of capital. Third, from technology perspective franchising provides the franchisee with the recent technology and information systems. Fourth, competition plays a major role on building a successful business. Fifth, large and relatively expensive manpower in Saudi markets encourages engaging in franchise business. Sixth, some culture changes especially in life style which increase the acceptance and the demand of the international brands leads to more overseas vision. Finally, unified marketing programs between franchisor/franchisee enhance the local investor's business power and credibility (Sadi and Henderson, 2011).

Furthermore, foreign franchisors should take into consideration the culture and religious background of the Saudi people as one of strong and conservative cultures **.** For example, in food industry franchisors need to be familiar with halal products, two entrance for one location especially restaurants and separation of the two genders. Little research is done in the franchising area regarding Saudi market and how franchising operates in technology era.

2.5. Brand Adoptions

American Marketing Association defines (1960) brand as "A name, term, design, symbol, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from competitors" (Maurya and Mishra, 2012). Another basic definition of a brand was brand is "the name, associated with one or more items in the product line, which is used to identify the source of character of the item(s)" (Kotler 2000, p. 396).Thus, brands are a way to differentiate from the competitors. Thus, consumers mostly seek to adopt the brands that added value to them. Accordingly brand adoption as described by some researchers is the introduction and acceptance of new products, service and ideas, it is necessary for long term market success (Rogers, 1995).As a matter of fact, studies found that adopters relatively more relative advantage of the brand, the more rapid rate of adoption ((Rogers, 1962, 1995; Flight et al., 2011). On the other hand, consumers` adopt rate increased by increasing the comfort ability level. Therefore, the ability to try brands before actual purchase would lower the uncertainty level

and enhance the adoption rate (Ndubisi 2005).Several studies found that the cost for gaining a new customer is 10 times as much as the cost for maintaining an existing customer (Akroushet al., 2011; Hung et al., 2010; Liu et al., 2012). Thus, customers' repeated purchasing is the main goal for franchise as on model of the enterprises. As franchise relay heavily on brands so establishing customer relationships is essential in order to understand customers' preferences and needs and maintain good relationships with them.

2.6. Franchisee Credibility

Credibility is the base of communications and business success; it was originally introduced to a particular body of experience for performance rate purposes (O'Reilly and Marx, 2011).

Credibility was defined by Anderson and Nams (1990) as a belief that the performance of the supplier will result in positive outcomes for the other partner and avoid negative outcomes. Therefore, franchisee credibility is one of the most important variables that play a major role in business success. Accordingly, franchisee as an individual person can be credible when he demonstrate special personal traits such as; trustworthiness, commitment, motivated by results, big thinker, optimist, dependable, hard work, courage, passion and team work attitude (Taylor, 2000). Not only franchisee himself should be credible but franchisee system must be credible.

Finally, to enhance franchise credibility in the internet era both franchisor/franchisee need to adopt e-CRM strategy as advanced tool that ensure direct interactive with consumers to the purpose of brand adoption.

3. THEORETICAL FRAMEWORK

3.1. Research Model
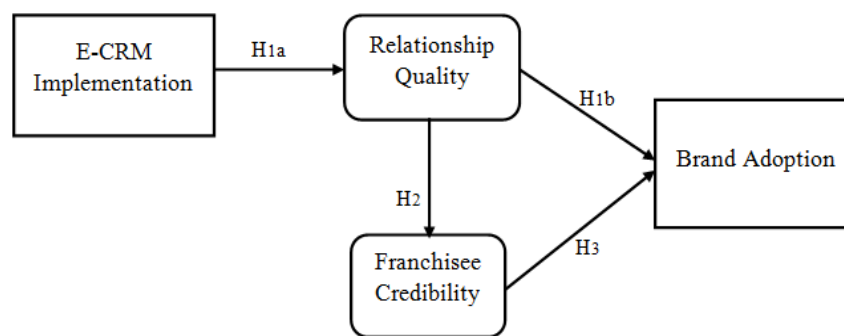
This study is based on the following developed model:

Figure 1. *Research conceptual model*

3.2. Research Hypotheses

H1a: There is a positive and significant relationship between e-CRM implementation and relationship quality.

H1b: There is a positive and significant relationship between relationship quality and brand adoption.

H2: There is a positive and significant relationship between relationship quality and franchisee credibility.

H3: There is a positive and significant relationship between franchisee credibility and brand adoption.

