

TABLE OF CONTENTS

Declaration.....	II
Certificate of the Guide.....	III
Abstract.....	IV
Acknowledgement.....	VI
Table of Contents.....	VII
List of Figures.....	XI
List of Tables.....	XV
List of Abbreviations.....	XXI
Chapter 1: Introduction to the Study.....	1
1.1 Research Background.....	1
1.2 Research Problem.....	3
1.3 Research Questions.....	4
1.4 Research Aim and Objectives.....	4
1.4.1 Aim.....	4
1.4.2 Objectives.....	5
1.5 Context of the Study.....	5
1.6 Dependent, Independent and Mediator Variables.....	8
1.7 Scope of the Study.....	9
1.8 Significance of the Study.....	9
1.9 Gap Analysis.....	12
1.10 Originality of the Study.....	15
1.11 Rationale of the Study.....	16
1.12 Research Assumptions.....	17
1.13 Structure of the Thesis.....	17
Chapter 2: CRM, Origin and Worldwide Implementation.....	20
2.1 Origin of CRM and Role of Relationship Marketing.....	20
2.2 CRM Definitions.....	21
2.2.1 Generic Definitions.....	21
2.2.2 Customer-centric Perspective Definition.....	23
2.2.3 Strategic Perspective Definition.....	24
2.2.4 IT Perspective Definition.....	24
2.3 Evolution of CRM.....	25
2.4 Purpose of CRM.....	27
2.5 Levels of CRM.....	27
2.6 CRM as Source of Sustainable Competitive Advantage.....	28
2.7 Benefits of CRM.....	30
2.8 Elements of CRM.....	32
2.9 Reasons for CRM Failure.....	33
2.10 CRM Misinterpreted as Software or Technology.....	36
2.11 CRM Best Practices.....	36
2.12 Worldwide Market for CRM.....	37
2.13 Top CRM Software Vendors.....	38

Chapter 3: IT Services Industry and Indian Economy.....	40
3.1 Overview of IT Sector.....	40
3.2 Composition of IT Sector.....	41
3.3 IT Services Sector.....	42
3.4 Impact of IT Sector on Indian Economy.....	43
3.5 Evolution of IT Sector in India.....	44
3.5.1 Phase I: Prior to 1980.....	44
3.5.2 Phase II: 1980 to 1990.....	45
3.5.3 Phase III: 1990 to 2000.....	45
3.5.4 Phase IV: Post 2000.....	45
3.6 IT Sector – Revenue Share and Employment Opportunities.....	46
3.7 Overview of Pune City.....	48
Chapter 4: Review of Literature.....	50
4.1 Background to Literature Review.....	50
4.2 Literature Review.....	50
4.3 Gap in Literature.....	60
Chapter 5: CRM-Firm Performance: Competitive Advantage Model – Conceptual Derivation and Hypotheses.....	63
5.1 Background to the Conceptualization of Research Model.....	63
5.2 Different Dimensions of CRM Effectiveness.....	64
5.3 Linking Gap Analysis and CRM-Firm Performance: Competitive Advantage Model.....	66
5.4 Origin for Conceptual Framework.....	68
5.5 CRM-Firm Performance: Competitive Advantage Model - Conceptual Framework.....	72
5.6 Research Hypotheses.....	77
5.6.1 CRM Capability and Latent Variables.....	77
5.6.2 Rationale for Hypotheses H1, H2 and H3.....	78
5.6.3 Process Performance and Latent Variables.....	79
5.6.4 Rationale for Hypotheses H4 and H5.....	80
5.6.5 Technology Performance and Latent Variables.....	81
5.6.6 Rationale for Hypotheses H6 and H7.....	83
5.6.7 Employee Performance and Latent Variables.....	83
5.6.8 Rationale for Hypothesis H8.....	85
5.6.9 Service Performance and Latent Variables.....	85
5.6.10 Rationale for Hypothesis H9.....	87
5.6.11 Customer Performance and Latent Variables.....	88
5.6.12 Rationale for Hypothesis H10.....	91
5.6.13 Firm Performance and Latent Variables.....	91
5.7 Summary.....	93

Chapter 6: Research Methodology.....	98
6.1 Nature of Research.....	98
6.2 Research Design.....	99
6.3 Time Dimension.....	99
6.4 Research Instrument.....	100
6.4.1 Outline and Format.....	101
6.4.2 Questions.....	102
6.4.3 Source of Questions (Scale Items).....	102
6.4.4 Rating Scale.....	106
6.4.5 Pre-Testing of the Questionnaire and Pilot Study.....	107
6.5 Population and Sample.....	108
6.5.1 Population (Sampling Frame).....	108
6.5.2 Sample Size and Justification.....	109
6.5.3 Sampling Method.....	111
6.5.4 Data Type.....	111
6.5.5 Data Collection.....	111
6.5.6 Response Rate.....	112
6.6 Coding of Questionnaire and Statistical Analysis.....	112
6.7 Field Issues During Research Study.....	113
6.8 Reliability and Validity Analysis.....	113
6.9 Normality of Data Analysis.....	114
6.10 Ethical Protection of Research Participants.....	114
6.11 Summary.....	115
Chapter 7: Data Analysis and Interpretation.....	116
7.1 Section 1: Reliability and Validity Analysis.....	118
7.1.1 Test of Reliability – Cronbach’s Alpha (α).....	118
7.1.2 Test of Validity – Confirmatory Factor Analysis.....	119
7.2 Section 2: Normality of Data Analysis.....	134
7.2.1 Descriptive Statistics.....	134
7.2.2 George and Mallery’s Test of Normality.....	222
7.3 Section 3: Analysis of Respondent Organisations.....	228
7.3.1 Size.....	228
7.3.2 Revenue.....	229
7.3.3 Client Composition.....	230
7.4 Section 4: Statistical Testing of the Model.....	233
7.4.1 Path Analysis.....	233
7.4.2 Friedman’s Test (Non-Parametric Test).....	238
7.4.3 Regression Analysis for Mediator Effect Testing.....	253
7.5 Section 5: Findings.....	276
Chapter 8: Conclusions and Suggestions.....	280
8.1 Research Questions and Conclusions.....	280
8.1.1 Research Question 1 and Conclusion.....	281
8.1.2 Research Question 2 and Conclusion.....	282
8.1.3 Research Question 3 and Conclusion.....	283
8.2 Limitations of the Study.....	285

8.3 Implications for Academicians.....	286
8.4 Implications for Practitioners and Management.....	286
8.5 Implications for Policy Makers.....	287
8.6 Implications for IT Services Firms.....	288
8.7 Contribution to Body of Knowledge.....	289
8.8 Suggestions for Further Research.....	290
8.9 Overall Conclusions.....	291
References.....	295
Appendices.....	316
Appendix A - Formal Letter for Participation Request and Ethical Protection of Respondents.....	317
Appendix B - Questionnaire (Respondent's Version).....	318
Appendix C - Questionnaire (With Sources of Scale Items).....	324
Appendix D - Confirmatory Factor Analysis Statistical Output.....	332
Appendix E - Path Analysis Model Fit Summary.....	351
Appendix F - Mediator Effect Testing Statistical Output.....	354