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THE CUSTOMER RELATIONSHIP MANAGEMENT (CRM) IN THE MEXICAN RESTAURANT INDUSTRY, THE CASE OF JALISCO STATE

Ileana Elizabeth Ruvalcaba Rivas, Jose Sanchez-Gutierrez & Juan Mejia-Trejo

Abstract: *In order to survive in a global market, focus on the customer has become a key factor for all businesses, we know that it costs five times more money to acquire a new customer than to keep an existing customer (Payne, 2005).*

The main objective of this research is to describe the real situation of the catering industry in Jalisco, Mexico; explain the relationship between them and their customers; know if they are applying a CRM strategy, identify the variables involved and how they hit.

This study analyzes four main aspects inside the companies based in many theories and recognized authors: client orientation that is considered the key factor to survive in this competitive market (Narver and Slater, 1990; Torgler, 2009; Bentum and Stone, 2005); TIC's, essential element for an effective CRM initiative (Razvan, 2010; Gordon 2002; Sin, Tse and Yim, 2005), administrative capability that includes human resources as a key element for organization and CRM success (Payne and Frow, 2006; Mendoza, Marius, Pérez and Grimán, 2007; Xu and Walton, 2005) and knowledge about competitors and global market, (Deshpandé, Farley and Webster, 1993); Finnegan and Currie (2010) and Javalgi, Martin and Young (2006) said, as more you know your competence as better you can attend and satisfy your clients offering specialized products and services.

The questionnaire contained fifty two questions distributed on seven blocks, was structured with the dependent variable: CRM, and independent variables of competitiveness with four factors mentioned before, using the likert scale to determine people agreement or disagreement, applied to 420 managers or administrators, after the validity of the instrument by Chronbach's alpha (SPSS) the results were analyzed with confirmatory factor analysis (CFA), and the structural equation model (SEM's).

So we can say that the development of the construct of this study is entirely based on the perspective investigating after a thorough review of literature.

Introduction

Nowadays, competition in any economic sphere is day to day more aggressive due to the fast development of technology, making more difficult for companies to remain in close competitiveness. Companies are interested in doing different things; provide better products

or services to differentiate from market rivals in order to attract more customers to survive and in the best case: grow their income.

Globalization and the development of Internet have led to a situation where the information is reach of a finger and consumers are better informed. This contributes to make changes in customer's behavior and increase expectations (Goldenberg, 2004; Mahmoud and Bagchi, 2004). What has turned into a war to stay in business, concerned with generating innovative strategies to attract new customers, focused in penetrating major markets, forcing others to renew or perish in the attempt. These owners should aim for a total transformation of their

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business philosophy, building on a sustainable competitive advantage that is widely recognized by the customer and prefer over competitors, especially talking about the Mexican Restaurant Industry where it can be seen that conditions have changed over the last decade, because just three new restaurants survive by ten opened as statements given by the president of the Cámara Nacional de la Industria Restaurantera y Alimentos Condimentados (CANIRAC) Manolo Gutiérrez .

Figures do not lie, based on data provided by the same CANIRAC, seven of every 10 open restaurants in Mexico close its doors in less than forty-eight months, alarming information for the industry in general (Regalado, 2013).

These statements become determinants and therefore, this research aims to explain the current situation in the Restaurant Industry of Jalisco, México and to determine how many establishments have implemented a strategy or specific CRM software.

The problem is that Restaurant Entrepreneurs should be aware that there are many companies offering the same products and services, that there is little differentiation in the industry and is necessary to generate strategies to foster long lasting relationships with clients to persist in market (Chen and Chen, 2004; Jayachandran et al, 2005; Kim and Kim, 2008 and Ryals, 2005).

This premise continues to explain the translation of the acronym of CRM "*Customer Relationship Management*" the purpose of this document will address the term with the name of "Managing the Customer Relationship", but also it is known by various names such as relational marketing, relationship marketing, managing customer relationships, among others (Christopher, Payne and Ballantyne, 2006), but all with one thing in common: focused on customer orientation.

According contributions Finnegan and Currie (2010): The CRM can be seen as a process that tries to combine various pieces of information about customers, to develop and implement better strategies that approach the company. Previously, companies focused their skills on quality, innovation, standardization, but the reality is that in this globalized world and changing these factors take second place; welcoming customer orientation as the main

factor of success and even more in the service industry.

The CRM despite being a relatively new term, dating from the nineties with prominent authors on the subject as Berry, Parasuraman, Payne, Frow, Parvitayar, Sheth, Renart and Gumersson; has quickly become a philosophy of service according Gronross (1994) has come to transform marketing strategies of companies, making a transactional approach to a relational, allowing to establish relations in the long term, adapted to the profile of the customer and most importantly, encouraging both parties and generate brand loyalty.

On the other hand, relies on various tools to maximize customer value as the technologies of information and communication technologies (ICT) key to improving the competitiveness of enterprises, since it encourages relationship building products with consumers, developing advances in storage and data processing, the Internet and other instruments that have benefited to be more customer communications (Gordon, 2002).

Other factors within the organization and employees (Rubio, 2003) that in this branch of the Restaurant Industry represent the face of the company to the customer are also involved. In other words, if you have trained employees, officers, wearing the shirt of the well-set company will translate into a good image, and good customer service, ensuring almost entirely that it is satisfied and return soon to the site, thus generating, which seeks any modern organization; build customer loyalty and create lasting relationships in the long run.

Accordingly, it seeks to measure the performance of CRM activities in industry to detect whether marketing efforts have yielded the results required to continue to survive in the Jalisco market, through the evaluation of various study variables as are ICT, administrative capacity of the company and customer orientation.

In this context the CRM could serve as a key instrument for the Restaurateur sector of the state, helping to differentiate, increase customer satisfaction, customer loyalty and profitability of the restaurants (Piccoli, O'Connor, Capaccioli and Alvarez, 2005).