4. RESEARCH METHODOLOGY

This study aims to examine in a quantitative method the impact of two mediating constructs namely; relationship quality and franchisee credibility on e-CRM implementation / brand adoption relationship. Survey research method has been chosen to apply in this paper.

4.1. Definition and Operationalization of Variables

E-CRM Implementation: E-CRM is defined by Rowley (2002) as the online synchronization among channels communication to customer relation in order to personalized services and gain automatic response. Chopra et al. (2012, p.1156) defined e-CRM as "the electronically delivered or managed subset of CRM i.e. managing relationships with customers making use of Information Technology (IT)"

Brand Adoption: Brand adoption as described by some researchers is the introduction and acceptance of new products, service and ideas, it is necessary for long term market success (Rogers, 1995).

Relationship Quality: Rselationship quality is the key components that reflect and evaluate the overall nature of relationships (Hennig -Thurau et al., 2002).

Franchisee Credibility: Credibility is defined as "a belief that the supplier will performing actions that will result in positive outcomes for the retailer" (Anderson and Nams, 1990).

4.2. Data Collection Method

The data for this study were collected via self administered questionnaire to franchise brand managers and customer service employees in different franchise industries.

4.3. Sample Size, Type and Selection Method

Probability random sampling technique was used to administer a consumer survey. The sampling framework was predefined from the population of all the franchising industries. Participants were the brand managers, sale managers, sales men and supervisors in different franchising industries. The proposed number for the sample is 150 participants. Participants were informed with the purpose of the research and they informed that their responses would remain confidential. A number of 121 questionnaires were valid for statistical analysis. Thus, the response rate is 0.81%. Table 1 illustrates the sampling framework.

Table 1. *Sampling Framework*

No.	Industry Name	Number of brands	%
1	Fashion	53	0.44
2	Food	20	0.17
3	Car	13	0.11
4	Beauty	5	0.04
5	Watch	5	0.04
6	Electronic	4	0.033
7	Hotels	4	0.033
8	Accessories	3	0.025
9	Jewelers	3	0.025
10	Shoes	3	0.025
11	Furniture	2	0.016
12	Lingerie	2	0.016
13	Coffee Shop	1	0.008
14	Sport Club	1	0.008
15	Gifts	1	0.008
16	Optics	1	0.008
	Total	**121**	**100%**

4.4. Data Analysis Instrument

The Scales that were used in this study have been sourced from literature, in some cases, modified for the current context. The scales for e-CRM implementation, was used by (Sin et al., 2005) in their study to measure the CRM scale validation. This scale contains 16 items was adapted for this research. Brand adoption was measured by a list of 15 items (Flight et al., 2011). Ten items scale was adapted to measure relationship quality was used by (Chakrabarty, Whitten & Green, 2007; Ndubisi, 2006; Sanchez-Garcia et al., 2007). Finally, four items scale was adopted to measure the franchisee credibility by (Doney and Cannon, 1997). The questionnaire was developed initially in English language and then translated into Arabic language. The questionnaire was then back-

translated into English to ensure translation equivalence. Demographic variables were added in separate part of the questionnaire. The survey items are listed in the Appendix. 7-point Likert scale was used for the scales, anchored by "Strongly disagree" and "Strongly agree".

4.5. Statistical Analysis Techniques

The data that collected was analyzed using SPSS, all demographic characteristic Frequencies and percentages were calculated. A number of hypotheses constructed and tested on the basis of empirical evidences taken from data. Regression analysis adopted to test study hypotheses. Cronbach's alpha was used to measures how well variables assess a single one-dimensional. Table 2 shows the items and reliabilities for each construct and for the whole questionnaire.

Table 2. *Dimensions items and reliabilities*

Variables	Items	Reliability
Independent Variable		
E-CRM Implementation	16	0.951
Mediating Variables		
Relationship Quality	10	0.948
Franchisee Credibility	4	0.934
Dependent Variable		
Brand Adoption	15	0.613
Whole Scales	45	0.907