In fact, this paper's main objective is to know and deepen on CRM concept as well as examine the factors that affect successful implementation, first, the customer orientation, in second place, the information and communication technology (ICT), the administrative capacity of the economic entity and finally the knowledge of the market in which they operate. Added to this will examine how they interact with each other and how these variables affect CRM.

Description of the problem

The entrepreneurs should be aware that there are many companies offering the same products and services in the market, that there is little differentiation in the industry and need to generate strategies to foster long lasting relationships with clients to persist in the market. As clearly says the *Cámara Nacional de la Industria de Restaurantes y Alimentos Condimentados* (CANIRAC) published in it's 2012 figures, where concerns that opened 250 food and beverage establishments but another 200 down the curtain; this clearly speaks of alarming numbers of SMEs that are new to the process of opening their businesses but few are those who have the basic skills needed to stay more than two years on the market (Romo, 2012).

Given the above, the present research has as main objective to know and deepen the concept of CRM as examine the factors that affect successful implementation; customer orientation on first, information and communication technology on second (ICT), the administrative capacity of the economic entity as a third aspect and finally market knowledge in which they work. Added to this the way they interact and how these variables affect the CRM will be discussed. This then describes a series of hypotheses to be tested:

H1: The greater the customer orientation more CRM

H2: A greater use of information and communication technology (ICT) and communication more CRM

H3: The greater the administrative capacity more CRM

H4: A greater knowledge of the increased global competition and market more CRM

H5: The greater the customer orientation, administrative capacity, use of information and communication technology, competence and knowledge of the global market, more CRM.

Objectives of the study

Analyze the relationship between the variables that affect the CRM in the restaurant industry of Guadalajara:

- Analyze the relationship between the variable information and communication technology (ICT) with the CRM
- Determine the relationship between CRM and client orientation variable
- Demonstrate the relationship between the variable administrative capacity and CRM
- Show the relationship between the variable knowledge of the competition and global market and CRM

And answer the following research questions:

- How do the information and communication technology (ICT), client orientation, administrative capacity and knowledge of the competition and global market variables relate to CRM?
- How does the variable information and communication technology (ICT), relate to the CRM?
- How does the client orientation variable impact CRM?
- How does the variable administrative capacity linked with CRM?
- How does the variable knowledge of the competition and global market affect CRM?

International Restaurant Industry

The gastronomic topic has a high importance worldwide because it is not only one of the most attractive industries for investment by large salaries that are obtained, as well as comments Montecinos (2002) that global income from food and beverage ratio is four times larger than the hospitality industry, but also by the fact satisfy

one of the primary needs of the human body, food, making it a theme present in day to day.

Global trends show a client interested in eating nutritious, energy food, looking for innovation, new products, pay to be attended by trained personnel with knowledge and personality of service (Montecinos, 2002) which represents a market opportunity for all entrepreneurs interested in expanding their businesses.

The restaurants themselves have set standards for innovation in the preparation of dishes, decor and service concept; this denotes an industry that is not static but constantly moving to adapt, improve and attract new customers.

Furthermore, a study by the McKinsey Quarterly magazine which speaks of economic trends in the world for the next ten years was published, covering prospective trends in the business environment internationally, including the restaurant industry which manifest and then transform the global economy significantly:

- The first macro trend exposes the centers of economic activity will change drastically in regional and global terms (Asia generates 13% of global GDP this excluding Japan, while Western Europe accounts for 30%, and that within the next twenty years the two will converge), this represents business opportunities not only in the catering industry but in all areas of business.
- The aging population in developed countries claim the public sector new levels of efficiency and creativity. To do this the restaurant industry needs to know about this tendency to act accordingly.
- The third trend talks about the outlook for consumer and expansion, since about a billion

new consumers will enter the global market in the next decade as growth in emerging countries take them beyond the threshold of \$ 5,000 annual household income; this represents an opportunity to attract potential diners large businesses and entrepreneurs put their investment market.

Mexican Restaurant Industry

Mexican cuisine is one of the many cultural treasures held by the country, due to the variety and essence, was declared by UNESCO as intangible cultural heritage; hence the importance of the hospitality industry in the country, as expressed by former Secretary of Economy, Bruno Ferrari (Ministry of Economy, 2012). Also considered an important source of investment, the catering industry is the most important element of the tourism sector, so it is an industry with huge potential not only economic but social and cultural (CANIRAC, 2008). It is the second largest employer nationally, surpassing in employment to all persons employed in the sectors of fishing, mining, electricity, water, gas distribution pipeline to the final consumer and construction (in its entirety). With activities predominantly in seven Mexican states, in order of importance: Distrito Federal, Estado de México, Jalisco, Veracruz, Puebla, Michoacán y Guanajuato (INEGI, 2012).

The Fig. 1 & 2 show the national figures pertaining to 2012 to collect the above information.

FIG. 1 NATIONAL RESTAURANT INDUSTRY IN FIGURES

CONCEPT	FIGURE
Number of restaurants nationwide	428,000
Concentration of establishments in seven states of the country: (Distrito Federal, Estado de México, Jalisco, Veracruz, Puebla, Michoacán y Guanajuato)	50%
Staff employed by gender: Men Women (80% heads of households)	55.3% 44.7%

SOURCE: OWN ELABORATION, BASED ON THE DIRECTORIO ESTADÍSTICO NACIONAL DE UNIDADES ECONÓMICAS (DENUE, 2012)

FIG. 2 GROWTH OF FOOD AND BEVERAGE INDUSTRY NATIONAL LEVEL (2012)

CONCEPT	FIGURE
Gross Domestic Product (GDP)	3.58%
Job growth	3.67%
Impact of the sector in economic branches	84
Generating of direct jobs	1,300,000
Generating indirect jobs	3,250,000

SOURCE: OWN ELABORATION, BASED ON THE DIRECTORIO ESTADÍSTICO NACIONAL DE UNIDADES ECONÓMICAS (DENUE, 2012)

Jalisco is the third state nationwide in which the restaurant industry is overriding and generating thousands of jobs because of this economic activity (CANIRAC Jalisco, 2012). But things have not always been positive, the restaurant industry has been hit countless times by various difficulties, but after years of crisis, it seems that the numbers have started to improve.