5. STATISTICAL ANALYSIS RESULTS

Regression analysis was used to test the study variables. The first part of the first hypothesis tested the relationship between e-CRM implementation and relationship quality was supported. A model summary illustrated R= 0.501, which indicates that almost 50% of changes in the dependent variable relationship quality are resulted from changes in the independent variable e-CRM implementation. Accordingly, results found positive and significant relationship where (P = 0.000 <0.05 and β = 0.496). The second part of the first hypothesis tested the relationship between relationship quality and brand adoption was not supported. The model summary R= 0.134, means the predictor relationship quality has little effect on the dependent variable brand adoption. The results of testing this hypothesis found positive and not significant relationship where (P = 0.142 > 0.05 and β= 0.098). The second hypothesis which tested the relationship between relationship quality and franchisee credibility was supported with (P = 0.000 <0.05 and β = 0.870). A model summary R= 0.757, which indicated that more than the changes in the dependent variable franchisee credibility occur from the changes in the predictor relationship quality. Thus this hypothesis showed positive and significant relationship. Finally, the third hypothesis tested the relationship between franchisee credibility was not supported with (P = 0.203 > 0.05 and β= 0.074). R= 0.116, which means that the changes in the predictor do not cause changes in the dependent variable brand adoption. Table 3 shows the statistical results.

Table 3. *Statistical results*

Hypotheses	Relationships	β	P-value	Results
H1a	E-CRM –Relationship Quality	0.496	0.00	Supported
H1b	Relationship Quality – Brand Adoption	0.098	0.142	Not Supported
H2	Relationship Quality – Franchisee Credibility	0.870	0.00	Supported
H3	Franchisee Credibility – Brand Adoption	0.074	0.203	Not Supported

6. FINDINGS

The statistical analysis for the study hypotheses found different results. First, the relationship between e-CRM implementation and relationship quality was significant. This supported the previous studies findings that pointed out the e-CRM is a mediating variable (Huong, 2011; Kim et al., 2006). More than that, e-CRM can reduce the uncertainty level in the relationship and enhance its quality (Crosby et al., 1990). E-CRM provide database and interactive with current and potential consumers which in turn enhances the relationship between the customer and the franchisee (Kumar et al., 1995). This study found that there is strong and positive correlation between relationship quality and franchisee credibility which make sense and enhance the e-CRM implementation as what previous studies pointed out (O'Reilly and Marx, 2011). Two not significant relationships were resulted from the statistical analysis. First, the study found that that there is no relationship between relationship quality and brand adoption which reflects that the relationship between the employees and the franchisee do not affect the brand adoption at the study time. Second, the relationship between franchisee credibility and brand adoption is weak and not significant. It is noticeable that there are some external variables that weaken these two relationships such as: cultural and regulation.

7. CONCLUSION

This study concluded that for the franchising industry there are significant relationships between e-CRM and brand adoption and between relationship quality and franchisee credibility. On the other hand, there are no significant relationships between relationship quality, franchise credibility and brand adoption at the study time and in the Saudi context.

8. IMPLICATIONS

The current study provides number of contributions; for the organizational level, the franchising organizations must activate the role of the franchisee credibility in brand adoption. Organization also must take into considerations the type of relationships between employees and franchisee. More than that, organizations should understand the value of e-CRM implementation and how it affects the brand adoption. Theoretically, this study is an add value to the franchising studies in Saudi market.

LIMITATIONS AND FUTURE STUDIES

This study has some limitations such as; first, limited source of database for franchising industry. Second, different brand numbers between each franchisee.

For future studies researchers can test the same study model but in other context. Franchisor credibility could be an interest construct to add to the study model. The relationship between franchising employees and consumers may be good to search.

REFERENCES

Abdullateef, A.O., Mokhtar, S.S., &Yusoff, R.Z.(2010).The impact of CRM Dimensions on Call Center Performance. International Journal of Computer Science and Network Security, 10(12), 184-195.

Ab Hamid, N R.(2005). E-CRM: are we there yet? Journal of American Academy of Business, 6(1), 51-57.

Akroush, N.M., Dahiyat, E.S., Gharaibeh, S.H., & Abu-Lail, N.B.(2011).Customer relationship management implementation. An investigation of a scale's generalizability and its relationship with business performance in a developing country context. International Journal of Commerce and Management, 21(2), 158-191

Almotairi, M.(2009).A Framework for CRM Success. Proceedings of the European and Mediterranean Conference on Information Systems 2009.Izmir, Turkey, 13-14

AMA.(2007). Definition of Brand (AMA Dictionary) [Online] Available:http://www.marketingpower.com/_layouts/ Dictionary.aspx?dLetter=B

Anderson, J., &James, N.(1990).A Model of Distributor Firm and Retailer Fimi Working Partnerships.Journal of Marketing,54, 42-58.