The market for foods and beverages prepared in Mexico is very diverse, is wide and too competitive; hence, the urgent need to make the difference between a restaurant and other so, diners go to it and become loyal customers.

It is noteworthy that the scope of technology, internet, media, cause that consumers have sources of information that allow them to evaluate, compare and choose from many restaurant options to go; a lot of restaurants manage a range of strategies to remain in the minds of their customers; it means that a slight change in the service provided by the company, a friendly, helpful and attentive staff, can make extraordinary the customer experience and achieve the desired end, survive on their mind and thereby start generating long, lasting and mutually beneficial relations (loyalty). Therefore, customer relationship management (CRM) plays a key role in this economic sector of food and beverages.

So, the restaurant industry in Mexico since its beginning has represented for the whole country one of the most relevant economic activities

because the quantity of employments that it generates, the profits involved and the representativeness that Mexican food has around the world.

As mentioned above, this sector has been hit by countless crises and problems at global, national and local, has had its ups and downs but says that today is in full development by implying a great opportunity for entrepreneurs in entering this market that is highly competitive but there is also wide variety of shops.

The origin of Customer Relationship Management

The customer relationship management, better known as CRM, according to specialists, dates back to the early twentieth century. Consistent with the above, Dowling (2002) suggested that CRM has its origin in two separate places: first in the United States, where the term was mainly driven by technological changes of companies (software and data) in order to generate solutions cutting-edge and innovative based on customer needs to attract, satisfy and keep them in the long run.

The second school was born in the Scandinavian and northern Europe with the exponents Christian Gronroos (1994, 1996 and 2000) and Evert Gummesson (2002) as a way to support large enterprises to foster the relationship with

industrial marketing and sales department; in order to build trusting relationships with customers in the future.

Another approach was given in the Anglo - Australian school, in the United Kingdom with Adrian's Payne work and David Ballantyne (1991) and his six markets theory.

In addition, it was coin to Berry in 1953 the term "relationship marketing" because from the second half of the twentieth century, that was mentioned by first time (but not deeply), the concept was in its beginning (Urbanskiené, Zostautiené and Chreptaviciene, 2008).

It was not until the nineties, when other scientists Payne, Frow, Ballantyne, Morgan, Hunt, Gronroos, began to conduct extensive research on the subject, referencing this particular term, ascribing a more detailed description. Soon, authors all over the world started talking about it, generating multiple concepts and theories. It is noteworthy that was Gumersson (1999) who formulated a model for the implementation of CRM (Urbanskiené et al, 2008).

One of the assumptions on which CRM is based it's on the constant and massive changes happening in the market at that time; limitations on the marketing knowledge that existed (Urbanskiené et al, 2008); there was not a culture of maintaining lasting customer relationships, loyalty was an unknown subject, satisfaction was not taken into account by providers of products and services; the market demanded new forms of competitiveness, customer reward, a deep interaction between sellers and buyers, the unification of efforts of the supply chain and all actors involved in the sales process; hence the idea of the CRM born with an extraordinary impulse to bet on tomorrow's markets.

The long-term relationships with customers became the central focus of marketing, (Urbanskiené et al, 2008) and also in one of the major concerns of entrepreneurs, because the CRM borned as a customer orientation to detect needs, generate appropriate treatment and especially the art of preserve them (falls under the concept that attracting a new customer is more expensive than keeping one), so it can be said that CRM is all related to the total

satisfaction and fulfilling the needs and desires of a particular client.

In summary, previously there was no such culture of retention, as the business model that existed twenty years ago was run by monopolies or large companies that monopolized the market with generic and undifferentiated products where buyers consumed what they produced regardless if adapted to their needs, today this has changed dramatically, consumers are very demanding and require customized products and services, now almost everything is designed according to the wishes of each. Therefore, fidelity is becoming a major challenge for service and products providers, because if the customer is not happy with the market offer at any time they will change to the competition to attend that need. That is why CRM is acquiring a distinctive importance in this era of diversity and productive innovation. The company that cannot adapt to the new system falls in the risk of failure and disappear from the market. With so many offers available, for every product, there are five, ten or more substitutes and many similar options that generate the same satisfaction as it. In simple words, now the customer is the one with the power in decision making.

Based on these definitions, CRM consists on business strategies to have a thorough understanding of customers, from their needs, desires and expectations of the service; thus may increase satisfaction, creating long term relations that lead down the path of loyalty, which will result in corporate profitability ratios; agreeing with Drucker (1998) considered one of the great exponents of research on the topic, arguing that the objective is to provide a unified enterprise-wide view of customer and cultivating relationships that enhance quality loyalty and profits. Basically the idea is not to let escape an interaction with a client on the central database of the company. Attention is focused on learning more about them and use that knowledge to refine every interaction you have in the future, it offers companies the opportunity to increase revenue, be more profitable and generate sustained competitive advantage to capture, deliver, maintain and monitor the long-term relationships with consumers. This can be the

door that leads to success and is key in business today. The FIG. 3 collects the contributions of various authors on CRM.

FIG. 3 CRM CONCEPTS BY AUTHOR

AUTHOR	DEFINITION	YEAR
Wayland & Cole	Essential tool to produce revenue growth	1997
Kalakota & Robinson	Systems that integrate sales, marketing and specially after-sales service	1999
Parra & Molinillo	Discipline that consist on establish, develop and commercialize long-term relationships	2001
Parvitayar y&Sheth	Process of acquiring, retaining and partnering with selective customers to create greater mutual value	2001
Swift	Understand and influence customer behavior through the recruitment, retention, loyalty and profitability	2001
Bergeron	Dynamic process that manages the customer - company relationship generating a mutually beneficial exchange	2002
Kim, Suh & Hwang	Efforts of a company to manage customer interactions over the long term	2003
Kincaid	Strategic use of information, processes, technology and people to more effectively manage customer relationship	2003
Bligh & Turk	Business strategy focused primarily on the client in order to maximize their satisfaction	2004
Gartner	Business strategy designed to optimize profitability, revenue and customer satisfaction	2004
IBMs Global CRM study	Important tool to produce growth on revenues through improved customer experience	2004
Salestrack	Internal business process seeks to build partnerships with its customers	2005
Christopher, Payne & Ballantyne	Orientation to generate appropriate relationship between business and customers to create higher revenues	2006
Reinares	Company initiative focused on achieve satisfaction of their customers on time	2009
Abdullateef, Mokhtay & Yusoff	Ability of the organization to integrate people, processes and technologies to maximize positive relationships with customers and prospects	2010
Faed, Shouri & Wu	Technique to maintain continued and lasting relationship with customers to obtain both value	2011

SOURCE: OWN ELABORATION, (2014)

Components of customer relationship management (CRM)

The CRM is influenced by several factors that directly impact performance, so for this study, and after extensive literature review a large number of variables in studies of various authors claim to be related to the implementation of strategies were identified as CRM, but for purposes of this document and in relation to the

Mexican restaurant industry, a number of variables which make up the construct of research, and will be explained in detail later is elected.

The following table describes different authors using six variables or components that they detect in their studies that exert direct impact on the implementation of a CRM strategy, which subsequently form the construct of this study.

FIG. 4 CRM COMPONENTS BY AUTHOR

AUTHOR	COMPONENTS
Urbanskiené, Zostautiené y Chreptaviciene (2008)	- Orientation and Customer Satisfaction - People - Suppliers - Information and communication technology (ICT)
Romano(2002) y Fjermestad (2003)	- Market (Competors) - Knowledge Management - Information and communication technology (ICT) - Human Factor
Payne y Frow (2006)	- Management - Employees commitment - Information and communication technology (ICT) - Continuous assessment (internal and external)
Sin, Tse y Yim (2005)	- Information and communication technology (ICT) - Knowledge Management - Marketing - Customers - Organization (employees)
Torggler (2009)	- Qualified Employees - Customer orientation - Suppliers - Information and communication technology (IT infrastructure and software)
Gordon (2002)	- Information and communication technology (ICT) - People - Processes - Knowledge and understanding of the market

SOURCE: OWN ELABORATION, (2014)

Based on FIG. 4, rest the pillars to shape this research, and were considered the four mentioned areas according to the investigator that integrate, explain and determine the relationship between the successes of the implementation of a CRM strategy and exert direct impact on the performance of the restaurant industry in Jalisco's state.

The next part of this paper will talk about the four independent variables that were developed to rich the goals of the present investigation on the restaurant industry.

Independent variable 1: Customer orientation

In this changing world, organizations are realizing the importance of leading a customer-oriented as steering axle of management activities; which is considered one of the most important market variables as mentioned Khandekar and Deshmukh (2012) that the need to focus on the customer is increasing day by day and CRM is a key tool to fit.

In research conducted by Narver and Slater (1990) customer orientation is considered the most important to survive the competition because every organization should know your target audience well and understand their needs and desires in order to provide component a high added value; therefore one of the main objectives of this philosophy of market

orientation is based on the total satisfaction of consumer demands, increasing its value by adapting and customizing the products according to your requirements.

It is noteworthy that the client should be considered the center of all activities carried out within a company, in an effort to build long-term relationships with them and Palanivelu Kavitha (2012). An organization that has a strong customer orientation, has the ability to better design their processes and organizational culture that tends to evoke employees to fully understand the needs of their customers (Bang, 2005).

Having oriented philosophy customer helps consumers themselves perceive the organization as friendly, since all employees strive to understand and try to help them in their requirements, so you feel satisfied, it generates a strong commitment and therefore the

objective of creating lasting relationships in the long term the company will be achieved.

Similarly Bentum and Stone (2005) state that customer orientation is a prerequisite for the successful CRM strategy is prerequisite.

Considered as an essential element of CRM, total customer orientation (Sin, Tse and Yim, 2005), will be considered as a variable that positively impacts the implementation of strategies within a company because a company must focus all or most of its activities to meet the needs and desires of their income generating source (clients) and maintain a philosophy focused directly on keeping them satisfied with the product or service you are consuming.

In FIG. 5 below you can see a list of authors who claim in their previous studies that customer orientation is listed as one of the main pillars on which rests a successful CRM strategy.

FIG. 5 AUTHORS THAT RELATE CRM WITH CUSTOMER ORIENTATION

AUTHORS	IMPORTANCE OF CUSTOMER ORIENTATION
Narver & Slater (1990)	Customer orientation is the most important factor to survive to the competition
Bentum & Stone (2005)	Customer orientation is an indispensable prerequisite for the CRM to be successful
Urbanskiené, Zostautiené & Chreptaviciene (2008)	All organizations must be customer-oriented and focused on meeting their needs
Torggler (2009)	Customer orientation is one of the key success factors of CRM
Kavitha & Palanivelu (2012)	Customer orientation helps build long-term relationships with customers of an organization
Khandekar & Deshmukh (2012)	Customer focus is one of the most important variables to survive in the market

SOURCE: OWN ELABORATION (2014)

Independent variable number 2: Information and communication technology (ICT)

The CRM could not act alone, but there are various aids such as information and communication technology (ICT) that help collecting data that can be analyzed to provide necessary information and thus create a more personal interaction with the client asserts King and Burgess (2007) and Swift (2001).