Baker, T., Cronin, J., & Hopkins, C.(2009).The impact of involvement on key service relationships. Journal of Services Marketing, 23(2), 115–124

Baucus, D.A., Baucus, M.S., & Human, S.E.(1996). Consensus in franchise organizations: A cooperative arrangement among entrepreneurs. Journal of Business Venturing, 11(5), 359-378

Bentum, R. V., & Stone, M. (2005). Customer relationship management and the impact of corporate culture– A European study. Database Marketing & Customer Strategy Management, 13, 28-54

Bohling, T., Bowman, D., LaValle, S., Mittal, V., Narayandas,D., Ramani, G.,&Varadarajan, R.(2006). CRM Implementation: Effectiveness Issues and Insights. Journal of Service Research, 9, 1-184

Brookes, M., &Altinay, L.(2011).Franchise partner selection: perspectives of franchisors and franchisees. Journal of Services Marketing, 25(5), 336 - 348

Chen, Q., & Chen, H. M.(2004).Exploring the success factors of e-CRM strategies in practice. Database Marketing & Customer Strategy Management, 11(4), 333–343

Chopra, B.,Bhambri, V.,&Krishan, B.(2012). E-CRM –A NEW PARADIGM FOR MANAGING CUSTOMERS. International Journal of Research in Engineering & Applied Sciences, (2)2, 2249-3905

Crosby, L. A., Kenneth, R. E., & Deborah, C. (1990) .Relationship quality inservices selling: An Interpersonal Influence perspective.Journal of Marketing, 54, 68-81.

Dant, R., Grünhagen, M., &Windsperger, J.(2011).Franchising Research Frontiers for the Twenty-First Century. Journal of Retailing, 87(3),253–268

Feinberg, R.A., Kadam, R.,Hokama, L., & Kim, I.(2002).The state of electronic customer relationship management in retailing. International Journal of Retail & Distribution Management,30(10),470 - 481.

Flight, R.L., D'Souza,G., &Allaway, A.W.(2011). Characteristics-based innovation adoption: scale and model validation. Journal of Product & Brand Management, 20(5), 343 - 355

Hennig-T. T., Gwinner, K. P., &Gremler, D. D. (2002). Understanding relationship marketing outcomes: An integration of relational benefits and relationship quality. Journal of Service Research, 4(3), 230–247.

Hung, S., Hung, W., Tsai, C.,& Jiang, S. (2010). Critical factors of hospital adoption on CRM system: Organizational and information system perspectives. Decision Support Systems, 48, 592–603

Huong, H.(2011) The relationship between franchise and franchisor: A study of the Vietnamese retail franchising. Journal of Science, Economics and Business, 27(2), 67- 81

Jang, S., Hu, C., & Bai, B.(2006).A canonical correlation analysis of e-relationship marketing and hotel financial performance. Tourism and Hospitality Research, 6, 241-250

Kavaliauské',M.,&Vaiginiené,E.(2011). Franchise Business Development Model: Theoretical Considerations. Business: Theory and Practice 12(4), 323-331

Kim, W. G., Lee, Y. K., &Yoo, Y. J. (2006). Predictors of relationship quality and relationship outcomes in luxury restaurants. Journal of Hospitality and Tourism Research, 30(2), 143–169.

Kheyri, B., Mardi, M., &Mahzoun, Z.(2012).How Implementation of E-CRM May Enhance an Organization's Internal and External Success. International Journal of Research in Industrial Engineering, (1/2). 57- 70

Kumar, N., Scheer, L.K.,&Steenkamp, J.B.(1995).The effects of supplier fairness on vulnerable resellers. Journal of Marketing Research, 32 (1), 54–65.

Kukkonen, H.(2000).Balancing the vendor and consumer requirements for electronic shopping systems. Information Technology and Management Journal, 1(1/2),73–84

Körner, V., & Zimmermann, H. (2000). Management of customer relationship in business media – the case of the financial industry, in: 33rd Hawai'i International Conference on System Sciences (IEEE Computer Society Press, Maui, HI)

Kotler, Philip.(2000).Marketing Management. The Millennium Edition, Upper Saddle River, Prentice Hall

Lafontaine, F., & Kaufmann, P.(1994).The evolution of Ownership Patterns in Franchise system. Journal of Retailing, 70(2),97-113

Liu, C., Tseng, H., Chuang, L., & Huang, C.(2012).A Study of the Impact of the e-CRM Perspective on Customer Satisfaction and Customer Loyalty-Exemplified by Bank Sinopac. Journal of Economics and Behavioral Studies, 4(8),467-476

Lin, C., & Huang, Y. (2007).An integrated framework for managing e-CRM evaluation process. International Journal of Electronic Business, 5, 340-359.