Within organizations is paramount historical storage where their activities are recorded primarily focused on its customers, which include: data mining to identify their needs quickly and be able to solve their requests; it works to create a database updated (Krasnikov, Jayachandran, and Kumar, 2009). The CRM is responsible for collecting information from all data sources within an organization to provide an overview of each consumer in real time. This

allows support and train employees involved in areas such as sales, customer and marketing to make quick decisions that always adapting to meet their needs; (Razvan, 2010).

It is a process that works together to bring benefits to customers. Thus represents one of the most useful ways to gather information about them, sales, measure the effectiveness of marketing activities, competition and market trends, without much effort and dedication. It gives them the advantage of being inexpensive and easily accessible as it takes place within the organization. By making use of these technologies enabled the company to generate and maintain profitable relationships with their customers (Day, 2003).

The information and communication technology (ICT) has become in recent years as a key success factor for organizations, according to data from Buxmann and Gebauer (1999), the utility companies are working hard to implement new strategies management of technology and the advantages achieved have been outstanding.

Known as CRM Technology (Sin, Tse and Yim, 2005), to those tools that assist the implementation of a CRM strategy to make use of information technology as the collection, storage and analysis of data, specialized

software in an effort to understand the purchasing behavior of customers, register your contact information, detect flow using certain products; etc. Furthermore there is evidence that these technological programs have allowed companies to improve their direct marketing techniques through the personalization of services, which has resulted in great benefits for utilities. On the other hand, authors like Kale (2004) mention that the lack of implementation of information technology in a CRM strategy is the main cause of failure of the same followed by the lack of use of mining and data integration, which confirms the above hypothesis.

Therefore every company should identify, select and implement technology (software, web sites, programs, data mining) that best suit them to manage their CRM strategy without forgetting that a cornerstone to work are human resources organization (Renart and Cabré, 2008). Another author who also categorized ICT as a key element for efficient CRM initiative is Razvan, (2010) and Gordon (2002).

Below in FIG. 6 lists the main exponents affirming the great influence of the information and communication technology in the development of a functional CRM initiative is described.

FIG. 6 AUTHORS THAT RELATE CRM WITH ICT

AUTHORS	IMPORTANCE OF ICT
Buxmann & Gebauer (1999)	ICT is considered today a key success factor for service organizations
Kale (2004)	The lack of implementation of ICT in a company is the main factor in failure of the same
Sin, Tse & Yim (2005)	CRM technology has generated greater benefits to companies
Payne & Frow (2006)	CRM focuses on customer-technology strategy
Renart & Cabré (2008)	Each company must select the technology that best suits and thereby manage their CRM strategy
Razvan (2010) & Gordon (2001)	The information technologies are a key element for efficient CRM initiative

SOURCE: OWN ELABORATION (2014)

Independent variable number 3: Administrative capacity

A third component are the employees of the company, since the CRM within its core activities

should facilitate the dissemination of knowledge of the customer across the organization to improve the quality of their service (Ryals, 2005). Emphasizing that internal customers (employees) is one of the success factors of a

company as they are customer facing. It should work in this area of opportunity because most companies have a philosophy of "external customer first" without worrying about the others inside.

The organizational capacity of a company lies in understanding the preferences and needs of its market, acquiring, collecting and assimilating external knowledge to later transform into customized products and services for its customers (Branzei and Vertinsky, 2006; Joshi and Sharma, 2004; Marinova, 2004). Therefore appears that the administrative capacity of a company, is the set of strategies that cause a profound change in its structure, in its internal organization, which is comprised primarily of human resources (Sin, Tse and Yim, 2005) in which, employers consumer relationship is an important factor to consider. Any company should prioritize cutting edge continuing education and training of its employees to try to maintain and continue to foster lasting relationships with all customers.

The support of employees is not only considered as a key factor for the success of the organization, but also of successful CRM initiative. As reaffirm Payne and Frow (2006) in their research. Unfortunately, previous studies indicate that despite this strategy would increase performance, employees most of the

time they refuse to adopt (Becker, Greve and Albers, 2010).

Xu and Walton (2005) point out that the success of a CRM strategy lies not only in meeting the needs of customers but the organization itself where the employee is responsible for generating such empathy with the consumer, because as exemplified Noruzi (2007) management should be concerned primarily about having satisfied their workers because they represent the face to the customer, so mutual empathy, which is the basis for relations in the long term hold.

In a study conducted by Ranjan and Bhatnagar (2009) suggest that the successful implementation of CRM in an organization depends on the interest and openness to accept change by employees.

In other research, Maselli (2001) notes that one of the most common problems that cause the failure of a CRM initiative is the lack of integration of the organization among workers, insufficient support from senior management and the underestimation of the importance of change management.

In the FIG. 7 you can see a summary of the main authors in their studies could test the relationship between variables CRM and administrative capacity.

FIG. 7 AUTHORS THAT RELATE CRM WITH ADMINISTRATIVE CAPACITY

AUTHORS	IMPORTANCE OF ADMINISTRATIVE CAPACITY
Maselli (2001)	The failure of a CRM strategy is the lack of integration of the organization among its workers
Sin, Tse & Yim (2005)	Human resources are the key part of an organization to success in CRM
Xu & Walton (2005) & Noruzi (2007)	The employee is considered the "internal customer" and has huge importance as the face of the company to the customer
Payne & Frow (2006)	Employees = key success factor for the organization and CRM
Mendoza, Marius, Pérez & Grimán (2007)	People who work in the business are those that determine the success of the CRM strategy
Ranjar & Bhatnagar (2009)	The success factor of CRM in an organization depends on the openness and adaptability of workers

SOURCE: OWN ELABORATION (2014)

Independent variable number 4: knowledge of the competition and global market

Another vital component of CRM which is mentioned according Gordon (2002); Romano and Fjermestad (2002, 2003) is knowledge and market understanding wherein the company is immersed. To understand the competitors development, their marketing strategies, their unfolding; this will help the organization you be better prepared for contingencies and so be forewarned for any unexpected change on the market. Nowadays companies that are not informed of what happens around them, in general industry and with their competitors are found on direct disadvantage and vulnerable to market changes. In this sense Deshpandé, Farley and Webster (1993) assert that a company must always know its competitors to have the capability of satisfying the better than the other customers. Therefore is considered an imperative variable success of the strategy of CRM for this study.