Martinez, S., & Jose, M.(2009).Modeling the brand Extentions' influence on brand image. Journal of Business Research, 62, 50–60

Maurya, U.K., & Mishra, P.(2012). What is a brand?A Perspective on Brand Meaning. European Journal of Business and Management, 4(3), 122-134

Mohammed, A., & Bin Rashid, B.(2012). Customer Relationship Management (CRM) in Hotel Industry: A framework Proposal on the Relationship among CRM Dimensions, Marketing Capabilities and Hotel Performance. International Review of Management and Marketing, 2(4),220-230

Morgan, N. A., Clark, B. H.,&Gooner, R.(2002).Marketing productivity, marketing audits, and systems for marketing performance assessment: integrating multiple perspectives. Journal of Business Research, 55(5), 363-75

Ndubisi, N. O.,&Chukwunonso, N. C.(2005). Diffusion of Landscaping Services: A Two Nation Study of Determinant Factors. Management of Environmental Quality: An International Journal, 16 (4), 291-308.

Nevin, J. R. (1995). Relationship marketing and distribution channels: exploring fundamental issues. Journal of the Academy of Marketing Science, 23(4), 327-34

O'Reilly, K.,& Marx, S.(2011). How young, technical consumers assess online WOM credibility. Qualitative Market Research: An International Journal, 14(4),330-359

O'Reilly, K.,& Paper, D.(2009).The role of vendor in e-CRM tool development. Qualitative Market Research: An International Journal, 12 (4),404 - 427

O'Reilly, K.,&Paper, D.(2009). Stakeholder Perceptions regarding e-CRM: A Franchise Case Study .the International Journal of an Emerging Tran's discipline, 12, 191-215

Payne, A., & Frow, P. (2006). Customer Relationship Management: from Strategy to Implementation, Journal of Marketing Management, 22(1), 135-168.

Payne, A., & Frow, P.(2005).A Strategic Framework for Customer Relationship Management. Journal of Marketing, 69,167–176

Pennie F., Adrian P., Ian F., & Louise Y.(2011).Customer management and CRM: addressing the dark side.Journal of Services Marketing, 25(2), 79 – 89

Peppers, D., & Rogers, M.(2010). Managing Customer Relationships – A Strategic Framework, 2nd ed. Wiley, Hoboken, NJ.

Rigby, D.K., Reichheld, F., & Schefter, P. (2002). Avoid the four perils of CRM. Harvard Business Review, 101-109

Rogers, E.M. (1962), Diffusion of Innovations, the Free Press, New York, NY.

Rogers, E. M., (1995). Diffusion of Innovations, 4thed., New York: Free Press.

Romano, N.,&Fjermestad, J.(2003). Electronic Commerce Customer Relationship Management: A Research Agenda. Information Technology and Management, 4, 233–258

Rowley, J.(2002).Reflections on customer knowledge management in e-business. Qualitive Market Research: An International Journal, 5(4),268-280

Ryals. L., & Knox. S. (2001).Cross-Functional Issues in the Implementation of Relationship Marketing Through Customer Relationship Management.European Management Journal, 19(5), 534–542, 2001

Sadi, M., & Henderson, J.(2011). Franchising and small medium-sized enterprises (SMEs) in industrializing economies: A Saudi Arabian perspective. Journal of Management Development, 30(4), 402 – 412

Saudi Commerce and Economic Review (2010), Saudi Commerce and Economic Review, Vol. 118, February.

Sheth, J. N., &Sisodia, R. S.(2002). Marketing productivity: issues and analysis. Journal of Business Research, 55(5), 349-62

Sin, L., Tse, A., &Yim, F.(2005).CRM: conceptualization and scale development.European Journal of Marketing, 39 (11/12), 1264-90

Sundar,P., Murthy, H., &Yadapadithaya, P. (2012). CRM Implementation in a Software Services firm: a Case Study Analysis. European Journal of Business and Management,4(20), 2222-1905

Taylor, S. (2000). Franchising organizations and debate: An introduction. In C. Lashley& A. Morrison (Eds.), Franchising hospitality services,3-21

Zablah, A.R., Bellenger, D.N.,& Johnston, W.J.(2004). An evaluation of divergent perspectives on customer relationship management: towards a common understanding of an emerging phenomenon. Industrial Marketing Management, 33(6), 475-89