It is meant by knowledge of competition to the perception of the strengths, weaknesses, opportunities and threats of the current and potential competitors of the company (Day and Wensley, 1988). Additionally must understand their market shares and how to react to them (Narver and Slater, 1990). In other studies Day and Nedungadi (1994) assert that involves beliefs that a company relative to competitors and how to react to them. On the other hand, authors like Finnegan and Currie (2010) detail a homogeneous CRM strategy should be seen as a

process that tries to combine different pieces of information about customers, sales, external factors and especially with a focus on competitors and market trends in order to select and apply best sales tactics.

Companies with extensive knowledge of the market and competition had greater success than others concerned to adapt to change, efficiency and effectiveness in improving the life cycle of the customer, because as well mention Javalgi, Martín and Young (2006), businesses that have greater market orientation know best wishes, expectations and interests of its clients and to discover the forces of its competitors, are able to combine that knowledge to create products and services with high added value.

Payne and Frow (2006) suggest that every company should be governed under a collaborative and inclusive approach in all its markets (external customers, suppliers, employees and competitors) to exploit the opportunities that knowledge and unification of these bring.

There are two ways for a company to adopt an approach to competition; first through the monitoring of competitors (Davenport, 2006) and the second is to train employees to observe the movements of competitors closely (Day, 2003). Both together contribute to more successful and competitive results.

Therefore, below on FIG. 8 explain the benefits that according diverse authors entails the knowledge and market understanding and competence and its positive impact on implementing it.

FIG. 8 AUTHORS THAT RELATE CRM WITH KNOWLEDGE OF THE COMPETITION AND GLOBAL MARKET

AUTHORS	IMPORTANCE OF KNOWLEDGE OF THE COMPETITION AND GLOBAL MARKET
Day & Wensley (1988); Naver & Slater (19990); Day & Nedungadi (1994).	Understand the actions of competitors and know how to react to them
Deshpandé, Farley & Webster (1993)	Meet the competition to best satisfy customers
Javalgi, Martín & Young (2006)	Companies that know their competition are more successful than those that do not, because they are better adapted to market needs
Zheng- Zhou (2007);	Meet the competition has advantages in marketing, costs and financial performance

Luo, Rindfleisch & Tse (2007).	
Finnegan & Currie (2010)	A homogeneous CRM strategy must combine several factors, particularly focus on competition and knowledge of market trends

SOURCE: OWN ELABORATION (2014)

So, seen from the business focus, management of the relationship with the client or CRM is described as a business strategy that supports obtaining generate higher revenues and profitability. Given that provides information to the organization to better know their customers what fosters long-term relationships; therefore represents a competitive advantage, to survive in this changing market. We can say that someone without a CRM system, is prone to failure and is at a disadvantage with competitors. The CRM is assisted by other research areas that promote improved efficiency and drive better know their customers, as are the technologies which will provide information relevant to their consumers specific data; besides requiring a strong customer focus to function, high administrative capacity as employees of an organization are considered the face of the company to the customer and to complete the knowledge of the market and competition complements the more homogeneous melt for the CRM initiative work and meet expectations raised by company executives.

Research design

The construct developed for this research is explained with a single dependent variable

called CRM, which hang four independent variables of equal importance to each other and above: ICT, customer orientation, administrative capacity and knowledge of the competition and global market, which are composed of dimensions trying to give explanation with which the items transferred to the research are the questions within the body of the questionnaire answer these intrinsic relationships between dependent and independent variables were generated. The research used various methodological tools for their development; through descriptive research in the first phase for information gathering where construct was generated and subsequently elevated to correlational level, where examines the relationship between them and the results thereof (Salkind, 1998); mixed approach as determined by Hernández et al (2006) it collects, analyzes and links quantitative and qualitative data in a single study or series of investigations to address a problem statement; transversal as data are collected at one and only time; with reach in Guadalajara, focused on the 906 major restaurant MSME registered in the database of DENUE until 2012.

The FIG. 9 shows the technical details of the investigation.

FIG. 9 TECHNICAL DETAILS OF THE INVESTIGATION

CONCEPT	CHARACTERISTICS
Universe*	906 restaurants
Field of study	Local
Sampling unit	MSME (Micro, small and medium enterprises)
Method of data collection	Personal interview
Sample type	Simple random sampling
Sample size	420 restaurants

Margin of sampling error	+ - 4% and 97% level of confidence
Date of fieldwork	August to November 2013

SOURCE: OWN ELABORATION (2013)

Regarding field research it was developed a questionnaire structured in seven blocks divided by areas, a total of 52 items, using three different question models, the dichotomy that allows the respondent to select whether or not, the multiple choice, where have a number of alternatives to choose from lists (Kinneer and Taylor, 2003) and the Likert scale from 1 to 5.

Respondents should be fully involved in the administration, management and / or address of the restaurant to have all relevant information to the CRM and its implementation, to respond based on their experience according to the post. All results from the pilot and finals were tested through statistical analysis; multivariate, Cronbach's alpha, KMO, Bartlett sphericity using SPSS and EQS programs through Confirmatory Factorial Analysis (CFA) and the covariance structure model (CSM).

This research tries to demonstrate that the four independent variables of the main study impact in different but positive ways to Jalisco's restaurant industry.

Reliability and validity of the model

To test the reliability and validity of the model developed; was used the confirmatory factor analysis (CFA), which has a number of variable data to estimate parameters such as factor loadings and other common factors, calculation of covariance as Aldás mentioned (2001) by using the EQS version 6.1 program as a model for estimating the maximum likelihood by the matrices (Bentler, 1995; Aldás, 2001).

Following this we use a second type of measure diagnosis, considered the most used in studies, Cronbach's alpha, which as a general agreement on the lower limit of .70 is appropriate; remembering that the greater number of items to be evaluated, increase the value of reliability (Hair, et al., 2004). It is noteworthy that other measures of reliability derived from the AFC as the analysis of the composite reliability and average variance extracted are available (Hair, et

al., 2004) which are also relevant for the present study. The test yielded a .904 alpha making it a reliable sample.

The figures analyzed directly from the database show a normal distribution, but for better statistical evidence some other tests to verify the normality of the study were added, so other statistics were used to confirm robust and generate more evidence of adjustment model (Bentler, 1995). These data can be seen in FIG. 10 of internal consistency and convergent validity of the theoretical model.

The settings made in the present work were the normed fit index (NFI) that measures the proportional reduction in the adjustment function when passing the null model to the one proposed. The values of this index varies between 0 and 1, considered acceptable values above .90 (Lévy and Varela, 2006). In this case the value obtained from NFI .904 was considered reasonable under studies of Segars and Grove (1993); Hair et al., (2004).

The Non normed fit index (NNFI) is an index that overcomes the limitations of the normed fit index (NFI) to consider the degrees of freedom of the proposed model and void thus being very weakly related to the sample size. The range of this index varies between 0 and 1, with recommended values higher than .90. This measure is useful for comparing alternative models (Lévy and Varela, 2006). The value obtained from NNFI of this study is .814, again agreeing with measurements generated by Segars and Grover (1993); Hair et al., (2004) then it is considered reasonable for the type of research.

The Comparative fit index (CFI), measured the non-centrality of a model, this measure ranges from 0, for an ill-fitting and 1, for a model well adjusted. This index is to be preferred to the Chi square for large samples and above 100 units (Lévy and Varela, 2006). As for the IFC .924 obtained was considered by Varela and Levy (2006) as acceptable exceed .90.

The index root mean square error of approximation (RMSEA) represents the goodness

of fit would be expected if the model were estimated with the population and not just the sample extracted from the estimate. The assessment of its magnitude is subjective, considering that a lower value of .05 indicates a good fit, the values near to .08 represent a reasonable approximation error of the population and values above 0.1 are indicative of poor approximation according to information submitted by Browne and Cudeck (1993, cited in, Lévy and Varela, 2006: 21). In the present study the RMSEA was .034 considered well adjusted because it satisfy the parameters under than .05 (Hair et al., 2004).

Subsequently Cronbach 's alpha ranged from .907 to .761 and according to studies by Hair et

al., (2004) values greater than .70 are considered acceptable, so it met this measuring; as well the IVE was over .50 which is the minimum recommended according to studies by Fornell and Larcker value (1981).

In summary the Confirmatory Factor Analysis (CFA) summarize it is asserted that there is a good fit data as shown below ($S-BX^2 = 353.1590$; $df = 90$; ($p < 0.0000$); $NFI = .904$; $NNFI = .814$ $CFI = .924$, $RMSEA = .034$) and in turn, the convergent validity of the results is confirmed, this indicates that the items are significant ($p < 0.001$) as the factor loadings refer to be > 0.60 reportedly provided by research of Bagozzi and Yi (1988).

These tests can be seen on the next FIG. 10.

FIG. 10 INTERNAL CONSISTENCY AND CONVERGENT VALIDITY OF THE THEORETICAL MODEL

VARIABLE	INDICATOR	FACTOR LOADING	T- ROBUST VALUE	CRONBACH ALPHA	IFC	IVE
Customer Orientation	W1	0.682	1.000	0.761	0.877	0.461
	W3	0.648	6.304			
	W6	0.731	1.000*			
	W7	0.686	12.749			
	W8	0.643	10.605			
Information and Communication Technology	X1	0.905	1.000*	0.912	0.949	0.644
	X2	0.911	29.023			
	X3	0.669	9.762			
	X4	0.697	11.627			
	X6	0.900	1.000*			
Administrative Capacity	Y4	0.902	1.000*	0.797	0.881	0.677
	Y5	0.735	7.236			
Knowledge of the Competition and Global Market	Z2	0.795	1.000*	0.907	0.964	0.711
	Z3	0.895	12.972			
	Z4	0.8	1.000*			
	Z5	0.915	30.836			
	Z6	0.884	22.603			
Z7	0.759	16.576				
S-BX ² (df = 90) = 353.1590 (p < 0.0000); NFI = .904 ; NNFI = .814 CFI = .924 ; RMSEA = .034						

*** = $p < 0.001$

SOURCE: OWN ELABORATION (2014)

Results

As before, in this specific area of the paper presents the tests that were made to prove de hypothesis. The KMO obtained was .888, meaning that it can carry out the factor analysis

in this model made construct; the Cronbach's alpha of .912 representing a very high reliability.

The assumptions made by the application of structural equation model (MEC) which shows that both individual and joint variables have a positive impact on CRM in the restaurant industry ZMG follows are tested:

The **H1** hypothesis specifies that ($\beta = 0.391$, $p < 0.001$) indicating that customer orientation has significant positive effects on CRM;
 Hypothesis **H2** ($\beta = 0.408$, $p < 0.001$) indicates that ICT have a positive impact on CRM,
 The **H3** indicates ($\beta = 0.471$, $p < 0.001$) also impacts positively,
 Hypothesis **H4** ($\beta = 0.460$ $p < 0.001$) equally and finally
 The **H5** (general) has a significant positive impact ($\beta = 0.374$ $p < 0.001$).

This means that customer orientation positively affects 39.1%, ICT it's affected on 40.8%, administrative capacity by 47.1%, and the knowledge of the competition and the overall market by 46%.

All research hypotheses are tested, both general and specific; meaning that all have a positive

impact on scale ranging between 39 and 46 percent by implementing CRM strategies in the restaurant industry of Jalisco.

As well as the validity of the theoretical model tested using the chi-square test is the crucial step, because if there is perfect agreement between observed and expected frequencies, the statistic takes on a value equal to 0 and if instead there is a large discrepancy between the frequencies, the statistic takes a large value and therefore, the hypothesis (Hair et al., 2004) is rejected.

The results indicate no significant differences in the theoretical model, while largely explain the relationships in the construct.

So, all hypotheses were tested through the application of MEC which shows that both individual and set variables have a positive impact on CRM in the restaurant industry of Jalisco as can be seen in FIG. 12.

FIG. 12 RESULTS OF THE HYPOTHESIS TEST OF THEORETICAL MODEL

Hypothesis	Structural relationship	Standardized coefficient	Robust t-value	Measures of FIT
H1: A greater use of ICT more CRM	ICT ----- CRM	0.391***	9.885	S-BX2(70)=274.6792 p=0.000
H2: A greater client orientation more CRM	CO----- CRM	0.408***	15.755	
H3: A greater administrative capacity more CRM	AC----- CRM	0.471***	7.236	NFI=0.904 NNFI=0.814
H4: A greater knowledge of the competition and global market more CRM	KCGM----- CRM	0.460***	20.747	
H5: A greater use of ICT, client orientation, administrative capacity, knowledge of the competition and global market more CRM		0.374***	53.624	CFI=0.924 RMSA=0.084
**=p<0.001				

SOURCE: OWN ELABORATION (2013)

Conclusions

Managing the relationship with the customer is a business philosophy that is becoming of greater force in all industries, more specifically in the service of his great relationship with customers;

contributes to the entrepreneurs in the restaurant industry of Jalisco to generate long-term relationships with their customers and generate as many benefits.

Regarding the results of the factor analysis and statistical information gathered in the

framework by the various authors on which this research is based, as all construct variables have positive effects on CRM implementation is checked. Therefore, all specific hypotheses through research proven, as both customer orientation (H1) has a positive impact on the implementation of CRM in the restaurant industry at 39.1%, and the use of information and communication technologies (H2) at 40.8%, having wide administrative capacity (H3), which generates a positive effect on 47.1%, also the knowledge of the competition and the overall market (H4) impacts a 46%. Both the particular and in general, the hypothesis (H5) is the set of all the above, showed a percentage of 37.4% positive impact on the implementation of CRM. This is based solely on the results of the theoretical model SEM.

Furthermore, after the model of internal consistency and convergent validity of the theoretical model dimensions that proved a greater impact on the restaurant industry in the metropolitan area of Guadalajara will be explained below.

As relevant to customer orientation (OC) has two specific dimensions, satisfaction of wants and needs and customer loyalty and post-sale service, in which the variables that showed the greatest impact are exercising concern for knowing and understanding the needs of customers to provide a better service, measuring customer satisfaction, pay close attention to after-sales and loyalty consumer service, offer rewards programs and promotions for repeat customers, detect and classified the diners as the frequency of their visits.

For the use of information communication technology (ICT) were the most outstanding dimensions, contact and follow-up given to restaurant managers; highly specific variables that impact the studios are employing technologies of information and communication to establish direct contact with current and potential customers, fostering loyalty of them, ease of contact with the restaurant through various communication channels, the use of electronic tools such as internet, website, social media and email to be on direct contact with customers and the use of electronic media to publicize promotions and rewards to customers.

In the area of administrative capacity (CA) internal communication dimension was composed of the variables, have a communication continues effective and bilateral cooperation with all employees and between functional areas of the restaurant can provide better customer service.

On knowledge of competition and global market (CCMG) represented by the dimensions of competence and knowledge strategies and opportunities shaped by variables: find out who they are and have detected the competitors know the offers and products that competitors sell, quickly react to the actions of the closest competitors, studying the competition to identify new market opportunities and improved service and generate strategies for competitive differentiation.

Therefore it can be concluded that the four main research variables proved to have a positive impact on the implementation of CRM strategies in the restaurant industry in Jalisco.

Moreover, according to data obtained from the analysis of data in SPSS we can detect that within the restaurant industry little knowledge of what the administration client relationship is observed, but that does not say that some strategies of differentiation between competitors do not apply, because although not develop consciously know competition is tough; entrepreneurs operate with the notion of satisfying its customers to return in the future and some more with the philosophy of "the customer comes first and is always right", it is perceived that the performance of CRM is in levels of initiation; as less than 35% of respondents said implementing a strategy in your business, but most of them expressed wanting to do in the near future.

There is much to do in this industry, checking what statistics mentioned above, many of the restaurants surveyed are new to the business as less than 40% of them have more than 10 years in the rotation. Most companies are family so poor solid administrative structure is observed. Yet many of businessmen were open to implement CRM strategies in the future relying on Chambers to which they are affiliated; of the 420 surveys completed only about 45% of respondents affirm to belong to any camera

support their industry (CANIRAC, CANACO, SIEM).

Opportunity areas for future investigation

We will call area of opportunity to all questionnaire items, which were not included in the investigation for their lack of impact on the implementation of CRM in the restaurant industry of Jalisco but still could mean future opportunities for restaurants among them are: (W2) one of the main objectives of the restaurant is to meet the needs of customers 100% (W4) create business strategies in order to increase the value for customers, (W5) adapting products and services to customer requirements, (X5) make information available to customers on a basis of complete and updated data (Y1)

management must be pretty involved in the implementation of strategies to promote good relations with customers (Y2) essential that all employees work and strive to achieve the goals of the company as a whole, (Y3) objectives relating to the acquisition, retention and customer growth are completely clear to employees, (Y6) the organizational structure is designed and especially geared to the needs of customers, (Y7) employees who are in direct contact with the customer to worry about generating good relationship with them, (Y8) encourage employee compliance with the objectives set for customer satisfaction, (Z1) know that there is great market competition directly affects my business, (Z2) know who they are and have detected competitors, (Z3) know what the offers and products are competitors offer.

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